



Greening Public Services

The Innovation
Exchange Green Next
Practice programme



Innovation Unit are committed to using the power of innovation to solve social challenges. We have a strong track record of supporting leaders and organisations delivering public services to see and do things differently. They come to us with a problem and we empower them to achieve radically different solutions that offer better outcomes for lower costs. We are a not-for-profit social enterprise and we work to influence public debate, re-shape public policy and transform public services.

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Foreword

Nick Hurd MP, Minister for Civil Society

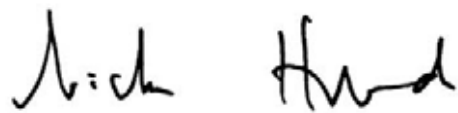
This Government places a high value on the economic, social and environmental contribution of Britain's charities, social enterprises and voluntary organisations. The innovative projects showcased in this document demonstrate this contribution, helping public services become leaner and greener.

The voluntary and community sector has a special ability to mobilise people, which is at the very centre of our mission to deliver better public services and build the Big Society. It has the capacity to win the hearts and minds of citizens and public servants, helping each to improve public services. From AfRecycle, which reduces the costs and carbon footprint of surgery, to Bulky Bobs, which recycles furniture and tackles unemployment, these projects show this in practice. They demonstrate the role the sector can play in public services that create greater social and environmental value at lower cost.

This government will make it easier for civil society organisations to do business with Government by removing barriers that can obstruct the best of the community and voluntary sector innovation. That is why the Office for Civil Society is pleased to support the work of Innovation Exchange, which brokers support for high-potential innovations from

civil society and helps them to develop and grow.

The projects are inspiring examples of the sector at its best and I wish them every success.

A handwritten signature in black ink that reads "Nick Hurd". The signature is written in a cursive style.

Nick Hurd MP
Minister for Civil Society



“The projects are inspiring examples of the sector at its best and I wish them every success.”



HEALTH

AfRecycle



AfRecycle intercepts and diverts re-usable hospital equipment and medical supplies from the healthcare waste stream. Donated medical supplies and decommissioned equipment from NHS hospitals are refurbished through voluntary programs set up to equip local youths and the long term unemployed with valuable skills. The refurbished equipment is then redistributed to local charities in the UK and Africa working to advance the global healthcare efforts.

AfRecycle is a project delivered by Healthcare Link International Community Interest Community and its partner MedAid.

AfRecycle



Healthcare Link International
Sharing resources, Saving lives.

According to the Department of Health statistics, every year the NHS spends £40 million removing 250,000 tonnes of medical waste from NHS hospitals. But a huge portion of this waste consists of unwanted medical supplies and obsolete hospital equipment that could be re-used. In collaboration with the Salisbury NHS Trust and UK non-profit organisations, the AfRecycle Pilot Project provides an alternative service to recover items that could be re-used.

AfRecycle worked with Salisbury NHS Trust and PaSA (now the Buying Solutions Department). They worked with hospitals to develop systems for collecting the waste that could be re-used. This involved working with staff to help them to understand their waste collection process. After finding a way to collect the waste from the hospital, it set up a voluntary employment program targeting local youths, probation services community pay-back schemes, community volunteer groups and the long term unemployed to help extract, sort and refurbish these items.

With help from Pi Global Projects, MedAid, World Jewish Relief, International Health Partners, the project discovered there was high demand for the re-usable items from healthcare organisations in Zimbabwe, Sierra Leone, Nigeria, Cameroon, and Uganda. It approached a number of private companies and found that they were happy to provide sponsorship for shipping containers to take these re-usable items to hospitals in Africa as part of their Corporate Social Responsibility.

Two years later, the project finds itself working with 34 healthcare facilities. It is currently saving the NHS £450,000 a year by successfully diverted 72 tonnes of decommissioned hospital equipment and supplies in total so far. Over 15 hospitals, health care missions, and charity programs are using medical supplies and equipment shipped by AfRecycle across Africa and demand is slowly rising.

The project provides an alternative route for the surplus and waste produced in the health care supply stream by saving re-usable supplies and equipment from landfill and incineration. It reduces the carbon footprint of healthcare organisations and also saves it partners thousands of pounds.

Volunteer Ketai Goromonzi says “The work that Healthcare Link does has helped me to understand that disposal is not the only option available when it comes to reducing waste and actually does not make the best use of resources. In as much as all waste cannot be eliminated, by reusing and recycling, you can reduce the environmental impact wherever possible and make more sustainable use of the waste produced with positive results for recipients on the other end.”

Challenge

AfRecycle's main challenge is building strong relationships with NHS hospitals to develop and grow this work. Most NHS trusts and hospitals already have long standing relationships with established waste management companies and are reluctant to de-commission the services of these organisations.

Next steps

The project's aim in 2011 is to divert 200 tonnes of re-usable equipment and unused medical supplies from the healthcare waste stream for charitable re-use. AfRecycle's next step is to connect with commissioners from NHS hospitals and build strong partnerships to support their carbon policy and global healthcare efforts.

How will we play a part?

We will raise the profile of the AfRecycle project and support connections with commissioners from NHS hospitals.

Interested in finding out more?

If you would like to find out more about the AfRecycle project, get in touch with Charles Takawira (Founding Director) at charles@healthcarelink.org or call him on 07717 100 570.

“This action not only saves the Trust the landfill cost but significantly reduces the pile of unsightly waste.”

Mark Brandon, Purchasing Manager, Salisbury NHS Trust

A stylized illustration of a large tree with a brown trunk and a large, rounded green canopy. The canopy is filled with various white and green leaf patterns, some resembling simple leaves and others more complex, organic shapes. A red apple with a green leaf is hanging from a branch on the right side. In the top left corner, a blue bird-like creature with three antennae is perched. In the top center, an orange butterfly is flying. In the bottom left, a silhouette of a person in a wheelchair is holding a small owl. In the bottom right, a silhouette of a man is holding the hand of a young girl in a floral dress. The background is a light blue sky with a white sun in the top right corner.

NHS Forest

NHS Forest aims to green NHS Estates through increasing access to green space on or near to NHS land. In addition, the project aims to plant 1 tree per employee amounting to 1.3 million trees and bring together professionals and volunteers to produce woodland that includes the use of art, food crops, wood fuel and biodiversity.

The project is not just about planting trees in the ground but is also about engaging people with their immediate environment.

NHS Forest is a project coordinated by the Campaign for Greener Healthcare.

NHS Forest



Planting trees and making healthcare organisations greener, physically nicer places can save money. Not only are maintenance costs often reduced, but staff morale is improved, patients recover more quickly and therefore use fewer resources. In the longer term, communities who have better access to green space stay physically and mentally healthier, improving their wellbeing and reducing their need to use NHS services in the first place.

The NHS Forest has already had a positive impact on patients, staff and local people at several NHS hospitals as part of an initial pilot phase to test the potential for the project. For example, the Royal Orthopaedic Hospital in Birmingham is currently rebuilding their Outpatients' Centre and is linking to the NHS Forest as part of landscaping the site. The site has an existing community liaison officer and an enthusiastic gardening group, including over 200 volunteers who are carrying out much of the project's tree-planting on site. The community engagement team have also developed links to local schools. Last autumn, local primary school children spent a morning gathering acorns and seeds from the established trees and they are now ready to return to sow those that germinated. This has enabled their teachers to introduce the topic of nature and the environment into their studies. Meanwhile, patients and staff at the hospital have enjoyed seeing the site develop and being able to relax in the accessible and improved grounds.

In particular, the pilot sites' feedback highlighted that the scheme promotes:

- Improved wellbeing and healing environments
- Accessible opportunities for health promotion
- Environmental sustainability and carbon reduction in the NHS
- Greater staff and community cohesion

Kathryn Riddle, Chair of the NHS Yorkshire and the Humber Region, has commented that:

“Not only is this a positive move because it can be beneficial for the environment, it is positive because it can deliver a whole range of other benefits from health improvement to financial savings. The NHS Forest programme promises to deliver even more of these benefits. It will help to improve the environment for service users, staff and visitors to our NHS sites. It will also be a valuable tool in improving community participation in our healthcare services, helping to foster a sense of ownership within local community areas which is often otherwise lacking.”

Challenge

NHS Forest has worked with around a dozen hospitals so far and has noted the positive effect on patients and behaviour change in NHS staff through this work. It wants to develop this by working with more hospitals and health centres. But securing funding from the healthcare and social investment sectors is a challenge.

Next steps

NHS Forest aims to secure funding for five years to develop and grow this work. Its next step is building an alliance of support with NHS hospitals and social investors in order to secure funding and develop expertise in this area.

How will we play a part?

We will link NHS Forest to hospitals, social investors and policy makers.

Interested in finding out more?

If you would like more information about NHS Forest, get in touch with Rachel Stancliffe (Director of the Campaign for Greener Healthcare) at rachel.stancliffe@kintoa.org or call her on 01865 515 811.

“It will help to improve the environment for service users, staff and visitors to our NHS sites. It will also be a valuable tool in improving community participation in our healthcare services, helping to foster a sense of ownership within local community areas which is often otherwise lacking.”

Kathryn Riddle, Chair of the NHS Yorkshire and the Humber Region

LOCAL AUTHORITIES

A photograph of two men in a workshop or industrial setting. The man in the foreground is wearing a dark jacket and an orange high-visibility safety vest with reflective white stripes. He is focused on a task, using a tool on a workbench. The man behind him is wearing a purple jacket and safety glasses on his head. The background is slightly blurred, showing various pieces of equipment and materials. The overall lighting is bright and natural.

Bulky Bob's

Bulky Bob's collects bulky household waste - mostly furniture and appliances - and reuses and recycles these materials to divert waste from landfill. At the same time, it runs salaried training programmes for previously unemployed people. These training programmes provide people with opportunities to gain industry specific qualifications and a track record of employment which sees up to 94 percent of our trainees go into a job each year. Working with local councils, Bulky Bob's has developed a transferrable business model with proven cost savings for its public sector clients.

Bulky Bob's priority is reusing rather than recycling or burning the materials because this reduces carbon emissions on a much larger scale.

Bulky Bob's



Collecting bulky household waste items such as furniture and appliances, is a service provided by most councils in England. The traditional way to manage this waste stream is to send the waste to landfill. But this solution comes at a high cost for councils – financially and environmentally.

Over 10 years ago, Bulky Bob's and Liverpool City Council came together around this issue and decided it was time to test another model with potentially better outcomes. The Bulky Bob's service was designed to give residents a free and prompt collection service. Bulky Bob's then sort items, with the aim of reusing as many as possible. These items are sold as 'pre-loved' furniture in a high street retail store "Bulky Bob's Furniture World". Materials from items that cannot be reused are then recycled where possible. Bulky Bob's priority is to reuse, as this is a much more carbon friendly option than recycling, saving over one hundred times the carbon emissions.

Bulky Bob's also creates positive social impacts in local communities. Bulky Bob's offers training opportunities to help unemployed people get back into the labour market. Trainees work on a 12-month fixed contract and receive not only a salary and valuable work experience but also have the opportunity to gain qualifications including a professional driving licence to drive large commercial vehicles. And through its furniture store it gives low income families access to affordable high quality 'pre-loved' furniture.

The result? In Liverpool they have increased the rate of collections by 162 percent and the rate of recycling and reuse by 47 percent. Bulky Bob's has gone on to win contracts with Halton, Oldham, and Warrington local councils. It is responsible for collecting 5,000 tonnes of waste every year. As for the environmental benefits, Bulky Bob's has saved over 10,000 tonnes of waste going to landfill in the last ten years – a significant figure that illustrates the existing impact and potential of this work.

Andrew Mc Cartan, Environmental Services Manager, Liverpool City Council says:

"Bulky Bob's have held a contract with Liverpool City Council for 10 years and have consistently raised the bar in terms of recycling performance, achieving higher levels each year. They continue to innovate and find new ways to work with different elements of the waste stream to maximise their performance. The passion and energy of everyone at Bulky Bob's is impressive and most importantly delivers results."

Challenge

Bulky Bob's challenge is to grow by developing services with additional local authorities. By operating more Bulky Bob's contracts, the positive environmental impacts that are achieved through the Bulky Bob's model will be increased.

Next steps

Bulky Bob's next step is to connect with senior colleagues from local authorities in England and form strong working partnerships that support the local economies.

How will we play a part?

We will connect Bulky Bob's with local authorities in the north of England and promote its work nationally.

Interested in finding out more?

If you would like to find out more about Bulky Bob's, get in touch with Shaun Doran (Chief Executive) at shaund@frcgroup.co.uk or call him on 0151 702 0550.

"I've got qualifications that will really help me get a job and I'm much more confident in myself. Its even changed my home life- my family is really proud of me and now I'm reminding the kids about recycling – not the other way around"

Trainee, Bulky Bob's Driving Change Programme

“Tackling climate change is becoming a central part of the work of local authorities, in their role as community leaders. Effective responses to climate change will need local action, as well as national and individual action.”

John Denham MP

Communities and Local Government

Carbon Reduction Delivery Plan, 2010

Community Renewable Energy

Community Renewable Energy (CoRE) works with communities to develop renewable energy projects that provide them with an income and a sustainable, secure energy supply. In return CoRE takes a stake in the companies created to recoup development costs and to fund future community renewable energy projects.





Community Renewable Energy

Many local communities recognise the long term benefits of renewable energy for themselves and future generations. However, frustrated by the time, money and expertise required in enabling this kind of change, communities often feel powerless in making change happen. Except the north-east that is.

In 2003, a number of community groups based in the north-east joined forces to set up a social enterprise that could support communities to embed renewable energy in their local areas. They formed The Network and developed a business plan submitting a £20 million bid to the Living Landmarks Lottery.

The bid was unsuccessful but Community Renewable Energy was born and with assistance from One North East it began supporting communities to achieve their collective ambitions whilst encapsulating the social, economic and environmental benefits of this work.

CoRE is currently working in Berwick developing a community wind turbine, community anaerobic digester and solar panels on the housing stock of the local Housing Association. In a few years time, Berwick will have 1 mega watt of renewable energy at its disposal which will be sufficient to power 50 percent of the community needs and shift its dependence from carbon fuelled energy.

CoRE has been given the status of a 'regionally based national pilot project' by One North East, the regional development agency. It is developing a social franchise model and working with 20 projects across the north of England to build wind turbines, anaerobic digesters, solar energy installations and a wood fuel gasifier. CoRE aims to transform the role of energy in local communities.

Steve Stewart, Chief Executive, Northumberland County Council highlights, "CoRE's model supports local communities, reduces CO2 emissions and is replicable. The team at CoRE have developed a sustainable model."

Challenge

Community Renewable Energy aims to develop this work with local authorities in the north of England but it has limited capacity to form strong connections with senior colleagues. Access to capital funding to commission new renewable projects is also a major challenge for this project.

Next steps

Next steps for Community Renewable Energy means linking with key senior contacts from local authorities based in the north of England. It is also keen to connect with social investors and policy makers interested in the role of renewable energy for local communities in the future.

How will we play a part?

Innovation Exchange seeks to connect Community Renewable Energy to local authorities in the north of England, promote its work in these regions and support dialogue with social investors and policy-makers.

Interested in finding out more?

If you would like to find out more about Community Renewable Energy, get in touch with Ross Weddle (Managing Director) at ross@core.coop or call him on 01289 309 669.

“Locally produced green energy both reduces our town’s carbon footprint and generates money for local reinvestment, splendid.”

Fiona Aungier, local resident

PRISONS

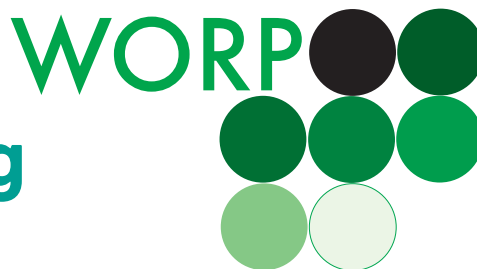


Waste Oil Recycling Project

Waste Oil Recycling Project (WORP) trains offenders in prison to convert waste cooking oil to high quality biodiesel. This fuel can then be used for prison vehicles and other equipment, reducing carbon emissions, waste and costs of the prison estate. The project equips prisoners with qualifications in safe production of biodiesel, improving their employability and providing opportunities for them to develop small enterprises. This helps offenders out of the re-offending cycle, as well as increases their understanding of waste and energy. Surplus fuel is also to be sold to fund further training and development.

The project is a partnership between Work this Way and Labour Plus, working with HMP Ford.

Waste Oil Recycling Project



The prison service is the one of the largest users of cooking oil in England. Waste cooking oil can be a big problem, but when converted into bio-diesel, it can be used as a fuel for vehicles and other equipment. More importantly, it can result in 80% lower carbon emissions than mineral diesel.

WORP is the brainchild of a prison staff member who realised HMP Ford was producing over 5,000 litres of waste cooking oil each year and there was the potential to link tackling waste, climate change, prison fuel costs and offender skills, in one project. A tripartite collaboration was produced between Work this Way (the social enterprise managing the project and providing funding for training offenders), Labour plus Training (which developed and provides the training to offenders), and HMP Ford (the public sector service where the work takes place).

So far, the project has helped over 40 offenders to receive the training and some released offenders have gained employment on the back of this. Offenders with engineering skills at Ford have volunteered with WORP to help develop some of its reactor plant. Production is being scaled up with the potential for HMP Ford to annually save over £3k and reduced its carbon footprint by about 10.5 tonnes. Carbon reductions from biofuel used in diesel generators can contribute to their CRC target. Not surprisingly, the local authority is interested in using surplus production to fuel community buses and there's been interest from other prisons wanting to use the model to start producing their own bio-fuel.

Recent research by the University of Brighton for WORP, show that if all vehicles across the south east region prison service used bio-diesel, annual carbon emissions could be reduced by 266 tonnes annually, using only the prisons' waste cooking oil. WORP is also collecting oil from local small business as a training element for offenders learning to develop their own biodiesel business, as well as an additional feedstock source.

WORP reached the finals of NESTA's Big Green Challenge, won West Sussex Social Enterprise of the Year 2009 award and was recently cited by the Carbon Trust for good practice in prisons in a report on energy for the National Offender Management Service. WORP now plans to develop a strong social franchise model that can be rolled out nationally to help prisons reduce their carbon emissions and give offenders a stepping stone into work.

HMP Ford governor Sharon Williams says "WORP's strength lies in its integrated approach. Our kitchen waste becomes fuel for our vehicles, while training and engaging offenders, cutting our fuel costs and carbon emissions. It's also helped provide a positive profile for the prison locally – a win-win for us and we've been happy to provide support for the project."

Challenge

The main challenge for Waste Oil Recycling Project is building the right relationships with prisons in order to apply its social franchise model and develop this work.

Next steps

The project's next step is to build relationships with two or three prisons based in the south England and apply its social franchise model. It hopes to learn about the model in its early stages of growth and develop this work before embarking on a national campaign to help prisons become carbon neutral.

How will we play a part?

We will connect the Waste Oil Recycling Project to prisons based in the south of England and nationally raise the profile of the project.

Interested in finding out more?

If you would like to find out more about the Waste Oil Recycling Project, get in touch with Kay Wagland (Project Manager) at projects@workthisway.org.uk or call her on 01903 884926.

“WORP has given me the ideas and opportunity to help set up my own business when I leave. I’m really excited about it now.”

Offender volunteering with the project

ALL PUBLIC SERVICES

Green Your Small Supplier

Global Action Plan's Green Your Small Supplier Programme enables large organisations to ensure that those Small and Medium Enterprises (SMEs) providing them with services or products are managing and improving their environmental impacts.

This programme provides an accreditation grading of the suppliers' environmental performance, enabling the public sector body to monitor improvement. It also enables the supplier to establish an environmental monitoring system within six months and provides them with a simple tracker tool to self monitor their environmental impact.

Global Action Plan is a charity that leads practical sustainability projects. Since its founding in 1993 it has provided the means by which public sector bodies can reduce the environmental impact of their own operations and local schools, residents and businesses.

Green Your Small Suppliers



In the central Government's sustainable procurement strategy lies the obligation for public sector organisations to manage the environmental impacts of their supply chain. This can favour contracts being awarded to larger companies that have the capacity to invest in assessing their environmental impact. Small and Medium Enterprises can lose out because they find it more of a challenge to do so. They have fewer resources at their disposal to tackle environmental impacts than large suppliers.

There are currently 4.8 million Small and Medium Enterprises (SMEs) in the UK and this sector constitutes a significant percentage of the suppliers in any public sector supply chain. The most straight forward way to ensure that an SME is managing its impacts is to ensure that it has an Environmental Management System (EMS) in place. However, only 15 percent of SMEs have an EMS in place. Measuring impacts is the first step, but the public sector bodies will also want to see the SMEs in their supply chain making measured improvements.

Global Action Plan has been enabling SMEs to set up Environmental Management Systems and reduce their impacts for ten years. It has now put together the three-part Green Your Small Suppliers programme to enable public sector bodies to meet the need to monitor and assist in the improvement of the environmental impacts of their supply chain.

The first part is an accreditation that works on a simple self assessment form that the SME supplier completes. The supplier is then graded red, amber or green dependent on their level of performance.

The second part, EMS Easy, offers an EMS suitable for any SME. Focused on identifying and continually improving the major environmental impacts of an organisation, EMS Easy is not about form filling or 50 page manuals, but getting a system in place that works for the SME, using visual tools. Businesses take part in the training together and so learn from each others' experiences.

The final part is a Carbon Tracker tool developed by Global Action Plan that enables a business to work out emissions from the resources it consumes, the activity it undertakes and the waste it generates.

“What was so good about EMS Easy was that it was really practical and based around our business,” says Bernard Keogh, Managing Director, Arque. “We had to put time and effort in, but EMS Easy provided an easy format. Global Action Plan guided us through the whole EMS process. When they came out to our business for one-to-one sessions, that was particularly helpful.”

Challenge

Global Action Plan seeks to provide this service to as many SMEs as possible. And the most efficient way to reach suppliers is through the supply chains of larger organisations. Therefore, its main challenge is finding the right people in local authorities to develop this work with. Public sector bodies will then know that they are managing the environmental impacts of their supply chain.

Next steps

For Global Action Plan, next steps involve connecting with the right people from public sector bodies, such as procurement and sustainability staff, and outlining the benefits of the Greening Your Small Suppliers programme. It seeks to run this programme with five public sector bodies over the next year and to rapidly increase the speed of deployment from there. It is also keen to raise the profile of this programme of work.

How will we play a part?

Innovation Exchange will seek to connect Global Action Plan to local authorities in England in relation to this programme of work. It will also seek to raise the profile of this work.

Interested in finding out more?

If you would like to find out more about the Green Your Small Suppliers project, get in touch with Chris Large (Head of Research and Development) at chris.large@globalactionplan.org.uk or call him on 0207 420 4416.

“What was so good about EMS Easy was that it was really practical and based around our business.”

Bernard Keogh, Managing Director, Arque

“Sustainability is now an important and high profile agenda for all public sector organisations.”

John Thornton,
Public Sector Sustainability Reporting
– Achieving Sustainability Goals, 2010

A man in a yellow high-visibility vest is working on a green energy bike. He is smiling and looking towards the camera. In the background, there is a sign that says "Global Action Plan" and "Energy Bike". The sign also has some text about the power of energy bikes.

Implementing Sustainability Through Employee Action

Implementing Sustainability Through Employee Action is the method by which large organisations, including those in the public sector, achieve the aims set by board level or councillor level sustainability policies. Through practical implementation focused workshops, led by expert facilitators and sustainability specialists, this programme enables public sector bodies to get its workforce to operate in line with policy targets.

The project provides easy-access knowledge on what really makes a difference and how to spot sustainability “red herrings”. It also generates self-owned action plans for employees so they can lead on the implementation of sustainability policy. Staff morale can often be an issue in this area and the project addresses this by common-purpose spaces held in an impartial environment in which staff from different departments can come together

Global Action Plan is a charity that leads practical sustainability projects. Since its founding in 1993 it has provided the means by which public sector bodies can reduce the environmental impact of their own operations and local schools, residents and businesses.

Sustainability Through Employee Action



Most organisations do not want to set hard targets throughout their employee structure to achieve their environmental policy goals. Employees already have a lengthy list of targets on which to be appraised and in Global Action Plan's 17 years of experience, it has only come across one organisation that set internal carbon budgets to go alongside its departmental financial budgets. But with this hesitance to set additional targets, how can organisations create environmental improvement?

Sustainability decisions are taken every day by staff in every department. Global Action Plan has seen how employees of all levels of seniority impact environmental effects in settings as diverse as call centres, power stations, depots, offices, warehouses and even sports stadia. But actions such as electrical equipment use, driving, buying resources and waste disposal often happen without any specific sustainability related target for the employee undertaking the action.

Global Action Plan enables employees to understand the business and personal benefits of behaving sustainably at work, enables those natural green leaders to encourage their colleagues to act sustainably and importantly, places the responsibility for the workplace becoming more sustainable squarely with the employees. All of this happens through workshops with accompanying resources. These are part implementation workshops and part capacity building workshops, following which the employees, led by the native "keen greens", lead their own sustainability push, in line with director-level policy.

This simple programme enables sustainability to cascade through the organisation.

Simon Brammer, UK programme manager, Ashden Awards for Sustainable Energy says "Global Action Plan does phenomenal work to shift individual behaviour, & enable people to really understand how they're making a difference."

Challenge

The challenge is quite simple. Global Action Plan needs to build strong working relationships with the right people in public sector bodies to utilise its existing range of tools, resources and engagement techniques and stimulate employees to operate sustainably.

Next steps

Global Action Plan's next steps are connecting with a broad range of public sector bodies especially local authorities. They want to build strong partnerships to support public sector bodies around their carbon policy work. They are also keen to raise the profile of this work.

How will we play a part?

We will connect this programme of work to public sector bodies in particular local authorities that are keen to get their staff involved and help them to reduce their carbon footprint. We will also seek to raise the profile of this work in general.

Interested in finding out more?

If you would like to find out more about the Implementing Sustainability Through Employee Action project, get in touch with Chris Large (Head of Research and Development) at chris.large@globalactionplan.org.uk or call him on 0207 420 4416.

“I thought that - almost regardless of the topic we were working on - it provided an excellent way to encourage cross-departmental working and co-operation ... something that will be of lasting benefit in our work generally.”

Claire Morgan, East Sussex County Council

Closing statement

John Craig, Managing Partner, Innovation Unit



This brochure showcases seven excellent innovation projects from the community and voluntary sector working to green our public services. We are excited about their potential - not only are they reducing the carbon footprint of public services, they are also saving money and strengthening communities.

These projects were chosen after a rigorous selection process. They were shortlisted from very many responses to our Call for Ideas, and were then interrogated by senior public servants and social investors. That tough development process sought to ensure that the projects were not only the best we could find, but the best they could be.

These projects have the potential not just to reduce the environmental damage done by public services but to help them to become a catalyst of a green society. With your help, they can build public services that are a powerful symbol of what is possible.

A handwritten signature in black ink that reads "John Craig". The signature is written in a cursive, flowing style.

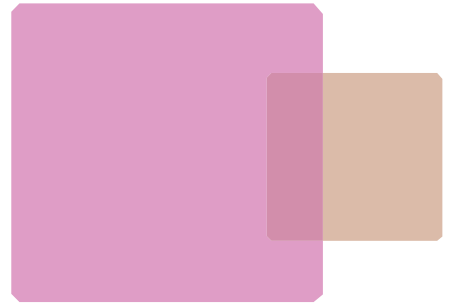
John Craig, Managing Partner



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**Innovation
Exchange**

Connecting people and ideas to solve social challenges

**Innovation
Labs**

Creating independent innovation

**Innovation
Leadership**

Finding, building and linking innovative leaders

**Innovation
Facilitation**

Facilitating workshops, projects and programmes

**Innovation
Measurement**

Measuring innovation activity and impact

**Innovation
Research**

Uncovering and sharing new thinking and practice

Find out more about what we can do for you at www.innovationunit.org

