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businesssense



Sustainability Health-check



Sundance Renewables
Capel Hendre Industrial Estate
Ammanford
Carmarthenshire
SA18 3SJ



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Background



You

Sundance Renewables is a workers co-operative specialising in the processing of waste oils (e.g. cooking oil from restaurants) into biodiesel transport fuel and more recently into heating oil for boiler driven heating systems. Alongside this, Sundance Renewables has maintained an agenda to develop solar and other renewable energy technologies, though this is not currently the primary activity.

The company is based in an industrial unit near Ammanford and is undergoing a current tenfold increase in processing capacity within the unit through the introduction of new plant equipment. The building is leased.

Sundance employs two full time staff, and three part time staff.

The company already holds accreditation with regard to many aspects of sustainability – e.g. Green Dragon and is monitored by regulators such as the Environment Agency in many of its production processes, requiring a Pollution Prevention & Control (PPC) Permit to operate. The Director is very proactive in developing the business and supporting the biofuels and renewables industry. She has a very good understanding of sustainability issues, and the importance of letting customers and many other stakeholders know about the company's efforts to be more sustainable.

Us

Synnwyr Busnes – Business Sense (SBBS) is a specialist business support service in sustainable development, based at Bangor University.

It is a project funded by the European Union, the Welsh Assembly Government and Bangor University. The project aims to help SME's in Objective One areas of Wales realise the benefits of thinking and acting sustainably, and telling their customers about it. The service is funded for qualifying businesses, and the assistance given to your company falls under the European Commission's De Minimis Aid Regulation (EC Regulation 69/2001). More information on De Minimis Aid can be found in Appendix A1, while more information on SBBS' background can be found in Appendix A2.

The following report provides a summary of your company's performance as reflected by your answers in the sustainability health-check we conducted with you. It covers fifteen "components" of sustainable development and looks at relevant issues in terms of management, performance, extent of concern for

issues, and whether action has been taken. Current practices are described and are a starting point for raising awareness and improvement.

The *Synnwyr Busnes Business Sense* health-check report gives a holistic view of sustainable development in your organisation, and may hopefully tie together any previous accreditations, such as Green Dragon or Investors in People.

The health-check was conducted on 8th February 2008 by Richard Thomas (SBBS), and Jan Cliff, Director of Sundance Renewables. The information contained in this report is confidential and is for the use of Sundance Renewables only.

Disclaimer

The contents of this report are provided as guide only. No responsibility is accepted by or on behalf of Bangor University for any errors, omissions, or misleading statements in the report. No mention of any organisation, company or individual shall imply any approval or warranty as to the standing and capability of any such organisations, companies or individuals on the part of Bangor University.



Results



Introduction

The information and graphs provided here have been designed to provide a management overview of the sustainability performance of Sundance Renewables, based on information collected during the health-check, and is a snap-shot of operations at that time. As such, this analysis is a first step in the process of refining your company's working practices and strategies.

The *Synnwyr Busnes - Business Sense* health-check addresses fifteen topics or components of sustainability that need to be considered when evaluating whether a company is working in a sustainable way. A section of the health-check was dedicated to each component. Fourteen of the fifteen components are then ascribed to one of three broad dimensions: Economy, Society and Environment; with the Integration of Sustainable Development serving as an overview of the whole. The components are ascribed as follows:

Economy: Business and Finance, Purchasing and Risk Management

Society: Developing People, Workplace and External Relations

Environment: Resource Management, Transport, Energy, Air Quality, Waste Management, Water and Effluent, Land & Buildings and Biodiversity

In addition, there were three types of question for each component – (i) management, (ii) performance and (iii) concern and action. The results presented here are based on an analysis of the answers to these questions.

Component scores

Overall scores for each component have been derived by combining the answers given to the three types of questions, and the results are shown below. The scores are presented as a percentage of the highest possible score for each component, and therefore scores below 100 indicate that some improvements could be made.

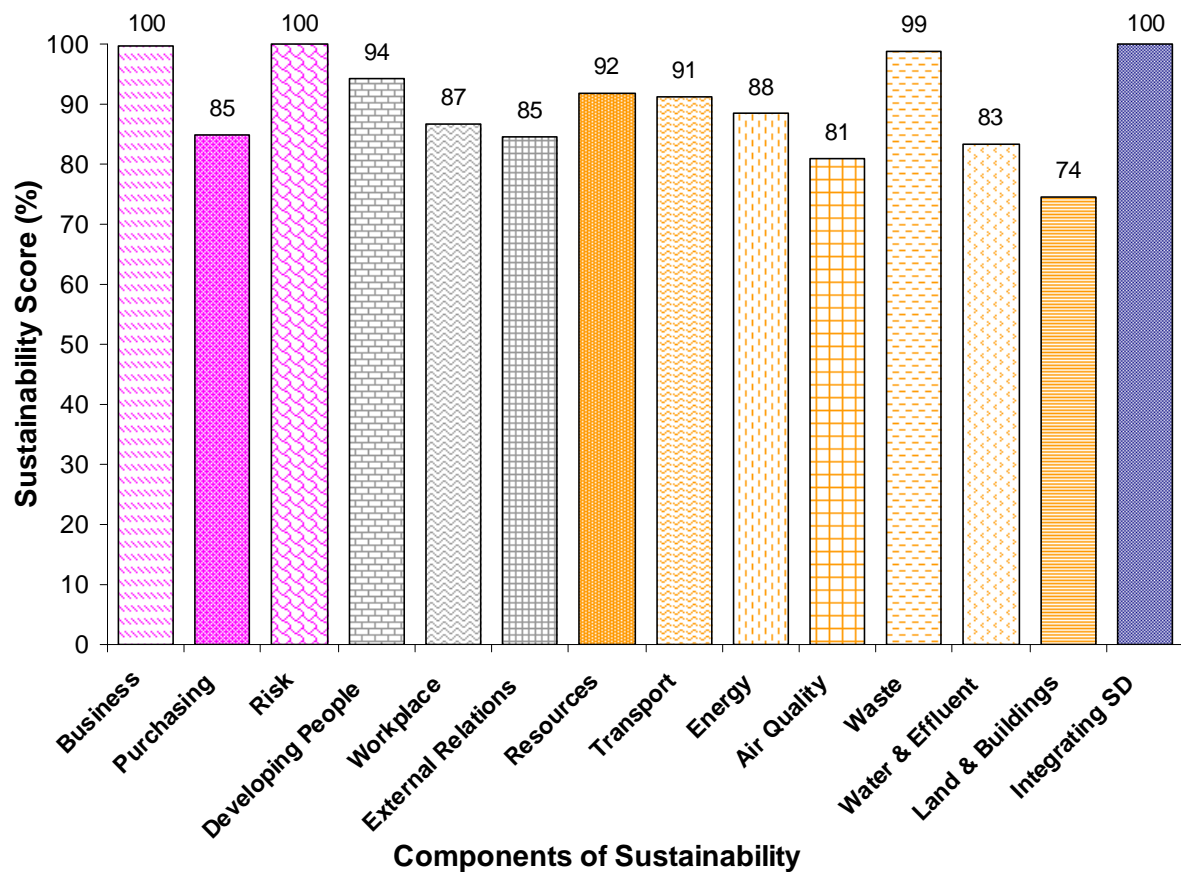


Figure 1. Individual component scores derived from responses to the management, performance and concern versus action questions.

The scores are almost universally excellent, with the lowest applicable component score at 74%, and three components achieving 100%. The 'Biodiversity' component was not considered applicable at the time of the health-check due to the nature of the company's activities. The component scores are discussed in greater detail in the 'Components in detail' section of the feedback.

Dimension scores

Sustainable development consists of three dimensions – people (society), planet (the environment) and profit (the economy). In order to see whether the company gives equal consideration to these three dimensions the components were allocated to one of the dimensions and the answers given contributed to the score given to that dimension. For example, 'purchasing' contributes to the 'economy' dimension, 'developing people' to the 'society' dimension and 'waste' to the 'environment' dimension. Non-applicable components are not included in the calculations.

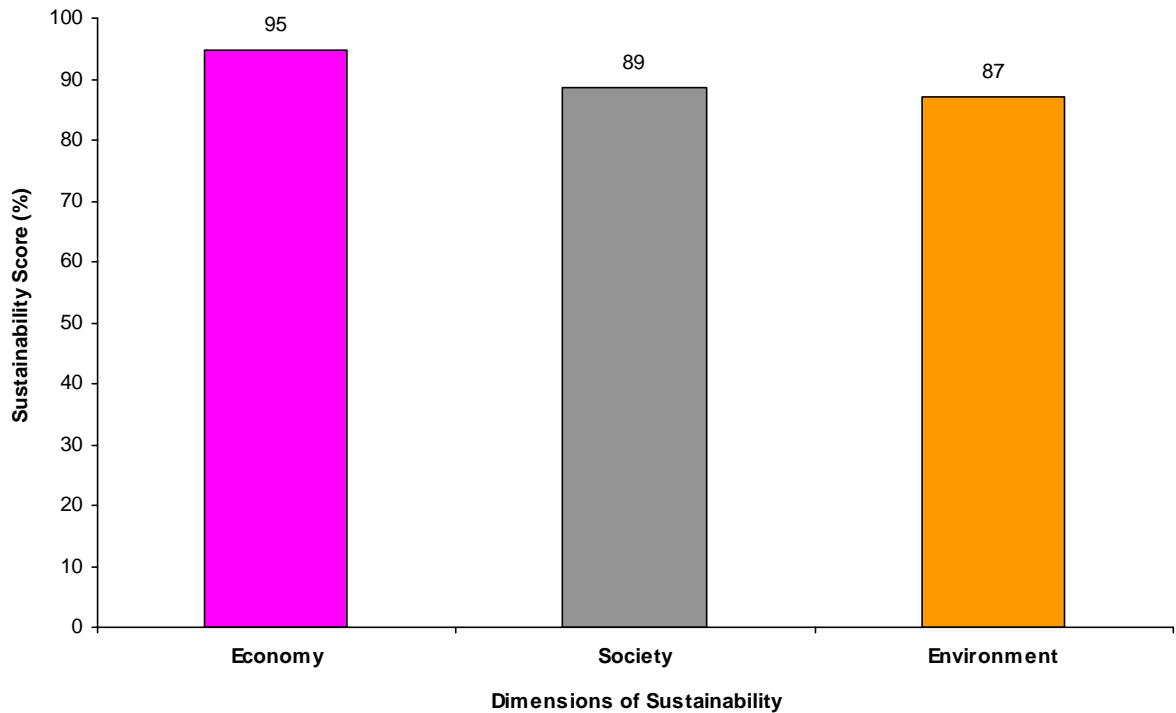


Figure 2. The scores for the components of sustainability allocated to one of the dimensions of sustainable development, giving a score for the three dimensions.

Sundance Renewables achieved excellent scores for the economy (95%), social (89%) and environmental (87%) dimensions, as seen in Figure 2.

'Concern *versus* action' questions

The first part of the health-check, for each component, was the 'concern versus action' section. A series of issues relating to each component were raised, and the company invited to respond to them. The responses were recorded as a choice between five different options, and these are listed in Table 1 below. The goal of this section is to establish the company's level of awareness of issues relating to each component, and to explore the extent to which the company's aspirations/ concerns have been matched by actions taken.

Table 1. Possible answers to 'concern *versus* action' questions

Option	Meaning
1	The issue is not applicable to my company
2	I haven't taken any action with regard to this issue, and I am not concerned about it
3	I haven't considered the issue before, but it might be something I should be considering
4	I <i>have</i> considered the issue before, but haven't yet done anything about it
5	I have thought about this issue before, and taken action

In this case, the company has taken some action on **90%** (106 out of 118) of the applicable issues covered by questions in the health-check. There were five issues that were not of concern (Option 2), two issues of concern were identified that had not been previously considered (Option 3), and five issues were of concern previously, to be acted upon in the future (Option 4). These results are presented in more detail in the 'Components in detail' section.

In order to breakdown these results for each component, and present the results in an intuitive form, a radar diagram has been created. The diagram makes use of three 'areas' of different colour - a green area, which represents the extent to which the company has taken action on the issues raised; a light blue area, which shows the extent of the company's concern about the issues before the health-check; and a dark blue area, which shows the extent of concern after the health-check. (It may be that only two, or even one, colour is visible in the diagram, depending on the responses given). The result for Sundance Renewables is shown in Figure 1 below:

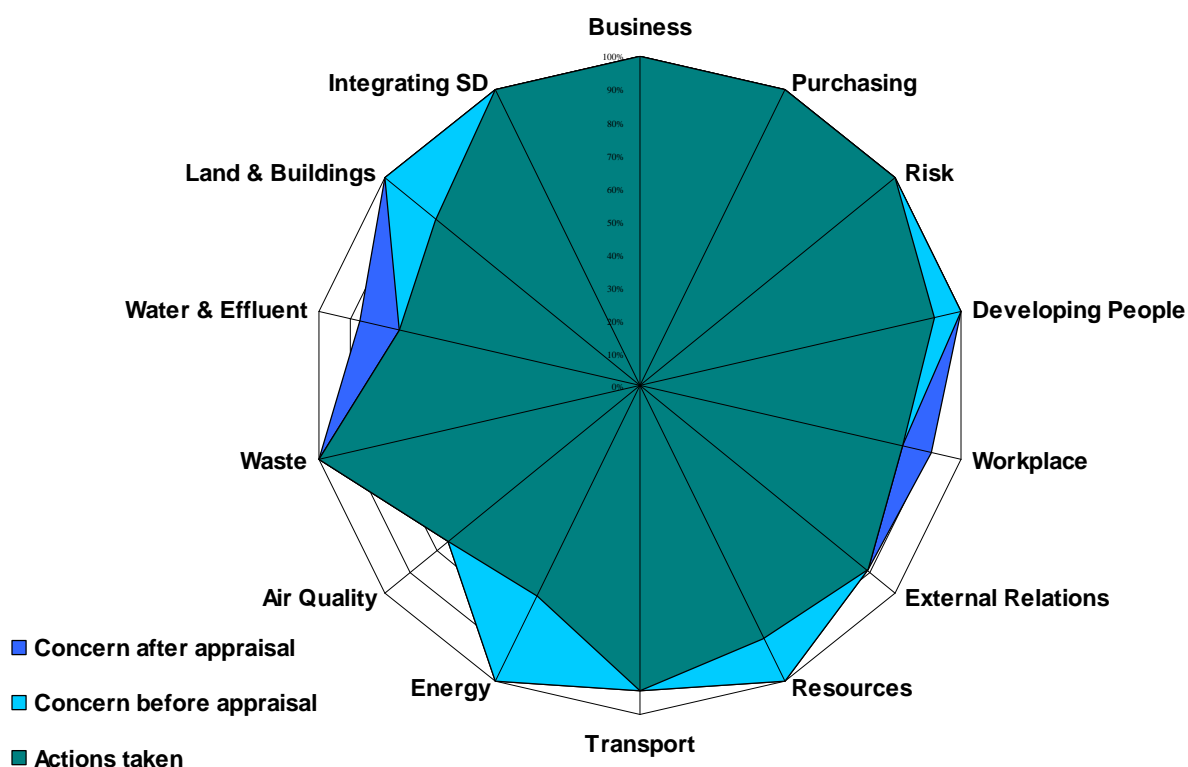


Figure 3. A comparison of concern (including concerns before and after health-check) and action taken for each component of sustainability

The ideal is to achieve high scores for actions and concerns in all components, which would give a symmetrical diagram with the green (action) area covering all components. It can be seen that in this case the diagram is largely symmetrical, and all three 'areas' are fairly large. This demonstrates that Sundance Renewables has excellent overall awareness and concern across the issues covered in the health-check, with action taken in most. Action had been taken for all issues raised in the 'Risk', 'Purchasing', 'Business', 'Waste' and 'Integrating SD' components, for example. New concerns were shown in 'Water & Effluent' and 'Workplace'. For a detailed description of how to interpret this diagram, please refer to Appendix A3.

Trends in performance

The second set of questions addressed performance and, as above, five options were presented. For each component, the company had to decide which option most accurately describes their performance in relation to one or two indicators, over the last year (five years for biodiversity). Table 3 shows the key to the possible answers and Table 4 shows the results.

Table 3. Key to performance trends.

Key to performance trends	
Definite improvement	☺☺
Probable improvement	☺
No change	☹
Probable decline	☹
Definite decline	☹☹
Component not applicable	●

Table 4. Performance indicators used in the health-check – an indication of trends.

Indicator	Change in performance
Business activity	☺☺
Business profitability	☺
Influence of environmental and ethical issues on purchasing decisions	☹
Ability to cope with risk	☺☺
Number of opportunities to develop skills	☺☺
Percentage of staff/service users influencing decisions	☺
Working conditions	☺☺
Salaries	☹
Customer/stakeholder satisfaction	☺☺
Number of working partnerships	☺☺
Performance on transport	☹
Energy consumption *	☹
CO2 emissions *	☺☺
Atmospheric emissions *	☹
Volume of waste produced *	☹
Proportion of waste reused/recycled	☺☺
Water usage *	☹
Emissions to water *	☹
Condition of landscape or buildings	☺☺
Impact on biodiversity (over 5 years)	●
Resource consumption *	☹
Efficiency of use of natural resources	☹
Incorporating sustainability into business practices	☺
Impact on quality of Life	☺☺
* improvement in performance is shown by a reduction in the quantities of the indicator	

Improvements in performance definitely took place in ten indicators, a probable improvement in three, and no change in eight. There were two indicators with a probable decline in performance, no definite

declines and 1 indicator was not applicable. These, or other indicators more appropriate to the company's circumstances, can be quantified and monitored over time to provide a sound basis for measuring and reporting social, economic and environmental progress.

Management questions

The third type of question, for each component, addressed management systems. Again, five options were presented and the company was asked to decide which one, in relation to the component under question, is the closest match to the management system currently employed. The options are presented in Table 2 below.

Table 2. Key to management categories

Management category	Description of management system used by your company
1	No procedures or consideration of the issue
2	Informal practices, verbal or written statements, limited actions
3	Documented procedures or reviews
4	Formal management system with objectives and targets
5	Formal management system with a programme of continual improvement, incorporation of best practice, and accreditation where appropriate

The results are shown below:

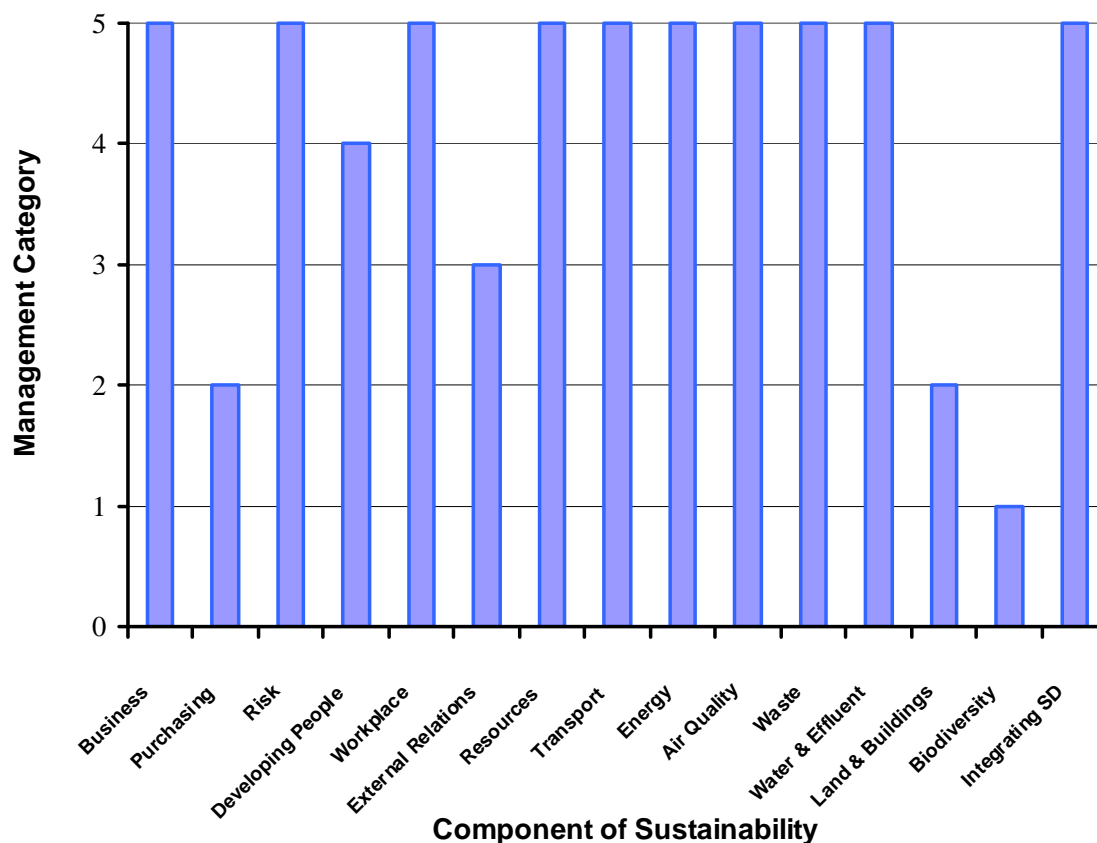


Figure 4. Comparison of the management practices for each component of sustainability

There were no applicable components which had not received prior consideration as a management issue (option 1). Two components managed only through informal practices, verbal or written statements and limited actions (option 2), while one component had documented procedures or reviews. There was one component with a formal management system with objectives and targets (option 4), and ten had formal management systems with a programme of continual improvement, incorporation of best practice, and accreditation where appropriate (option 5). Overall scores for each component (below 5) could be increased through documenting and implementing formal management procedures (including setting objectives and targets).

The Green Dragon[®] standard and the PPC Permit requirements have helped the organisation address issues relating to many of the environmental components, while other accreditations such as subscribing to the Co-operative Commission's '**Key Social Performance Indicators**' have helped with many of the economic and social components.

Conclusion

The results show that the company has considered and acted upon a great number of environmental, economic and social issues. Management levels are generally very high, and performance is improving almost universally. There are many excellent component scores (including three 100% scores), and all three dimension scores are excellent. The organisation has benefited from gaining many accreditations, including Green Dragon, but there remains some scope for further consideration and action with regard to some environmental components.

Importantly, the commitment to the Co-operative Commission's '**Key Social Performance Indicators**' (KSPI's) reflects the company's efforts to integrate sustainability into business management systems and support a 'triple bottom-line' approach. Some of the KSPI's conform to the Global Reporting Initiative standards for Corporate Social Responsibility. (See Sundance Renewables Annual Report 2006-07 <http://www.sundancerenewables.org.uk/Profile.htm#Annual%20Reports>).

Components in Detail



This section provides detailed feedback on your answers for each component. By reporting on how all 'action and concern' questions were answered, it is hoped that this section may form the basis for further consideration and action on the issues involved. It is designed to complement the 'Advice on developing a sustainability vision, policy and action plan' section.

Economy

Economics and business

The overall score for this component is 100%.

It is believed that business activity (e.g. the number of customers/ turnover) has definitely improved over the last year, and that business profitability has probably improved.

The management system with regard to this component is best described as a formal management system with a programme of continual improvement and incorporation of best practice, with accreditation where appropriate.

The following issues had received prior consideration leading to action being taken:

- Producing a long-term business plan
- Having sound business practices (e.g. up-to-date balance sheet, prompt payment of invoices)
- Investing in new equipment or technologies
- Investing in research and development
- Being open to innovation regarding business development (e.g. competitor's initiatives or employees developing new working practices).
- Actively seeking new financial opportunities (e.g. new business partners)
- Attempting to foresee changes to consumer trends / expectations
- Operating to other standards (e.g. ISO 9000 or any other UK, European or International standards, or industry required/bespoke standards)

Comments

Through the production of long-term business plans, working on ethical business practices with partners such as the Wales Co-operative Centre, increasing turnover and profitability, ongoing research, product and service development and with an exciting ten-fold expansion in operating capacity forthcoming, Sundance Renewables are very well placed to support their own financial sustainability over the longer term.

Purchasing

The overall score for this component is 85%.

It is believed that the influence of ethical and environmental considerations on purchasing policies and procedures has not changed over the last year as these have been embedded from early stages.

The management system with regard to this component is best described as having informal practices, verbal or written statements, with limited actions taken.

The following issues had received prior consideration leading to action being taken:

- Considering the ethical and environmental policies and practices of suppliers
- Consideration of ethical (human rights, labour, and corruption) and environmental impacts in incoming and outgoing investment decisions, including banking accounts and pension plans
- Ensuring that operations do not have an adverse social impact (e.g. checking credentials of overseas suppliers)
- Reducing the environmental impact of sourcing materials, goods & services (e.g. alternatives to limited resources, FSC certification)
- Purchasing goods & services locally
- Attempting to influence the behaviour of suppliers through use of purchasing power

There was also one issue in this component which was not applicable at the time of the health-check:

- Purchasing locally produced goods & services

Comments

While purchasing for the company is at relatively modest levels, there is a commitment to purchasing fairtrade, co-operative and local services with some efforts to influence the supply chain, for example by persuading one supplier of cooking oil to switch to vegetable oil instead of the potentially more damaging use of palm oil.

Risk management

The overall score for this component is 100%.

It is believed that the organisations ability to cope with risk has definitely improved over the last year.

The management system with regard to this component is best described as a formal management system with a programme of continual improvement and incorporation of best practice, with accreditation if appropriate.

The following issues had received prior consideration leading to action being taken:

- Identification of financial risks e.g. a hike in interest rates, imposed legislation, oil price increase
- Awareness of how future changes in grants/subsidies may affect business
- Consideration of how employee relations may affect your reputation
- Keeping up-to-date with current and pending legislation (e.g. water, carbon, IPPC etc)
- Being proactive in its approach to health and safety, fire safety and equal access for all
- Consideration of the effects that an environmental incident or prosecution (of yourselves or suppliers) might have on providing services
- Developing procedures to deal with emergency situations e.g. scandal, oil spill
- Taking adequate insurance cover
- Identification and mitigation of all other risks on an ongoing basis

Comments

Risk Management of activities is built into the many management systems in place to cover environmental impact for example. While there is an element of grant subsidy within the finances of the business which pose a risk, there is a strong understanding of the prevailing priorities of the grant giving bodies and the co-operative company structure and independent financial audit requirements of Finance Wales mitigate against many economic risks.

Society

Developing people

The overall score for this component is 94%.

It is believed that the number of opportunities to develop skills has definitely improved over the last year, and that the number of staff/service users contributing towards the business' decision making has probably improved.

The management system with regard to this component is best described as a formal management system with objectives and targets.

The following issues had received prior consideration leading to action being taken:

- Ensuring that there is balanced representation in senior management positions with regard to equal opportunities (e.g. female/ male ratio)
- Ensuring equal opportunities for recruitment and in daily business with regard to gender, religion, age, disability, language etc
- Recruitment of local staff
- Allowing flexibility for child-care provision (e.g. crèche, allowing parents to drop-off and collect children)
- Assessment of training needs
- Ensuring provision for staff training, career development or work experience (e.g. secondments)
- Developing guidance, support or mentoring programmes
- Offering apprenticeship placements
- Developing training links within industry and educational institutions
- Encouraging a working ethos of 'pitching in/ going the extra mile'
- Ensuring that staff are involved in the decision-making process

The following was an issue of concern, but actions had not yet been taken:

- Ensuring provision for Welsh language learning

Comments

As a workers' co-operative, Sundance Renewables has a strong ethos of personal development and also provides for the inclusion of local volunteers. There have been opportunities to create training links with other bodies such as Swansea University or Trinity College, Carmarthen and there is a formal process of induction and staff training in place.

It was expressed that more could be done to improve the staff training provision within the company, though time and resource constraints make this difficult to achieve at present.

The workplace

The overall score for this component is 87%.

It is believed that working conditions have definitely improved over the last year, but wages have probably declined in relation to the cost of living.

The management system with regard to this component is best described as a formal management system with a programme of continual improvement and incorporation of best practice, with accreditation if appropriate.

The following issues had received prior consideration leading to action being taken:

- Allowing flexi-time
- Promotion of job-share schemes
- Responding effectively to requests regarding working conditions
- Ensuring staff are fully aware of their rights, e.g. holiday entitlement, trade union membership etc
- Ensuring access and providing facilities for disabled staff & visitors
- Ensuring that internal communication is effective and inclusive
- Promoting the use of Welsh within the workplace e.g. Working Welsh Scheme
- Ensuring that staff at all levels are able to give feedback on issues that may affect the performance of the organisation
- Ensuring that effective mechanisms in place for addressing all forms of corruption (including bribery, bullying, and extortion)

The company had not previously considered the following issue but may take action in the future:

- Offering a pension scheme

The company did not intend taking action with regard to the following issue:

- Rewarding staff for good performance

There were also two issues in this component which were not applicable at the time of the health-check:

- Offering employment benefits for all staff such as medical/health care cover, luncheon vouchers etc
- Providing staff with the option of becoming shareholders

Comments

Due to the nature of the production processes, Health & Safety Executive (HSE) standards apply for most of the working conditions. As a co-operative, there is also a strong level of internal communication to enable any other issues to be addressed.

Welsh speaking is supported, though at a minimal level.

A Pension Scheme will be looked at in the near future.

External relations

The overall score for this component is 85%.

It is believed that the customer/stakeholder satisfaction has definitely improved over the last year, and that the number of working partnerships has definitely improved.

The management system with regard to this component is best described as having documented procedures, policies or reviews.

The following issues had received prior consideration leading to action being taken:

- Donation of resources to other organisations and individuals (e.g. money, time, land or goods)
- Encouragement of positive interactions with the local community (e.g. open days or school visits)
- Awareness of all parties concerned with local issues (e.g. neighbours, local groups, community councils, etc)
- Exchanging good practice examples with other organisations
- Active pursuit of opportunities for working in partnership with e.g. other businesses, community & voluntary groups, civil society organisations or public services
- Consideration of ethical and environmental policies and practices of partner organisations when selecting them
- Awareness of any impacts the business' operations may have on the community and quality of life, both positive and negative
- Provision of goods or services in both English and Welsh (e.g. telephone, website, labelling)

The company did not intend taking action with regard to the following issue:

- Provision of information in a manner that is accessible to all

There were also four issues in this component which were not applicable at the time of the health-check:

- Supporting and encouraging cultural activities and events (e.g. the arts, music etc)
- Working with the local community in operations which affect them
- Mitigation of any negative impacts the organisation may have in its locality (e.g. noise, light, smell etc.)
- Development of community consultation procedures (e.g. complaints procedure)

Comments

Sundance Renewables has developed many strong working partnerships across varying sectors ranging from statutory bodies to local ethnic food outlets. The company has also engaged on proactively working with others to provide training and to encourage best practice in the sector.

Customer satisfaction has definitely improved over the last year. This has been measured by the number of favourable comments received from customers and the amount of return custom that is being generated. Over the last year the enterprise has become an increasingly community supported project - 300 individual members plus working partnership with numerous bodies LA's etc are strongly involved and offer support in varying ways.

The website is used to demonstrate the company's commitment to SD and co-operative principles.

The Welsh Language Policy is the only documented policy that covers external communications, though the co-operative principles adopted by the company do also outline priorities for external working relationships.

Environment

Resource management

The overall score for this component is 92%.

It is believed that performance with regard to the amount of natural resources consumed and the efficiency which they have been consumed has not changed over the last year.

The management system with regard to this component is best described as a formal management system with a programme of continual improvement and incorporation of best practice, with accreditation if appropriate.

The following issues had received prior consideration leading to action being taken:

- Design-efficiency for goods, packaging and promotional materials
- Reducing dependency on paper by e.g. monitoring, re-using/ recycling, double-sided printing etc
- Implementation of methods of minimising use of raw materials and resources
- Use of recycled or re-useable materials whenever possible
- Participation in a waste exchange scheme
- Conducting research on raw material use, production processes, emissions and wastes associated with operations e.g. Life Cycle Analysis

The following as an issue of concern, but actions had not yet been taken:

- Avoiding use of environmentally sensitive materials (e.g. uncertified wood, ozone-depleting substances etc)

Comments

At the heart of the company's activities is an attempt to reduce resource consumption through the reprocessing of waste oils into transport fuel and heating oil. As such, many other aspects of resource consumption within the organisation have also been considered - though there are constraints on the production process where more sustainable alternatives to the methanol and other chemicals used are not readily available.

Transport

The overall score for this component is 91%.

It is believed that performance as regard to transport has probably declined over the last year due to increased activity.

The management system with regard to this component is best described as a formal management system with a programme of continual improvement and incorporation of best practice, with accreditation if appropriate.

The following issues had received prior consideration leading to action being taken:

- Conversion of vehicles to use less polluting fuels (e.g. LPG, sustainably sourced biofuels)
- Minimisation of business mileage
- Encouraging employee car-share for commuting
- Carrying out route planning
- Encouraging responsible driving practices to optimise fuel efficiency
- Ensuring that vehicles are serviced regularly
- Promotion of public transport for commuting/ business purposes
- Promotion of walking for journeys less than one mile
- Use of telephone, video or internet conferencing where possible
- Use of home working practices where possible
- Optimisation of goods/ freight for outward and return journeys (e.g. efficient packing)
- Choosing the most sustainable mode of transport for freight distribution
- Consideration of the impact of the business' transport activities on climate change

The company did not intend taking action with regard to the following issue:

- Invests in modern fuel-efficient vehicles

There were also two issues in this component which were not applicable at the time of the health-check:

- Encouraging car-sharing for business use
- Participation in local transport initiatives (e.g. liaising with local authorities, park and ride)

Comments

Two vehicles are used to collect waste oils and to deliver biodiesel. Careful consideration is given to routes and to minimise unnecessary travel. While the vehicles are converted to biodiesel, there is a financial constraint on providing modern, fuel-efficient vehicles.

Energy use & efficiency

The overall score for this component is 88%.

It is believed that performance with regard to energy consumption has not changed over the last year, and that the contribution to climate change has definitely improved.

The management system with regard to this component is best described as a formal management system with a programme of continual improvement and incorporation of best practice, with accreditation if appropriate.

The following issues had received prior consideration leading to action being taken:

- Giving one person responsibility for monitoring and reporting on energy
- Ensuring all no or low cost methods are in use for managing and reducing energy demands (e.g. switching off equipment at night)
- Choosing energy efficient equipment
- Making use of alternative energy sources e.g. solar panels
- Ensuring staff are informed/ trained about energy and climate change issues

The following were issues of concern, but actions had not yet been taken:

- Taking steps to offset CO2 emissions through e.g. donations to climate care organisations or tree planting

- Purchasing energy through a 'Green tariff'

There were also two issues in this component which were not applicable at the time of the health-check:

- Seeking to conserve energy (insulation/ double glazing etc)
- Assessing the costs and resultant savings of energy reduction measures in buildings, equipment and processes

Comments

Again, energy use, in general terms, is at the heart of activities. The Green Dragon Award covers many aspects of managing energy use in the business, though as the industrial unit space is leased there is no control over the choice of electricity supplier or of the physical aspects of insulation etc within the unit – though there is an awareness of these concerns.

There is an intention to utilise the heating oil under development by the business to reduce the need for externally supplied energy to the business.

Air quality

The overall score for this component is 81%.

It is believed performance with regard to air quality has not changed over the last year.

The management system with regard to this component is best described as a formal management system with a programme of continual improvement and incorporation of best practice, with accreditation if appropriate.

The following issues had received prior consideration leading to action being taken:

- Identification of all possible sources of emissions – including transport emissions
- Measurement/monitoring of all significant emissions
- Exploring initiatives to reduce emissions e.g. research

The company did not intend taking action with regard to the following issue:

- Liaising with any relevant local bodies regarding air quality (e.g. local authority or community group)

There was also one issue in this component which was not applicable at the time of the health-check:

- Awareness of the environmental and social costs/impacts of the company's air emissions

Comments

There are some minimal air emissions from the production process which are managed under the PPC Permit from the Environment Agency.

Waste management

The overall score for this component is 99%.

It is believed that performance with regard to the volume of waste produced has not changed over the last year, and that the proportion reused or recycled has definitely improved.

The management system with regard to this component is best described as a formal management system with a programme of continual improvement and incorporation of best practice, with accreditation if appropriate.

The following issues had received prior consideration leading to action being taken:

- Giving one person responsibility for monitoring and reporting on waste issues
- Regular reviewing of waste management
- Implementation of measures to re-use and/ or recover waste
- Segregation of waste to facilitate reuse/ recovery
- Considering end-of-use disposal of products (e.g. ensuring they're recyclable)
- Collaboration with other organisations on waste reduction measures (e.g. local authorities,

- businesses, voluntary sector, advisory services)
- Ensuring waste contractors deal with waste in a responsible manner (Duty of Care)
- Informing/ training staff about waste management issues

Comments

As the company has been operating within the constraints of production capacity over the past year, there has been no change in the waste volume produced by the business, which is already minimised under Green Dragon. Due to improvements in production processes however, the proportion of process waste in the form of glycerol has been reduced along with greater recycling in the office.

Plastic waste from oil containers could remain as a waste problem for the business. Importantly, Sundance Renewables takes other business's waste and reprocesses it into a useable product, so contributing to wider waste management in the region.

Water and effluent

The overall score for this component is 83%.

It is believed that performance with regard to water usage has not changed over the last year, and that emissions to water have also not changed.

The management system with regard to this component is best described as a formal management system with a programme of continual improvement and incorporation of best practice, with accreditation if appropriate.

The following issues had received prior consideration leading to action being taken:

- Monitoring water, effluent and associated costs
- Minimisation of water losses (e.g. fixing leaky taps, regular inspection of pipe-work)
- Harvesting of rain or grey water
- Attempting to minimise impacts on water quality from mains supply (e.g. through choosing 'green' cleaning products and/ or process chemicals)
- Prevention of adverse effects on water quality in streams or drainage channels caused by run-off nutrients and chemicals
- Informing/ training staff about water efficiency issues

The company had not previously considered the following issue but may take action in the future:

- On site treatment of effluent

The company did not intend taking action with regard to the following issue:

- Using water wisely (e.g. automatic valves on taps, water-saving cisterns)

Comments

The impact of production chemicals is an issue of concern. However, there is an Environment Agency consent issued for water effluent which is monitored along with Green Dragon monitoring. There is a bund in place around the processing area to limit effects of spillages and there is also some harvesting of rain water undertaken on-site.

It was suggested that future on-site treatment of effluent could be considered to further reduce impacts.

Land use management

The overall score for this component is 74%.

It is believed that the condition of the landscape and buildings for which you are responsible has definitely improved over the last year.

The management system with regard to this component is best described as having informal practices, verbal or written statements, with limited actions taken.

The following issues had received prior consideration leading to action being taken:

- Involving all stakeholders on property issues
- Consideration of safety and the ease of the use of buildings and facilities, for employees and the wider community (e.g. access, signage, potential accident black spots, congestion)
- Carrying out reclamation / clean-up of contaminated or neglected land
- Having management plans for all land

The following was an issue of concern, but actions had not yet been taken:

- Using screening or landscape design to reduce adverse visual impacts

There were also thirteen issues in this component which were not applicable at the time of the health-check:

- Consideration of the special design of new buildings or existing facilities to keep in sympathy with existing local architecture
- Making use of sustainable materials for maintenance or building works
- Improving the condition of any derelict buildings for which it is responsible
- Considering amenity value and the possibility of multiple uses for land where appropriate
- Maintenance of rights of way or other access arrangements
- Consideration of the impact of any infrastructure changes relating to the site (e.g. access to the site, transport issues)
- Considering limiting new car parking spaces for employees and visitors to encourage alternative forms of transport
- Involving all stakeholders on land-use issues
- Assessing how the long term productivity or value of land might be affected by current practice on that land
- Consideration of the effects of substances such as pesticides and fertilisers on ecosystems and human health
- Prevention of topsoil loss through erosion
- Controlling soil nutrient status
- Consideration of alternative land management techniques

Comments

Impacts in this component primarily relate to building use from the delivery and reprocessing of waste oils. There are already systems in place to deal with spillages etc and public safety is given a high priority in terms of buildings maintenance and access etc.

The screening of the delivery yard was something that might now be considered to reduce the visual impact of that area.

Biodiversity

During the health-check, it was agreed that this component was not currently applicable to the company.

Integrating sustainable development

The overall score for this component is 100%.

It is believed that the incorporation of sustainability into business practices has probably improved over the last year, and that your impact on quality of life has definitely improved.

The management system with regard to this component is best described as a formal management system with a programme of continual improvement and incorporation of best practice, with accreditation if appropriate.

The following issues had received prior consideration leading to action being taken:

- Consideration of sustainability (social, environmental, financial, and the integration of all three aspects) in the business development process
- Reviewing management systems regularly, with consideration of all three dimensions of sustainability
- Discussing of sustainability issues at all levels in the organisation, on an ongoing basis

- Communicating information on sustainability performance, both internally and externally, on a regular basis e.g. sustainability reports
- To consider the health impacts of products/services
- Providing customers with sustainability advice or information (for example, on labelling) with products and services
- Participating in sustainability initiatives or with local groups
- Providing all staff with sustainability awareness training
- Developing a vision and strategy regarding the company's contribution to sustainable development
- Maintaining a long-term perspective on operations (taking account the needs of future generations as well as our own)

Comments

Sundance Renewables is absolutely committed to sustainable development – both in the overall terms of the future well-being of the planet (and its inhabitants) and also in terms of the organisation's own place within that future.

The Green Dragon[®] standard and the PPC Permit requirements have helped the organisation address issues relating to many of its environmental impacts, while the company's subscription to the Co-operative Commission's '**Key Social Performance Indicators**' have helped to ensure that many economic and social issues are fully integrated into business practice.

The company has considered and acted upon a great number of environmental, economic and social issues. Importantly, the commitment to the Co-operative Commission's '**Key Social Performance Indicators**' (KSPI's) reflects the company's efforts to integrate sustainability into business management systems and support a 'triple bottom-line' approach. Some of the KSPI's conform to the Global Reporting Initiative standards for Corporate Social Responsibility. (See Sundance Renewables Annual Report 2006-07 <http://www.sundancerenewables.org.uk/Profile.htm#Annual%20Reports>).

Conclusion

In the present climate, it makes good business sense to incorporate sustainable development thinking into your day-to-day business and operations. Customers, employees and stakeholders are becoming more demanding in relation to environmental and social issues and it is important that a company can respond to these demands in a knowledgeable and demonstrable way.

Sundance Renewables have carried out the Synnwyr Busnes – Business Sense health-check as they realise that sustainability is an imperative aspect of a successful organisation. This is particularly true in the transport fuel and energy sector. The results of this health-check show that the company are proactive in their approach to all three dimensions that must be balanced for sustainable development.

The Director and co-operative members have an excellent and improving awareness of the issues, with action already taken on 90% of the "concern and action" issues covered in the health-check, and an ethos of continual improvement has been clearly demonstrated. However, there are some improvements that could still be made, especially with processing expansion imminent, and recommendations are presented in the next section of this report.

The company is on the verge of a ten-fold expansion of operating capacity that will contribute to reductions in waste within the region and increased provision of alternative low-carbon fuels for transport and heating. Customer and stakeholder 'feel good' responses are on the increase and together these factors represent an exciting time of business expansion with a heart-felt commitment to sustainability in the widest sense.

The *Synnwyr Busnes – Business Sense* team would like to thank you for working with us and making a positive contribution to sustainable development in Wales. We trust that this health-check report will help you become more aware of the issues involved and will help you to integrate sustainable development into your work and daily lives.



Key points for developing a sustainability strategy, policy and action plan

ECONOMY

Economics and business

- For quality of life, economic well-being should be balanced with social progress and environmental protection. Develop a long term business plan that includes financial, social, environmental and ethical aims.
- Report your progress in sustainability. Annual “Triple-bottom line” reporting on your progress in environmental and social issues in addition to the financial accounts may bring benefits. It can demonstrate to your customers, employees and shareholders an effective management that is forward thinking, innovative and looking to continual improvement.
- Consider operating to standards such as ISO 9000 Quality Management Standard or the European Foundation for Quality Management (EFQM) Excellence Model.
- Consider the ethical (human rights, labour and corruption) and environmental impacts of all your incoming and outgoing investment decisions. Chose “ethical” banking accounts and/or pension plans. Since July 2000 all company pension schemes in the UK have been forced to amend their Statement of Investment Principles (SIP) to declare their ethical (social, environmental or ethical considerations) policy or state if these are considered at all.
- Invest in economic, social and environmental capital, and set aside resources and time for research and development. Look at what you are already doing and consider ways of continual improvement. This could be in terms of your resource efficiency, giving better customer service or improving the value of your brand etc.
- Make contact with other business service providers, e.g. Business Eye, for information on services and grants for improving your business performance in areas such as marketing, information technology, e-commerce etc. Many services can be provided free or subsidised in the Objective One areas of Wales.

Resourcing

- Buy ethically traded and environmentally-friendly goods and services that are produced in a sustainable way, and support your local economy through local purchasing and employing locally whenever possible.
- Think about what you consume. Try to invest in quality items that last longer, purchase items that will produce less waste, and by re-used or recycled items.
- Try to find out where all the materials you use come from. Do they have any negative impacts on the environment or on the people that produce them? If so are there any alternatives?
- Convert your organisation to a Fair Trade workplace. Go to www.fairtrade.org.uk for more information.
- Try talking to your suppliers – are they aware of sustainability issues? Ask them what actions are they taking, and try to use your purchasing power to influence them. Suggest that they carry out a Synnwyr Busnes – Business Sense health-check.

Risk Management

- Think in the broadest possible terms about your financial and operational risks, and considering the effects of an incident in your supply chain.
- Keep up-to-date with current and future legislation (e.g. water, energy, Pollution Prevention and Control [PPC]). Arena may be able to help you with this information.
- Review insurance requirements to ensure that the company has adequate provision for all eventualities.
- Formally documenting your procedures which could help in any future emergency situations

SOCIAL

Developing people

- Recognise our culturally diverse society and encourage the use of Welsh language.
- If your staff members are already involved in activities such as recycling, buying fair trade goods, using energy efficiently or doing work in the community etc, in their free time, encourage them to consider these actions at work. It is important to acknowledge people's efforts and doing so could be excellent for team-building and developing a sustainable working ethos in the company.

External relations

- Involve local people in operations that affect them.
- Try to ensure continual improvement and best practice. Look for opportunities to develop new ways of working, such as through developing a formal approach to measuring customer satisfaction.

Workplace

- Employees should be fairly paid and facilitated to develop their potential through training.
- Provide good working conditions, and consider introducing flexible working practices wherever possible.

ENVIRONMENT

Transport

- Any negative environmental and social impact of transporting goods and people should be minimised.
- Proactively monitor the situation with regards to 'greener' fuel, and consider converting vehicles to use less polluting fuels (e.g. LPG, sustainably sourced biofuels) when this becomes a viable option. This could be an opportunity to become a leading organisation in this respect.
- Look into the tax benefits (Enhanced Capital Allowances) of purchasing low carbon emission cars – see www.eca.gov.uk.
- Investigate options for offsetting carbon emissions from transport activities – see e.g. www.targetneutral.com for more information.

Energy

- Energy should be conserved through purchasing energy efficient equipment and minimising demand, through e.g. switching off equipment when not in use.
- Look into the tax benefits (Enhanced Capital Allowances) of purchasing energy efficient equipment – see www.eca.gov.uk.
- Consider sourcing energy from renewable sources – either through producing your own renewable energy e.g. from a wood-fired boiler, or by simply choosing a ‘green’ tariff – see information in the ‘resources’ section.
- Consider whether you can inspire your customers and/ or staff to save energy.

Air quality

- All emissions to air (greenhouse gases and pollutants) should be kept to a minimum through e.g. ensuring boilers are serviced regularly.
- When relevant, consider using low-emission heating equipment in refurbishment – see the Low Carbon Buildings Programme for grant funding, accredited installers and product information.

Waste

- Waste should be reduced, re-used or recycled.
- Sources of pollution controlled and minimised.

Water

- Water should be conserved and water quality ensured by minimising pollution.
- Look into the tax benefits (Enhanced Capital Allowances) of purchasing water saving equipment – see www.eca.gov.uk

Land & Buildings

- Buildings should be in keeping with the environment and community and be constructed and maintained in a sustainable way.

Biodiversity

- Biodiversity should be encouraged, maintained and enhanced. Develop a simple action plan for encouraging wildlife e.g. through incorporating wildlife friendly features.

INTEGRATING SUSTAINABLE DEVELOPMENT

- Develop a strategy to integrate a balanced and holistic view of the environment, community and economy in everything you do, to ensure a good quality of life now and for the future.
- This health-check can be used to identify important issues for each component as a starting point in developing a sustainability vision, policy and action plan.
- Review your performance and targets regularly. Work towards continual improvement by measuring performance in all components, using appropriate indicators to measure changes. For example as a measure of energy use, the number of kilowatt hours, or for the workplace the number of sick days. Targets for these indicators should be “SMART” - Specific, Measurable, Achievable, Realistic and within a Timescale.
- Review management systems regularly. Set and implement standards for the way the company’s core business operations are carried out by introducing more formal procedures or management systems. Have policies for each component that describe the issue and state your aims for improvement.
- Tell people about your moves towards sustainability and use them for marketing purposes. Using this kind of information will set you apart from your competitors and may help ensure your long-term sustainability. Provide customers with sustainability advice or information (e.g. labelling) with your service
- Share your experiences with other organisations and make use of examples of best practice. Get involved with any local sustainability initiatives or groups, and attend awareness training workshops.



Resources

This section contains a list of organisations and websites which you may find useful in your drive towards greater sustainability for your organisation. Please note that the resources listed here are for information purposes only and have not been endorsed by the Synnwyr Busnes – Business Sense service.

Accessibility

- **Hidden Differences.** Media and communications compliance with Disability Acts 1995/2005 www.hiddendifferences.com
- **British Standards Organisation.** Compliance with Disability Acts 1995/2005 guidance www.bsi-global.com/ICT/PAS78/index.xalter
- **Web Accessibility Initiative.** Website content accessibility guidelines www.w3.org/WAI/intro/wcag.php#is
- **Disability Rights Commission.** Website Accessibility - <http://www.drc.org.uk/default.aspx?page=3364>

Air Emissions

- **The Carbon Trust.** UK government and business body set up to help in the move toward a low carbon economy. Advice and help for public bodies and businesses in energy efficiency, reducing carbon emissions and compliance. www.thecarbontrust.co.uk

Biodiversity

- Resources for businesses with an interest in biodiversity. www.businessandbiodiversity.org
- **ARENA Network** in collaboration with the Countryside Council for Wales run *Business and Biodiversity* workshops – www.arenanetwork.org or contact your local ARENA Network Business Environment Co-ordinator for more information
- **Wales Biodiversity Partnership** Information and events in Wales. www.bioamrywiaethcymru.org.uk

Business Support and Funding Providers

- **Business Eye.** The initial entry point for impartial information for business planning, operation and growth etc. including signposting and diagnostic reviews for businesses in Wales. Tel. 08457 96 97 98. www.busesseye.org.uk
- **Welsh Assembly Government Department of Innovation and Enterprise** Business support providers (replacing the Wales Development Agency) <http://new.wales.gov.uk/topics/businessandconomy/help/?lang=en>
- **European Foundation for Quality Management (EFQM®)** is a not-for-profit foundation that is a primary source for organisations looking to excel in their market and in their business. EFQM Excellence Model www.efqm.org (In Wales see Wales Quality Centre for more information).
- **Wales Co-operative Centre Business Succession Service** can support businesses to ensure their survival through an employee buy-out by transferring ownership of a company to its workforce. <http://www.walescoop.com/site/template.asp?pid=1&sid=24&iid=1>
- **Wales Management Council.** Support, development and best practice for business managers in Wales. www.walesmanagementcouncil.org.uk
- **TROSI.** A European-funded business service that can provide support for developing new ideas and services for individuals and organisations in Objective One areas of Wales. www.menterabusnes.com/english/5/38/trosi.html

Building and Construction

- **National Green Specification (NGS)** is an independent organisation set up to produce an internet based resource for designers, constructors and manufacturers involved with 'Sustainable Construction'. NGS Green Spec website is all about helping you to understand what good practice is and providing you with the resources to achieve it. www.greenspec.co.uk
- **Building Research Establishment.** For information concerning buildings, including energy efficiency and the use of renewable/recycled materials. The BRE Environmental Assessment Method (BREEAM) can be used to assess the environmental impact of buildings. Web: www.bre.co.uk
- **Association of Environment Conscious Building** is an independent membership organization that aims to facilitate environmentally responsible practices within building. www.aecb.net
- **SalvoMIE Materials Information Exchange** www.salvomie.co.uk resources for the construction industry to buy and sell used secondhand and unused materials over the internet. Information and links on Sustainable Construction.
- **Green Register of Construction Professionals.** A list of construction professionals committed to sustainable practices www.greenregister.org
- **Energy Savings Trust.** Information for house-building professionals. <http://www.est.org.uk/housingbuildings/professionals/>
- **Against the Grain - Crest Co-operative Ltd,** Llandudno Junction. Recycled timber <http://www.crest-cooperative.org.uk/english/grain.htm>

Climate Change

- **Offsetting carbon emissions.** From energy use and transport. See www.climatecare.org or www.targetneutral.com for more information.
- **Calculate CO₂ emissions for your business.** <http://www.climatecare.org/business/tellmemore/>
- **Calculate CO₂ emissions for you or your household.** <http://actonco2.direct.gov.uk/index.html>

Consumption

- **Wales Consumer Council.** Where to find... links to sustainable living information. www.sus-life.org.uk

Corporate Social Responsibility

- **UN Global Compact** Corporate social responsibility initiative based on ten universal principles on human rights, labour conditions, environment and anti-corruption. Companies with more than ten employees encouraged to sign-up www.unglobalcompact.org see also www.one-report.com

Design and Innovation

- **Design Wales.** Design Wales provides a range of product and brand design services. Tel. 0845 303 1400. Web: www.designwales.org.uk

Employment

- **Investors in People.** Investors in People is a national quality standard for improving an organisation's performance through setting out levels of good practice for training and development of people to achieve business goals. Investors in People Information Line Tel. 020 7467 1946, www.iipuk.co.uk
- **International Labour Organisation (ILO).** The UN agency which seeks the promotion of social justice, particularly relating to employment issues. Web: www.ilo.org

Energy

- **Green energy from the grid.** Supplier information for 'green' tariffs. www.greenelectricity.org
- **Wood energy.** Support for homeowners and businesses interested in using woodfuel in Wales www.woodfuelwales.org.uk
- **Energy Savings Trust.** Promoting the sustainable use of energy. Useful source of information on house-building and transport issues www.est.org
The following document may be of interest for refurbishment of solid walled buildings: [http://www.est.org.uk/uploads/documents/housingbuildings/CE184%20-%20practical%20refurbishment%20of%20solid-walled%20houses.pdf#search=%22Practical%20refurbishment%20of%20solid-walled%20houses%20\(CE184\)%22](http://www.est.org.uk/uploads/documents/housingbuildings/CE184%20-%20practical%20refurbishment%20of%20solid-walled%20houses.pdf#search=%22Practical%20refurbishment%20of%20solid-walled%20houses%20(CE184)%22)
- **Energy Saving Wales.** Online help to find publicly funded support available in Wales for energy efficiency and small-scale renewable energy. <http://www.energysavingwales.org.uk/index.cfm>
- **Wales OPET Cymru.** Part of the EU Organisations for the Promotion of Energy Technologies (OPET) Network operated by Dulas Limited. Advice and implementation of renewable energy technologies in Wales. www.cordis.lu/opet/src/opets/uk2.htm

Environment

- **Arena Network.** One of the key environmental support bodies in Wales offering a wide variety of advice and hands-on support for business. www.arenanetwork.org
- **Envirowise.** The UK environmental support programme for industry. Provides free advice, site visits and publications covering many sectors and topics, focusing on waste minimisation, cleaner technology and design. The Environment and Energy Helpline offers access to a wide range of experts. Tel. 0800 585794. www.envirowise.gov.uk
- **Environment Agency Wales.** Along with the local authorities, the Environment Agency enforces environmental regulation and assists businesses with regard to pollution prevention and control matters. Tel. 02920 770088. www.environment-agency.gov.uk/regions/wales

- **Environment Agency NetRegs.** Online service provides a simple way of obtaining information on environmental regulation for many industry sectors. www.environment-agency.gov.uk/netregs
- **Centre for Alternative Technology.** Useful information sheets on energy, water technologies and eco-friendly methods. http://www.cat.org.uk/information/information.tmpl?subdir=information&sku=info_is

Equal Opportunities

- **Business Link.** Information on equal opportunities and discrimination for businesses. www.businesslink.gov.uk/bdotg/action/layer?topicId=1073877851
- **Equal Opportunities Commission** www.eoc.org.uk

Ethical Trading and Investment

- **Ethical Trading Initiative.** The ETI is an alliance of companies, non-governmental organisations (NGOs), and trade union organisations committed to working together to identify and promote ethical trade. www.ethicaltrade.org
- **Ethical Investment Association.** Find a specialist advisor in ethical finance and more information. www.ethicalinvestment.org.uk
- **Ethical Investors Group.** One of a number independent financial advisors that specialise in ethical investments – provide very useful information on their website. www.ethicalinvestors.co.uk
- **Ethical Banking.** See the Co-operative Bank, or its online “Smile” service www.smile.co.uk; Triodos Bank www.triodos.co.uk or the Ecology Building Society www.ecology.co.uk

Grant Funding

- **Assembly Investment Grant** – brochure: <http://new.wales.gov.uk/docrepos/40382/4038231141/40382112411/AIGbrochure.pdf?lang=en> and more information: <http://new.wales.gov.uk/topics/businessandconomy/finance/investment/AIG/?lang=en>
- **Low Carbon Buildings Programme** - grant funding information <http://www.lowcarbonbuildings.org.uk/about/>
- **J4B.grants.co.uk** – online search for grants in the UK <http://www.j4bgrants.co.uk/default.aspx>

Health and Safety

- **Workplace Health Connect** will provide free, impartial and practical advice and support on health, safety and return to work issues. Advice line 0845 609 6006. www.workplacehealthconnect.co.uk Provided by the Health and Safety Executive.
- **Health and Safety Executive (HSE).** The UK body for health and safety regulation and advice. Tel. 08701 545500 www.hse.gov.uk

Human Rights

- The Universal Declaration of Human Rights www.un.org/Overview/rights.html
- **International Business Leaders Forum (IBLF)** Human rights & the private sector – downloadable report <http://www.iblf.org/resources/general.jsp?id=47>

Information Technology

- **Opportunity Wales.** Supporting the development of e-commerce in small and medium-sized businesses in [Objective One areas of Wales](#) – can carry out a free e-commerce business review. www.opportunitywales.co.uk

Land Regeneration

- **Land Regeneration Network.** Platform for stakeholders involved in contaminated land and industrial waste management in Wales. www.grc.cf.ac.uk

Recycling

- www.letsrecycle.com Recycling and waste management resources and information on prices, legislation, materials, directory of recyclers and waste management companies.
- **Furniture Re-use Network.** Coordinating body for furniture and appliance recyclers that collect and distribute to people in need. www.frn.org.uk
- **Wales Environment Trust.** Information on recycling for business. www.walesenvtrust.org.uk
- **Save a Cup Recycling Company.** Recycler of plastic cups and manufacturer of recycled products. Recycling plastic cups can help reduce Land-fill tax payments and help companies demonstrate compliance to new waste legislation. www.saveacup.co.uk
- **Computer recyclers and refurbishers** can be located from: <http://www.wasteonline.org.uk/resources/InformationSheets/ComputerRecyclersRefurbishers.htm>

Research and Development

- **University Innovation Bangor.** Access to the know-how of leading researchers, scientists and graduates for research, enterprise and knowledge transfer for business and other organisations. www.bangor.ac.uk/innovation
- **Know How Wales.** This programme, run within the WDA Technology and Innovation area, facilitates the links between businesses and the universities and other academic institutions so as to facilitate R&D and technology transfer. www.knowhowwales.com
- **WISE Network.** Free support for SMEs in Objective One areas to access information and advice from academics and services provided by University of Wales – Bangor, Swansea and Aberystwyth. www.wisenetwork.org

Recruitment, Education and Training

- **Sustainable Development Training.** Synnwyr Busnes – Business Sense can provide on or off-site training for staff tailored to the companies needs. www.synnwyr-busnes.org
- **Go Wales.** A subsidised initiative designed to support the recruitment and development of graduate level staff for companies in Wales. www.gowales.co.uk

Resourcing

- **Fairtrade Foundation.** The licensing body for the Fairtrade label. Useful information about Fairtrade. www.fairtrade.org.uk
- **Oxfam GB.** The development, relief, and campaigning organisation that works with others to find lasting solutions to poverty and suffering around the world. Information on FairTrade [www.oxfam.org.uk/what we do/fairtrade](http://www.oxfam.org.uk/what_we_do/fairtrade)

Social and Ethical Issues

- **Time Banks.** Organises time donations to good causes in Wales. Contact: Geoff Thomas www.timebanks.co.uk
- **Business in the Community (BiC).** Business in the Community is a unique movement for businesses committed to continually improving their positive impact on society. www.bitc.org.uk
- **BRASS.** The Welsh centre for Business Relationships, Accountability, Sustainability and Society is based within Cardiff University. www.brass.cf.ac.uk

Standards, Benchmarking and Reporting

- **GoodCorporation.** A global standard of corporate responsibility covering fairness to employees, suppliers, customers, financiers, the community and the environment. www.goodcorporation.com
- **Global Reporting Initiative.** The GRI provides globally applicable guidelines for reporting on the economic, environmental, and social performance of companies. www.globalreporting.org
- **SustainAbility.** A free downloadable methodology for assessing the quality of sustainability reporting that can be used as a basis for producing a report. <http://reporting.sustainability.com/sustainability/site/page.acds?context=2180083&instanceid=2180084>
- **DEFRA.** Environmental Key Performance Indicators Reporting Guidelines for UK Business <http://www.defra.gov.uk/environment/business/envrp/pdf/envkpi-guidelines.pdf>
- **Global Environmental Management Initiative.** Interactive business planning tools. www.gemi.org
- **Benchmarking Index.** Small Business Service benchmarking tool for industry sectors. www.benchmarkindex.com
- **SIGMA.** Sustainability in Practice. Integrated guidelines for sustainability management. www.projectsigma.co.uk
- **SA8000 Social Accountability International.** A uniform, auditable standard for third party verification for social accountability. <http://www.sa-intl.org/index.cfm?fuseaction=Page.viewPage&pageId=617&parentID=473>
- **Association for Chartered Certified Accountants AccountAbility.** A membership organisation to encourage improved social performance and AA1000 social and ethical, auditing and reporting standard. www.accountability.org.uk
- **Wales Quality Centre.** The centre for advice on quality management in Wales. A company can be certified as being capable of producing goods on a consistent basis, with the management system applying to the production process and also to processing of customer complaints, sources of supply, etc., and is based on a consistency of procedure. North Wales (Wrexham). Tel. 01978 293196. E-mail: info@walesqualitycentre.org.uk Web: www.walesqualitycentre.org.uk
- **British Standards Institute (BSI).** The source of all British technical standards and partner in many quality and environmental programmes across the UK. Tel. 0208 996 9001. Web: www.bsi.org.uk. Look for BS8900 sustainability management standard and guidelines.

Sustainable Development

- **Rio Declaration on Environment and Development.** Report on the United Nations Conference on Environment and Development (Rio de Janeiro, 3-14 June 1992). 27 principles ratified by 152 countries. www.un.org/documents/ga/conf151/aconf15126-1annex1.htm
- **Agenda 21.** A commitment to sustainable development made at the United Nations Conference on Environment and Development (Rio de Janeiro, 3-14 June 1992) by 152 countries to take a balanced and integrated approach to the environment and development. www.un.org/esa/sustdev/documents/agenda21/english/agenda21toc.htm

- **Local Agenda 21** Promotion of sustainable development in your local area. Contact your Local Authority for further information.
- **International Institute of Sustainable Development** (www.iisd.org) Business and Sustainable Development global guide and sector-specific best practice and resources. www.bsdglobal.com
- **World Business Council for Sustainable Development.** A coalition of some 140 international companies united by a shared commitment to the environment and sustainable development. www.wbcsd.ch
- **Sustainable Development Commission.** The Government's independent watchdog on sustainable development. General information and history of SD. <http://www.sd-commission.org.uk/pages/sdhistory.html>
- **Cynnal Cymru.** Independent membership organisation open to individuals and organisations promoting sustainable development in Wales. www.cynnalcymru.org

Trade Unions

- **Trade Union Congress.** Information on workers rights and training opportunities for trade union representatives. Regional website for Wales. www.tuc.org.uk/tuc/regions_info_wales.cfm

Travel and Transport

- **Environmental Transport Association.** Motoring organisation with car-buying guide, breakdown cover and information. www.eta.co.uk
- **Energy Savings Trust.** Useful source of information on transport issues for business. <http://www.est.org.uk/fleet/>
- **Biofuels.** Information on producing, using and converting to biodiesel. www.vegetableoildiesel.co.uk (based in North Wales) or www.sundancerenewables.org.uk/biodp/index.html (in South Wales).
- **HM Revenue and Customs.** There are tax benefits for employers that set up Green Travel Plans aimed at reducing the number of car journeys employees make to get to work. Also information on using company cars and own vehicles. www.hmrc.gov.uk/green-transport/travel-plans.htm
- **Rethink, retreads.** An authoritative guide for buyers seeking best value for their fleet tyre purchases and policy makers who wish to contribute to the sustainable development of Wales. Whilst mainly focusing on large commercial vehicle (trucks, lorries, buses etc) retreads, much of the information in rethink.retreads is also relevant to smaller commercial and specialist passenger tyres. <http://www.rethinkretreads.org.uk/about.htm>
- **Sustrans.** The UK's leading sustainable transport charity. Relevant information to urban planning - Liveable Neighbourhoods and Home Zones. www.sustrans.org.uk

Tax and Allowances

- The **Enhanced Capital Allowance Scheme** enables businesses to claim 100% first year capital allowances on investments in energy saving technologies, water and low carbon emission cars. Choose equipment from the Energy Technology List and get 100% tax relief. www.eca.gov.uk

Water

- **Water Regulation Advisory Scheme.** Advice on water legislation. www.wras.co.uk
- **Environment Agency.** Information on water saving and finance for businesses. <http://www.environment-agency.gov.uk/subjects/waterres/286587/287169/951022/?version=1&lang=e>

Waste Issues

- **Waste Connect.** Factsheets and information on recycling in your area. www.wasteconnect.co.uk
- **WRAP, Waste and Resources Action Programme.** A business development service that offers a 'marriage' service for funders and recycling businesses, and can offer advice and support on business plans, investment proposals and technical issues: www.wrap.org.uk
- **West Wales Eco Centre.** An environmental charity offering free advice on renewable energy, and links to local energy efficiency advice. www.ecocentre.org.uk
- **Waste Awareness Wales.** Promoting the 3'r's reduce, reuse, recycle. www.wasteawarenesswales.org.uk/recycling/atwork.html
- **Waste Watch.** Information on waste issues. www.wastewatch.org.uk and www.wasteonline.org.uk
- **Hazred.** EU funded support for Objective One SMEs in key industry sectors for hazardous waste reduction and resource efficiency www.hazred.org.uk
- **Waste Treatment Technology Network (WTTN).** Practical waste management expertise to businesses in Objective one areas in Wales www.wastetech.net

Waste Exchange

- **Plant Parts Ltd.** Construction machinery plant and parts. www.plant-parts.com
- **Waste Exchange of the United Kingdom.** Free commercial waste exchange. www.wastechange.com
- **Building, Research Establishment.** Centre for Waste and Recycling - information for construction industry professionals including waste-exchange and recycled materials. www.bre.co.uk/service.jsp?id=5
- **National Industrial Symbiosis Programme (NISP).** Support for companies in materials and resources exchange. www.nisp.org.uk – **Welsh Regional Programme** www.map-is.co.uk

Welsh

- **Welsh Language Board.** Advice and information on use of Welsh language and translation. www.bwrdd-yr-iaith.org.uk Short translations can be made free of charge through the Board's LinkLine. The LinkLine is open from 10.00 - 12.30 and from 1.30 - 3.30 from Monday to Friday, and can be contacted by phoning 0845 607 6070, or by e-mail to cyswllt@bwrdd-yr-iaith.org.uk. Also grants available for publicity materials up to £1000 <http://www.bwrdd-yr-iaith.org.uk/uploads/publications/324.rtf>
- **Society of Welsh Translators** Bryn Menai, Ffordd Caergybi, Bangor, Gwynedd, LL57 2JA Telephone 01248 371839, fax 01248 371850, email info@welshtranslators.org.uk. They publish a directory of Welsh translators www.welshtranslators.org.uk

Work Practices

- **Work Wise UK.** Not-for-profit initiative giving practical guidance and advice on flexible and remote working. Advisors in Wales can be found through www.workwiseuk.org/index.html



Appendices

A1: Declaration of De Minimis aid received



Assistance by the *Synnwyr Busnes – Business Sense* service has been given to your company under the European Commission's De Minimis Regulation (EC Regulation 69/2001). This allows a company to receive up to €200,000 (approximately £134,557.00¹) of De Minimis aid over a rolling three-year period.

Your company has received three days of assistance from the *Synnwyr Busnes – Business Sense* service to analyse and prepare feedback on the sustainability health-check carried out with you.

For the purpose of recording De Minimis aid received this equates to £1,500.00 (€2,229.52¹) of assistance or three days at £500 per day. Any De Minimis aid awarded to you as part of the *Synnwyr Busnes – Business Sense* service will be relevant if you wish to apply, or have applied, for any other De Minimis aid.

The onus is on your company to disclose any assistance received as State Aid under the De Minimis Regulation in any three year period. This may have been received in the form of grants, loans or subsidised contracts etc. received from public bodies or other organisations. Assistance received as approved or block exemption State Aid is not cumulated with De Minimis aid when calculating whether the €200,000 threshold has been exceeded. De Minimis aid is only ever cumulated with other De Minimis aid. If you are in any doubt as to whether assistance your company has received has been administered as De Minimis aid, please contact the assisting body for information.

For the purposes of the De Minimis Regulation you must keep this document for three years from the date on this letter and produce it on any request by a public authority or the European Commission. (You may need to keep this letter for longer than three years for other purposes.) Information regarding the full amount of De Minimis aid you have received must be supplied to any other public authority or agency asking for information on De Minimis aid.

¹ Calculated 2 August 2007 www.xe.com

A2: The project's background

The Synnwyr Busnes – Business Sense project arose as a natural development from a previous project, called *Wales SCEnE* (Sustainable Communities, Environment and Economy) at the University of Wales, Bangor. *Wales SCEnE*'s remit was to produce a best practice guide to sustainability for organisations in Wales.

In order to identify best practice *Wales SCEnE* developed a **method by which organisations and companies** of any size could assess their contribution towards sustainable development. Twenty-five organisations from a wide variety of private, public, voluntary and community sectors took part in the project to help develop and refine an appraisal questionnaire to measure sustainability in terms of the environment, society, ethics, culture and finances.

In 2006, with funding from the European Union, Welsh Assembly Government and the University of Wales, Bangor, *Synnwyr Busnes – Business Sense* refined and updated the *Wales SCEnE* appraisal methodology to be used as part of its approach to bring sustainable working as good business sense to a wider audience across Wales.

The *Wales SCEnE* project was part of a Welsh Assembly Government initiative known as the TASK programme - Towards A Sustainable Knowledge-based Region, that was carried out in 2002-04 and part funded through the European Regional Development Fund. (For more information see www.sustainableregions.net).

A3: Interpretation of the radar diagram

First, 'concern after health-check' scores are plotted – the percentage of applicable issues that were of concern to the company **by the end** of the health-check. All issues where the response was either option 3, 4 or 5 contribute to these scores. Fifteen axes, or all those that are applicable, extend from the centre of the diagram, and each score is plotted on the relevant axis. A dark blue 'area' is then created by connecting all the 'Concern after health-check' scores. A 'concern after health-check' score less than 100% indicates that further consideration of the issues covered by the component could be made.

Similarly, a light blue area is plotted, representing the 'concern before health-check' scores – the percentage of applicable issues that were of concern to the company **before** the health-check. All issues where the response was either option 4 or 5 contribute to these scores. Where the light-blue area does not entirely cover the dark-blue, this indicates that the health-check raised issues which are now of concern to the company, although they had not considered them previously.

Finally a green area is plotted, representing the 'Action' score for each component – the percentage of applicable issues where action has been taken (option 5). Only issues where the response was option 5 contribute to this score. Where the green area does not entirely cover the light-blue, this indicates that there are issues which the company has been considering, but has not yet taken action.

The best outcome would be a symmetrical diagram (showing awareness of all issues comprising sustainable development) with high scores for concern and action in all components. The higher the action (green) score, the more successful the company has been in taking action to match its concern. Ideally, the green area should cover the light-blue area completely, indicating that concern has been matched with the relevant action.