



Green Business Clubs Good Practice Guide

Sustainability West Midlands
December 2011



Foreword

Our research has shown that to create a competitive low carbon place it helps to have a great green business club or network. Over the last two years Sustainability West Midlands has been working with a variety of green business clubs within the West Midlands as part of the Business Futures, Low Carbon Economy, and Climate Adaptation programmes.

Thanks to John Barraclough who leads our business work, our SWM business members, and our funders we have been able to provide a coordination and support role to the green business clubs in the West Midlands. This has involved quarterly planning meetings to share good practice, speakers, and lever in additional resources through joint funding bids, events and profile raising.

As part of the 'green jobs' strand of the Low Carbon Economy programme we have been advising Local Enterprise Partnerships and Local Authorities on how to establish green business clubs or improve the ones they already have. To achieve this we have used SWM members and chairs of existing clubs to mentor businesses thinking of taking a key role in establishing or running a club within their local area. Also drawing on the collective knowledge of our members and the clubs we have produced this good practice guide.

There will always be new Government business support ideas or local authority or business chamber restructures and different organisations looking to set up or lead a green business club. However there appears to be a set of common criteria for success. This guide seeks to capture these essential criteria to help you establish and maintain clubs that help create competitive low carbon places to live and work in.

We look forward to sharing your practice as you establish a green business club in your area.

Dr Simon Slater

Executive Director, Sustainability West Midlands

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Report information

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About Sustainability West Midlands

We are the sustainability adviser for the leaders of the West Midlands. We are also the regional sustainability champion body for the West Midlands, designated by government. We are a not-for-profit company that works with our members in the business, public and voluntary sectors. Our Board is well led and has cross-sector representation; they are supported by our team of staff and associates.

Our vision is that by 2020 businesses and communities are thriving in a West Midlands that is environmentally sustainable and socially just. By 2012 our leaders are clear on what this looks like, have set milestones, and their organisations are making strong progress.

Our role is to act as a catalyst for change through our advice to leaders, to develop practical solutions with our members and share success through our communications.

www.sustainabilitywestmidlands.org.uk Registered company No.04390508

1. Introduction

Since the early 1990's Green Business Clubs have proven to be an effective way of helping businesses of all sizes to improve their resource efficiency and environmental performance. Experience from across the West Midlands has shown that even with limited operational budget, Green Business Clubs can make a significant contribution towards helping the West Midlands move towards becoming a low carbon economy.

Businesses across the West Midlands are well placed to collaborate, share good practice and work together to lead on helping develop a sustainable economy, and business to business networks have an important role to play in helping to achieve this goal.

This guide, developed by Sustainability West Midlands, draws on the experience from successful Green Business Clubs across the region, with the aim of sharing good practice with both existing clubs and with organisations looking to set up their own.

The guide is relevant to organisations in the public, private and voluntary sectors and covers the following areas:

- What is a Green Business Club?
- Why create a Green Business Club?
- Funding options for Green Business Clubs
- Governance and structure
- Network activities
- Factors influencing Business Club success
- Green Business Clubs in Practice

The guide provides practical examples and information throughout to enable both existing and new Green Business Clubs to make informed decisions about the various approaches that can be taken.

2. What is a Green Business Club?

Green Business Clubs can be defined as membership organisations where businesses of all sizes come together to share good practice, improve their resource efficiency and environmental performance and identify business opportunities emerging from the development of the low carbon economy.

Clubs usually have a defined geographical boundary or can be sector specific. For example, there are a number of Green Business Clubs across the West Midlands, which are located within Local Authority and Local Enterprise Partnership boundaries (Appendix A).

Green Business Clubs in the West Midlands have historically fallen into the following categories:

- **General Green Business Clubs** – these Clubs have a mixture of member organisations from the private, public and voluntary sectors and are generally run by Local Authorities e.g. Staffordshire Business & Environment Network (SBEN) and Business Environmental Support Scheme for Telford (BESST). They tend to be focused on helping business members to decarbonise their business operations but can also provide an effective platform to stimulate interest in low carbon products and services.
- **Low Carbon and Environmental Goods and Services focused Green Business Clubs**– these Clubs are focused on developing a membership base of private sector organisations that are in the business of providing environmental focused goods and services e.g. Marches Environmental Technologies Network (METNET), Herefordshire Greenlinks, Renewable Energy Technology Alliance (RETA). The primary aim with this type of network is economic development and helping local business to identify business opportunities through the emerging markets for low carbon products and services.

Overall, Green Business Clubs are generally involved in helping their business members to improve their environmental performance through the sharing of best practice. This best practice sharing is facilitated through a number of media including telephone support, websites, business to business mentoring, events and brokerage of face to face business support services.

Clubs work best in areas where there is a strong public/private partnership in place and a strong desire to identify business opportunities and to drive forward local sustainability.

3. Why create a Green Business Club?

Green Business Clubs provide an effective platform for businesses to come together to share good practice, access business support services and obtain free advice from other leading companies.

Since the 1990's Green Business Clubs have proven to be successful at helping businesses of all sizes to improve their resource efficiency and environmental performance and create business opportunities and there are several examples of good practice from across the region:

- Business Environmental Support Scheme for Telford (BESST) - between 2006 and 2008 members of BESST worked together to identify opportunities to make savings through the implementation of resource efficiency measures. During this two year period member companies achieved over £1.2Million in financial savings, diverted 689 tonnes of waste from landfill, reduced water usage by 240,064m³, reduced gas usage by 6,495,120kwh and reduced effluent discharges by 11,480m³.

- Business Sustain in Coventry – between 2006 and 2008 Business Sustain developed a network of automotive companies working together to improve their resource efficiency and environmental performance. During this period member companies generated savings of over £1.7million by implementing a programme of resource efficiency measures.
- Staffordshire Business & Environment Network (SBEN) – between September 2009 and March 2011 over 50 SBEN member companies were referred through to receive one to one support from the Business Link WM Improving Your Resource Efficiency (IYRE) programme. Many of these companies have subsequently gone on to receive additional support through SBEN and the Network is currently planning to deliver further workshop sessions for these businesses to help them to realise the potential savings identified in the Business Link IYRE reports.
- Marches Environmental Technologies Network (METNET) – between 2010 and 2011 METNET has created an extensive Network of businesses in the Low Carbon and Environmental Goods and Services (LCEGS) sector. The Network currently has over 250 members and has been instrumental with creating business opportunities for member companies.

Green Business Clubs have the potential to add real value and help businesses of all sizes to make measurable gains in resource efficiency and environmental management, as well as creating market opportunities for local businesses.

4. Funding options for Green Business Clubs

Historically, Green Business Clubs have received funding from a number of sources including membership fees and sources of public funding such as Local Authorities, Regional Development Agencies and National business support providers such as Envirowise.

In Staffordshire, SBEN is core funded through Staffordshire County Council but also secures funds through membership fees. SBEN has the following membership fee structure:

Membership Category	Cost
Up to 50 employees	£60
51 to 150 employees	£85
151 to 250 employees	£115
Over 250 employees	£175

SBEN also generates income by charging delegates to attend events and training sessions which is covered later in this guide.

Due to the current reduction in the availability of public funding sources, the SBEN model appears to be the most sustainable due to the mix of both public and private sector funding.

Charging a membership fee also appears to be acceptable to member companies as SBEN has almost 400 members, which is one of the highest in the West Midlands region.

One of the longest running clubs in the West Midlands is 'Sustain' which was established by Coventry City Council to provide environmental business support to local companies. This now operates as non-for-profit consultancy unit based within the Council and covering its costs by providing consultancy services nationally, often to local companies supply chains, while seeking to provide local network benefits for Coventry businesses.

For Local Authorities, funding a Green Business Club can be a cost effective method of delivering strategic objectives relating to business engagement, carbon reduction, and job creation measures.

5. Governance and Structure

Green Business Clubs can vary in the way that they are governed and structured, however most have a mix of public, private and voluntary sector organisation involvement.

For example, in Shropshire, Telford and Wrekin Council act as secretariat for the BESST Network with support from a business led steering group comprising a number of both large and small businesses.

In Staffordshire a similar arrangement exists as the County Council act as secretariat for SBEN with the Network being managed through a business led Management Team and steered through their business led Organisers Group. Both the Management Team and Organisers Group contain a mix of both large and small companies with involvement from voluntary sector and other organisations. A copy of the SBEN constitution can be found in Appendix B of this guide.

In contrast, Herefordshire Greenlinks is a business club that is entirely business led and has a steering group of local business representatives. This Network of likeminded businesses has come together to create a vibrant and sustainable local economy in Herefordshire and this business led model has the potential for replication across other parts of the region.

Organisational structure wise, Green Business Clubs also tend to have their own dedicated Project Manager / Officer to manage the delivery of Club activities and engage with partner organisations. Staffing resources vary however there is generally at least one individual, either full or part time, who is responsible for running the Club.

6. Green Business Club Activities

Green Business Clubs have historically provided a number of services for their member companies. The following provides examples of the types of approach that have been taken across the West Midlands.

6.1 Telephone Advisory Services

Many of the Clubs provide a free telephone advice service where member companies can obtain advice on environmental issues. In Staffordshire SBEN provide a lo-call service which is supported by a number of external organisations and member companies. Member businesses can receive up to 2 hours free support through this service.

6.2 One to one Business Support

Green Business Clubs have provided an effective platform for the brokerage of free, subsidised and chargeable sources of one to one business support provision. Over the years, most Clubs have been able to lever in free support for their members through organisations should as the Carbon Trust, Envirowise, NISP, WRAP and Business Link.

There are also examples of where Networks have employed their own Environmental Business Advisors to provide direct one to one support to member companies. For example, BISNES in Sandwell, operated through Sandwell Council, have their own Environmental Business Advisor who provides member companies with advice and support on environmental issues.

In addition, both SBEN in Staffordshire and the Black Country Business Environment Association provide new members with free on site Environmental Health Checks / Reviews to provide an action plan for making improvements.

6.3 Workshops, Seminars & Meet the Buyer and Networking Events

Organising events for member companies has been a popular and cost effective activity with all of the Green Business Clubs. In order to keep costs down, some Clubs encourage a member company to act as host and free speakers are levered in from Government funded providers of business support (e.g. NISP, WRAP, Environment Agency).

Most of the event programmes are free for members to attend, however in some cases a small attendance fee is charged to help cover event management costs. For example, SBEN in Staffordshire have the following event charging structure:

Type of Event	Cost
Breakfast Seminars Members and non members	£10
Full Day Training Events Members	£60
Non Members	£120
Half Day Training Events Members	£30
Non Members	£60

The following list provides examples of the type of topics covered:

- Environmental Legislation
- Resource efficiency topics such as energy / water efficiency and waste minimisation
- Environmental management systems
- Climate change mitigation / adaptation
- Business opportunities in a low carbon economy
- Members networking
- Meet the buyer events
- Low carbon technology demonstrator events



6.4 Environmental / Best Practice Visits

Best practice sharing between Club members through organised visits to sites of interest, has proven to be an effective method of observing sustainability in practice.

Examples of best practice visits have included visits to company premises where good practice has been implemented around environmental management and resource efficiency, or the installation of low carbon technologies. In addition, SBEN in Staffordshire have also facilitated visits to waste treatment facilities and landfill sites and to demonstrator projects where renewable energy solutions have been observed in a 'real life' working environment.

Over the years, Clubs have been extremely successful at organising best practice visits to member companies and other sites of interest and these trips have been well received by the visiting delegates.

6.5 Low Carbon Mentoring

Low carbon mentoring can be defined as the facilitation of best practice sharing between a business mentor and business mentee in order to produce a low carbon business solution. For example, this could be in areas such as improving environmental management, resource efficiency or the deployment of low carbon technologies such as renewable energy solutions.



Business to business mentoring can be extremely powerful at helping businesses to develop solutions for their company. The aim of low carbon mentoring is to identify experienced and suitably qualified volunteers from within Green Business Clubs, and to use this experience to help other Club members to implement low carbon initiatives within their business.

Through the facilitation of low carbon mentoring, Clubs help their member companies to improve their environmental performance, become more efficient, identify financial savings and overall, reduce their carbon footprint.

In the West Midlands, there have been a number of good practice examples of where Green Business Clubs have facilitated low carbon business to business mentoring. For example, the Business Environmental Support Scheme in Telford (BESST) has an established framework in place where member companies are encouraged to volunteer as business mentors. This has been particularly effective in the areas of waste and environmental management and this type of activity is seen as one of the main strengths of the Club.

6.6 Members Charter Schemes

In the Black Country area of the West Midlands both the Black Country Business Environment Association and the Business in Sandwell Network of Environmental Support (BISNES) operate a Charter scheme for their member companies (Appendix C provides an example).

The schemes aim to encourage member companies to improve their environmental performance and participating businesses are given a certificate of recognition for their achievements with either a Bronze, Silver, Gold or Platinum award.

As well as the certificate, every business who signs up to the Charter scheme receives an information pack containing useful contact details, good practice guides, local case studies and examples of cost benefits. They also get quarterly legislation updates, access to a free environmental review, energy survey and a range of other services and information relevant to their objectives and targets.

7. Green Business Clubs and Members in Practice

This section covers a number of examples of good practice from Green Business Clubs and their members.

Good Practice Example:

Staffordshire Business & Environment Network (SBEN)

About SBEN

Staffordshire Business & Environment Network (SBEN) was launched by businesses for businesses, providing a membership organisation, which entitles members to subsidised and free initiatives and non members to other non subsidised services within the SBEN portfolio. The networking opportunities within the organisation enable individuals from various industries and technologies to share experience and establish best practice.

With Staffordshire County Council acting as secretariat SBEN is helping local companies, of all sizes, to meet environmental challenges and to establish and maintain environmental sustainable development. SBEN helps to raise awareness through seminars and provides skills and knowledge through environmental training and counselling and on-site diagnostics. The network also provides practical advice on developing and implementing environmental policies and promotes environmental good practice.

Management Arrangements

The Network has a Management Team, supported by a business led Organisers Group, comprising of representatives from a number of both large and small businesses. These help to steer and influence SBEN in the delivery and development of its services. The Network is staffed by a Project Co-ordinator, Administrative Assistant and a Development Manager, who under the guidance of the above bodies provide the drive and focus to move the organisation forward.

Although SBEN is steered and managed by the Organiser's Group and Management Team, Staffordshire County Council provides support by acting as treasurer and secretariat and through the payment of staff salaries a sizeable financial contribution.

SBEN Member Profile: Michelin Tyre plc

Michelin Tyre plc is a global leader in the manufacture of tyres and has three manufacturing sites within the UK.

At Stoke-on-Trent the company employs approx 500 staff and the manufacturing facility re-treads over 250,000 tyres annually.

Michelin Tyre plc has made a firm commitment to improving its environmental performance, and as a result has implemented the 'Michelin Environmental Footprint (MEF)' programme which integrates three areas including - consumption of resources (water and energy), air emissions (VOC and CO2) and waste (quantity and recovery).

The company has already made a number of environmental improvements at its Stoke-on-Trent facility and was a founding member of Staffordshire Business & Environment Network.

Environmental improvements at the Stoke-on-Trent site have included:

- Upgrading the warehouse lighting systems resulting in 110,000kwh of electricity saved each month and a CO2 reduction of 48.5 tonnes.
- 100% recovery and reprocessing of manufacturing waste
- 60,000m3 of water saved each year through the installation of sub-metering and adopting a systematic approach to water saving

SBEN Member Profile: Sudden Impact Computer Services Ltd

Sudden Impact Computer Services Ltd is a printer repair and service specialist based in North Staffordshire. The company offers a wide range of services including printer repairs, sale of second user equipment, to spare parts and accessory supply.

Sudden Impact Computer Services Ltd is an SME business with a strong environmental ethic and as well as helping their clients to become more sustainable, have taken a number of measures to reduce the environmental impact of their own business activities. The company has been an active member of Staffordshire Business & Environment Network since 2006.

Environmental improvements have included:

- Implementing an energy efficiency campaign on site.
- Adopting the principles of the waste hierarchy across the site resulting in waste minimisation and waste being diverted from landfill.
- Adopting sustainable procurement practices to purchase more sustainable goods and services.

SBEN Member Profile: Johnson Tiles

Johnson Tiles is the leading manufacturer and supplier of ceramic tiles in the UK, with a long history of market leadership and industry production development. The company's products are used in a wide range of commercial and non commercial projects and they supply ceramic tiles to almost every country in the world.

As an active member of SBEN Johnson Tiles has had a longstanding commitment to environmental management and have had a formal environmental policy in place since 1992. The company was the first ceramics company within the whitewares sector to gain certification to ISO14001 and since then have received several business awards for their environmental achievements. The company has been a member of Staffordshire Business & Environment Network since 1999.

**Good Practice Example:
Business Environmental Support Scheme for Telford (BESST)****About BESST**

The Business Environmental Support Scheme for Telford (BESST) is a partnership between local private and public sector businesses. Their role is to assist businesses to improve their environmental performance, in order to boost competitiveness and reduce their impact on the environment.

They work with relevant partners, agencies and stakeholders in an innovative way to raise awareness of the benefits of environmental initiatives and they currently have over 130 members.

The objectives of the group are to:

- promote an environmentally aware business culture seeking to reduce stress on the environment
- provide a network where members can exchange information and ideas
- develop good practice for the benefit of the group business community
- educate members on the benefits of environmental awareness and efficiencies
- monitor progress towards greater business efficiency
- help implement sustainable resource management within member companies

The Network offers a number of services to members including events, business support brokerage and facilitation of business to business mentoring.

Management Arrangements

Telford and Wrekin Council act as secretariat for the BESST Network with support from a business led steering group comprising a number of both large and small businesses.

BESST Member Profile: Denso Manufacturing UK

Denso Manufacturing UK is a manufacturer of automotive components with a manufacturing facility based in Telford.

The company have made a firm commitment to sustainability and have achieved improvements in a number of areas including:

- Energy reduction
- Application of the principles of the waste hierarchy
- Achieving zero waste to landfill

Manel Roura, Environmental Officer at Denso is the Vice Chair of BESST and as an active member, has been involved in supporting the network and mentoring other local businesses to help them to improve their resource efficiency and environmental performance.

8. The Factors Influencing Green Business Club Success

The most successful Green Business Clubs have generated significant interest from businesses and stakeholders from across the West Midlands. Common factors that have influenced the successful recruitment of members have included:

- **Local Authority backing** – Clubs that have the backing and financial support of their Local Authority have been the most sustainable.
- **Large Company backing** – Clubs that have the backing of a number of large companies help to act as an ‘anchor’ for the Club in terms of brand, expertise to contribute to the steering group, facilities to host meetings, and ability to lever support from the Local Authority and other businesses. For example the BESST Club has several large local companies such as Ricoh and Denso actively involved.
- **Steering / Organisers Group** – Clubs need to have a pro-active and involved steering / organisers group with representation from within the business community. In Telford, the steering group members promote the BESST Network at every opportunity and have been instrumental at recruiting new members.
- **Consistency of staffing resources** – those Clubs that have had the same members of staff for an extensive period appear to have built up closer relationships with their business members.
- **Longevity** – those Clubs that have been operating the longest appear to be the most successful. For example, SBEN in Staffordshire has been operational since 1992 and since that time has built up a strong reputation for providing quality support to local business members.
- **Quality** – Clubs that are creative with their approach to developing new member services and provide a consistently high level of quality service have been successful at securing ongoing endorsement from the local business community.
- **Monitoring of impact** – Clubs that can demonstrate the collective benefits and results they are having, such as energy and cost reduction, or jobs created or safeguarded, are more likely to be successful in attracting and maintaining public sector support. Capturing the benefits for individual members is also important to help with recruitment.
- **Marketing** – there have been a number of Clubs around the West Midlands that have taken the opportunity to promote their activities and member success stories through the local press. This has proven to be extremely effective at helping to raise the profile

of the Clubs both Regionally and Nationally. In addition, both Staffordshire Business & Environment Network (SBEN) and Herefordshire Greenlinks have created their own promotional videos which have proved to be an effective method of communication.

- **Ability to network with other Clubs** – keeping the balance between the focus on local members and the ability to network with other clubs to explore joint events or bids is challenging. However if it can be achieved this helps with supply chain events for larger companies which may involve several clubs or creating the scale of impact to attracting particular levels of funding. For example within a Local Enterprise Partnership (LEP) area, if there are several clubs, the ability to work as one will be critical in raising their profile with the LEP.

9. What next?

We are grateful to the support of Improvement Efficiency West Midlands to enable us to provide one to one advice to Local Authorities, Local Enterprise Partnerships and Businesses over the last 6 months seeking to set up or support a Green Business Club.

We hope this guide has been useful and in Appendix A there is a list of useful contacts for your nearest Green Business Club.

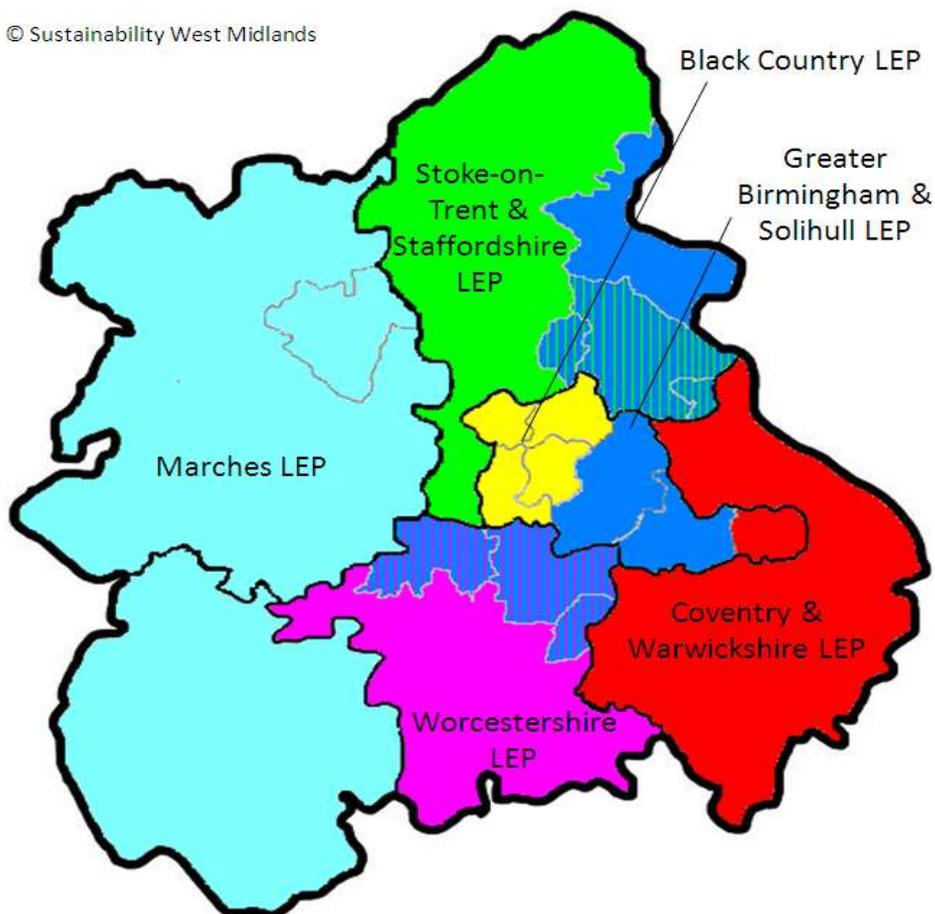
Sustainability West Midlands as a ‘network of networks’ will continue to support the coordination and sharing of good practice between Green Business Clubs in the West Midlands and developing joint funding bids to maximise the scale of impact of the Clubs.

To find out more please contact the SWM office or our Business Programme Director: John.Barracough@swm.org.uk.

Appendix A: West Midlands Green Business Clubs

This section includes a map of West Midlands Local Enterprise Partnerships (LEPs) which currently includes overlapping boundaries between the Greater Birmingham and Solihull LEP and Staffordshire and Worcestershire LEPs. There is also a table listing the current Green Business Clubs by LEP area.

Map of West Midlands LEPs



West Midlands Green Business Clubs by LEP area

1	Staffordshire Business & Environment Network (SBEN) Contact: Diane Roberts Tel: 01785 276528 Email: diane.roberts@staffordshire.gov.uk Web: www.sben.org.uk	Staffordshire LEP Area
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2	<p>Business Environmental Support Scheme for Telford (BESST) Contact: Jaclyn Kitson /Phil Challinor Tel: 01952 567 578 or 01952 567564 Email: jaclyn.kitson@telford.gov.uk , Phillip.Challinor@telford.gov.uk Web: www.telfordbesst.co.uk</p>	Telford Area within Marches LEP
3	<p>Herefordshire Greenlinks Contact: Elaine Brook Tel: 0845 4584718 Email: info@herefordshiregreenlinks.info Web: www.herefordshiregreenlinks.info</p>	Herefordshire Area within Marches LEP
4	<p>Marches Environmental Technologies Network (METNET) Contact: Patricia Head Tel: 01584 838249 Email: metnet@shropshire.gov.uk Web: www.met-net.co.uk</p>	Marches LEP and Worcestershire LEP
5	<p>Herefordshire and Worcestershire Chamber Environmental and Resource Efficiency Group Contact: Helen King Tel: 0845 6411641 Email: enquiries@hwchamber.co.uk Web: www.hwchamber.co.uk/Environment.htm</p>	Herefordshire Area with Marches LEP and Worcestershire LEP
6	<p>Worcestershire Environmental Business Group Contact: Joe Ellis Tel: 07721 315303 Email: joeatyardley@hotmail.com Web: No website</p>	Worcestershire LEP
7	<p>Black Country Business Environment Association Contact: Lauren Darby Tel: 0121 5305510 Email: lauren.darby@groundwork.org.uk Web: www. http://www.groundworkmecs.co.uk/156/11</p>	Black Country LEP Area
8	<p>Business in Sandwell Network of Environmental Support (BISNES) Contact: Julie Coxon Tel: 0121 5696603 Email: Julie_coxon@sandwell.gov.uk Web: www.sandwell.gov.uk/info/200013/business_support_and_advice/2</p>	Sandwell Area within Black County LEP

	86/business_in_sandwell_network_of_environmental_support_bisn es	
9	Warwickshire Resource Efficiency Club Contact: Lynne Wilson Tel: 01926 414145 Email: econdev@warwickshire.gov.uk Web: www.warwickshire.gov.uk/environmentalbusinesssupport	Warwickshire Area within Coventry and Warwickshire LEP
10	Business Sustain Green Business Network Contact: Sarah Watson Tel: 02476 832749 Email: business.sustain@coventry.gov.uk Web: www.business-sustain.com	Based in Coventry and Warwickshire LEP and supports local businesses but also National coverage
11	Renewable Energy Technology Alliance (RETA) Contact: Darren Gardner Tel: 02476 831279 Email: connect@reta.uk.com Web: www.reta.uk.com	Based in Coventry and Warwickshire LEP and supports local businesses but also with National coverage
12	Midlands Environmental Business Company (MEBC) Contact: Jennie Middleton Tel: 0121 6938338 Email: jenniem@ebc-info.co.uk Web: www.mebconline.com	Based in Greater Birmingham and Solihull LEP and supports business across Midlands but with National Coverage through the UK Business Council for Sustainable Development
13	Business in the Community (BITC) May Day Network Midlands Contact: David Darlaston Tel: 0121 451 2227 Email: david.darlaston@bitc.org.uk Web: www.bitc.org.uk	Based in Greater Birmingham and Solihull LEP and supports business across Midlands and Nationally through the BITC and May Day Network
14	Renewable Energy Supply Chain (RESCO) Contact: David Terry Email: enquiries@resco.org.uk Tel:01782294 110 Web:www.resco.org.uk/	Based in Staffordshire LEP and supporting business across the Midlands on renewable energy opportunities

15	Sustainability West Midlands Contact: John Barraclough Email: John.Barraclough@swm.org.uk Te: 0121 237 5890	Based in Greater Birmingham and Solihull LEP and supports business across Midlands through coordination of business clubs and cross-sector networks and events and Nationally through Climate UK
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Appendix B: Staffordshire Business & Environment Network Constitution

1. Name The name of the Organisation is the **STAFFORDSHIRE BUSINESS ENVIRONMENT NETWORK**

2. Objects The objects of the Organisation are to provide a network and forum to enable businesses in Staffordshire to (i) improve their environmental performance and (ii) to obtain commercial benefit through environmental good practice

3. Members Membership is open to all individuals companies organisations and public authorities carrying on business or their functions in whole or in part in Staffordshire and each member shall be entitled to send one representative with voting rights to meetings of the Organisation

4. Admission and Removal of Members

Members shall be admitted by the Organisation's Management Committee at its sole discretion and the Management Committee shall have the right to remove Members

5. Membership fee

5.1 On being admitted to the Organisation every member shall pay a fee as a contribution towards the costs of the Organisation which shall be set by the Management Committee from time to time

5.2 Every member must pay an annual subscription of such sum in accordance with such criteria as the Management

Committee shall define from time to time and if not shall cease to be a member

- 5.3 A member may resign its membership at any time by letter addressed to the Chairman at the Offices of Staffordshire County Council, Development Services, Riverway, Stafford but a member resigning or removed is liable for the full subscription for the year in which it resigns or is removed

6. Staffordshire County Council

- 6.1 Staffordshire County Council provides the Organisation with secretarial administrative accountancy and other services and facilities reasonably necessary for carrying on the business of the Organisation in accordance with this its constitution and is solely responsible for such expenses so incurred and for the engagement and payment of staff the procurement of any necessary insurances and other matters involving expenditure of money.
- 6.2 Any expenditure of money in accordance with this Clause which is recommended by the Management Committee must be approved in writing by the County Council.
- 6.3 The assets and liabilities of the Organisation shall belong to Staffordshire County Council
- 6.4 Staffordshire County Council shall nominate one member of its staff as Project Manager and the Project Manager will be responsible for:
- Facilitating and reporting to the Management Committee

- Ensuring financial arrangements are secure and liaising closely with the Organisation Treasurer to ensure effective financial governance
- Budget management in particular proposing budget changes and vetting/authorising invoices
- Identifying efficiency savings where appropriate
- The day to day running of the Organisation
- The Financial Management and Audit requirements designated in Clause 15

6.5

Staffordshire County Council shall nominate one member of staff who is qualified in keeping accounts who will act as the Organisations Treasurer and will be responsible for:

- Receiving all appropriate funds
- Completing the end of year final accounts
- Ensuring the final accounts reconcile the use of funds to the receipts received
- Arranging an audit for the Organisation by an auditor appointed by the Audit Commission
- Ensuring that adequate internal controls and audit procedures are in place
- Keeping accounts of income and expenditure following usual Local Authority Codes of Practice
- Monitoring costs and incomes and reporting to the Project Manager on performance
- Responding to any end of year audit questions
- Provision of the information and advice to the Management Committee
- The Financial Management and Audit requirements designated in Clause 15

7. Management

- 7.1 The Organisation shall be managed by a Management Committee consisting of a Chairman, Vice Chairman and two members of staff of Staffordshire County Council appointed from time to time by Staffordshire County Council, one of which shall be the Project Manager and three other members
- 7.2 The Chairman and Vice Chairman shall be elected at an Annual General Meeting and shall hold office for two years
- 7.3 Elected members of a Management Committee shall be elected at an Annual General Meeting and shall hold office for three years but one elected member of the Management Committee shall retire at each Annual General Meeting in rotation and the initial rotation shall be decided by the Management Committee
- 7.4 The Chairman and Vice Chairman and the Elected Members of the Management Committee may be re-elected
- 7.5 The Management Committee may fill any casual vacancy that occurs from time to time

8. Organisers Group

- 8.1 The Management Committee shall appoint a group of not more than 30 members from time to time to act as an Organisers Group to encourage members' participation in the activities of the Organisation and to be consulted on such matters as the Management Committee shall refer to them
- 8.2 Members of the Management Committee shall also be members of the Organisers Group

9. Meetings

- 9.1 The Annual General Meeting of the Organisation shall:
- 9.1.1 be held in every year not later than September and
 - 9.1.2 receive an Annual Report on the Organisation's activities in the preceding year which shall include a summary of the Organisation's activities and a report on the financial affairs of the Organisation and
 - 9.1.3 If appropriate in accordance with Clause 7 appoint a Chairman and Vice Chairman for the Organisation and
 - 9.1.4 If appropriate in accordance with Clause 7 appoint the other members of the Management Committee and
 - 9.1.5 deal with any other matter which the Management Committee wishes to consider and decide upon
- 9.2 Notice convening a General Meeting should be sent in writing to members not less than 21 days in advance of the Meeting and must specify the matters to be dealt with at the meeting
- 9.3 A Special General Meeting may be convened at any time by the Management Committee
- 9.4 Notice of a Special General Meeting must be sent in writing to members not less than 21 days before the meeting and must specify the matters to be dealt with at the meeting

10. Alterations to Constitution

The Management Committee may from time to time propose alterations to its constitution which shall take effect when confirmed at the next Annual General Meeting or Special General Meeting convened for the purpose

11. Quorum

The following numbers are required to form a quorum:

Management Committee Meetings	3
General Meetings	10

12. Voting

Each Member shall have one vote at Meetings and voting shall be by a simple majority save that amendments to this constitution shall require a majority of 75% of those voting. The Chairman shall have a second casting vote in the event of equality in voting.

13. Confidentiality

When matters are designated as confidential members of the Management Committee and the Organisers Group shall use all reasonable endeavours to ensure that confidentiality is maintained

14. Complaints

If any member has any complaint or observation to make about any aspect of the Organisation the same should in the first instance be referred to the Chairman and then if the matter can not be satisfactorily resolved to Staffordshire County Council's legal department. All parties will use their reasonable endeavours to resolve any complaint to the mutual satisfaction of all parties

15. Financial Management

and Audit

The Project Manager shall have responsibility for budget management and liaison with the Organisation Treasurer. Budgets for the Organisation shall be subject to an annual review process considered and agreed through the Management Committee. Thereafter budget changes should be authorised following meetings

with the Management Committee and in accordance with the appropriate provisions of Staffordshire County Council's financial scheme of delegation. The Project Manager is responsible for ensuring that all expenditure is properly authorised in accordance with the agreed objectives and budget of the Organisation

Appendix C: Black Country BEA Charter Scheme

The Black Country Business Environment Association Charter Scheme

The Black Country Business Environment Association (BCBEA) provides environmental guidance and support to businesses in the Black Country. This helps businesses become more efficient, profitable, and less polluting.

Businesses can show their commitment to improving environmental performance by signing up to the BCBEA Charter.

The Charter has 4 levels – bronze, silver, gold and platinum, with each level reflecting the stage of environmental management within the business. The level is assessed during an on-site environmental review and businesses are expected to work up through these levels, at a pace which suits them.

Charter Scheme Levels:

Bronze At this level, it is expected that companies will have little or no previous environmental activity, a limited knowledge of environmental management, be interested in improving environmental performance and may have pressure through the customer supply chain or procurement.	Silver To achieve this level, it is expected that there is an awareness of environmental issues which are acknowledged by the company, and a programme of improvements has been identified.
Gold Companies are expected to be developing and implementing an environmental management system with a timetable or target date for implementation, continual improvement will be initiated.	Platinum The company will have implemented an environmental management system and possibly achieved certification to ISO 14001:2004 or be registered to EMAS. Widespread commitment to continual improvement must exist within the company.

Cost: Free.

Benefits:

- On-site environmental review, with report and recommendations.
- Invitations to events which will help you understand environmental issues and network with other business members. Recent topics include energy, legislation, and waste.
- BCBEA Charter certificate for display.
- A helpline for basic environmental queries.
- The Charter can help demonstrate to customers and other stakeholders that you are an environmentally responsible company.

Interested? Call 0121 521 5655 or email wmebs@groundwork.org.uk for more information.



Publications

Business Environmental Support Scheme for Telford (BESST) Annual Review 2008-09

Business Environmental Support Scheme for Telford (BESST) Annual Review 2009-10

Business Environmental Support Scheme for Telford (BESST) Annual Review 2010-11

Staffordshire Business & Environment Network Development Plan 2009-10

Business Environmental Support Scheme in Telford (BESST) Annual Review

Web Sources

Black Country Business Environment Association (BCBEA)

www.groundworkwmebs.co.uk/156/

Business Environmental Support Scheme for Telford (BESST)

www.telfordbest.co.uk/

Business in Sandwell Network of Environmental Support (BISNES)

www.sandwell.gov.uk/info/200013/business_support_and_advice/286/business_in_sandwell_network_of_environmental_support_bisnes/2

Business Sustain Green Business Network

www.business-sustain.com

Herefordshire Greenlinks

www.herefordshiregreenlinks.info/

Herefordshire & Worcestershire Chamber Environmental & Resource Efficiency Group

www.hwchamber.co.uk/Environment.htm

METNET

www.met-net.co.uk

Midlands Environmental Business Company (MEBC)

www.mebconline.com

Staffordshire Business & Environment Network (SBEN)

<http://www.sben.co.uk/>

Warwickshire Resource Efficiency Club