



Environmentally Responsible Purchasing Policy

Introduction and summary

The London Borough of Lewisham's Environmental Policy commits it to achieving continual improvement in its environmental performance by:

- identifying the environmental impacts of its services and working practices
- setting objectives to reduce those impacts and improve performance.

The borough recognises its responsibility for integrating sustainability objectives within its working practices. Through a commitment to Local Agenda 21, the Eco-Management & Audit Scheme (EMAS) and Best Value, the borough recognises that it must tackle the direct and indirect environmental impacts of its work and continually improve its environmental performance.

The borough is committed to achieving value for money from its procurement process. However, it recognises that the adverse environmental impacts of the goods or services it purchases now will contribute to social and economic costs in the future. Such future costs detract from the value derived from the money spent on providing those goods and services.

As a large purchaser of goods and services, the borough is committed to working with its suppliers to ensure its objectives to reduce adverse environmental impact are achieved within value for money considerations.

The green procurement philosophy can be simply summarised by the following key points:

- buy or tender centrally, for better quality, potentially at a lower price,
- buy 'green' by using recommended green product and material purchasing guides such as the Handbook of Sustainable Building,
- make products last longer, through maintenance to extend their life,
- re-cycle all old goods.

Environmentally Responsible Purchasing - Key Policy Statement

The Council aims to deliver services that are resource efficient, that minimise the generation of waste and which contribute to a more environmentally, socially and economically sustainable society, whilst meeting current needs.

Key supporting policy method statements

The aim of the above Policy statement is to inform staff and suppliers of the Council's commitment to environmentally responsible procurement.

The Council will pursue this policy, subject to funding, by:

1. **Promoting the sustainable use of resources**, by encouraging resource efficiency and waste minimisation.
2. **Introducing environmental performance management and monitoring** into contract procedures.
3. **Integrating the council's procurement/purchasing standards** and processes with its EMAS system, by incorporating the environmental policy objectives set through the EMAS process into contract and product specifications.
4. **Forming partnerships with suppliers** to apply the council's principles in corporate procurement / purchasing activities, and to promote and encourage innovative improvement in environmental performance, through the development of environmental criteria in the award of contracts.
5. **Supporting staff in the delivery of this policy** by:
 - Providing supporting guidelines and resources, as appropriate, to allow effective implementation of the Policy.
 - Regularly communicating progress on the implementation of this Policy and providing a mechanism for staff and suppliers to be consulted and provide feedback to the Council.
 - Providing training and awareness raising tools.
6. **Continually improving the Procurement and Purchasing Policy** and guidelines by regularly reviewing contracts and suppliers, benchmarking this strategy with others.
7. **Use of environmental preference methods for the selection of materials**, such as the Handbook of Sustainable Building, ISBN 1-873936-38-9.
8. **Effectively maintaining goods and assets during their usable life.**
9. **Aiming to re-use, recycle or dispose of all end-of-life products, according to the waste hierarchy.** Effective recycling or disposal arrangements should be considered and **initiated at the time of purchase** of all goods, wherever possible.



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1. Introduction

The importance of this environmental purchasing strategy

Central government recognises the importance of environmentally sound purchasing strategies and has included reference to environmental procurement in its Waste Strategy 2000¹ and on its Greening Government web site². The Strategy includes a commitment by central government to pilot arrangements for a scheme under which "environmental policy will require public procurement of certain recycled products, initially paper goods".

The green procurement philosophy can be simply summarised by the following key points;

- **Buy or tender centrally, for better quality, potentially at a lower price,**
- **buy 'green' by using recommended green product and material purchasing guides, such as the Handbook of Sustainable Building,**
- **make products last longer, through maintenance to extend their life,**
- **re-cycle all old goods.**

So it can be seen that the 'rules' of green procurement are as much about effective disposal as they are about the products environmental friendliness, when it is purchased.

Incorporating environmental objectives into procurement is essential if the Council is to make Lewisham a sustainable place to live, and to ensure the Council meets wider objectives, such as providing Best Value services and achieving accreditation to the Eco-Management and Audit Scheme (EMAS).

EMAS is a European quality system for itemising, mapping and reviewing the environmental performance of an organisation and continually monitoring changes. The implementation of EMAS requires the Council to adopt an Environmental Policy from which it sets objectives with quantified targets to improve its environmental performance in all services and activities which it has identified as having significant impacts on the environment.

The council is also required to ensure that these objectives are achieved both through in-house action programmes and through contractors undertaking activities on the council's behalf.

In other words, the council's purchasing power is to be used to improve its environmental performance by encouraging its suppliers and contractors to assist in achieving the improvement objectives that it has set through the EMAS process. In particular, the council will write environmental detail into specifications, advising contractors how they are to be more environmentally responsible by meeting new, environmentally tougher specifications.

Importantly, it can also influence broader improvements in environmental performance by encouraging its suppliers to tackle the environmental impacts of their whole operation- i.e. beyond the work carried out for Lewisham.

Progress in achieving objectives and targets must be monitored over time to evaluate and review action programmes, to ensure continual improvement is being achieved and that working practices are becoming increasingly sustainable. Again, this applies to both in-house and contracted out activities.

The purchasing process does not end when a supplier has been awarded a contract or a product is purchased. The purchasing process also involves managing and monitoring contracts, suppliers and product performance, and reviewing their performance against agreed measurements.

Central government has recognised the importance of incorporating environmental objectives within procurement so as to achieve sustainable development goals, reduce costs and promote innovation, thereby stimulating markets for environmental technologies and recyclable waste materials.

Central government commitments and principles are likely to be transferred to local authorities, and are linked with the need to achieve value for money through Best Value and Local Agenda 21 processes. Recently the European Commission has produced two draft directives that propose that EU public authorities should be obliged to take environmental considerations into account when awarding work contracts or purchasing new equipment.

Environmentally responsible purchasing will promote the development of partnerships with suppliers and contractors in order to facilitate changes in the use of resources and the management of services.

By implementing this strategy Lewisham can contribute towards:

- **Achieving best value for money.**
- **Maintaining and improving standards of living**
- **Improving health and the environment.**
- **Withstanding increased public scrutiny regarding environmental issues.**
- **Achieving commitments noted in the Waste Strategy 2000.**
- **Achieving commitments made in the Energy Policy 2000.**
- **Achieving registration to the Eco-Management and Audit Scheme (EMAS).**

2. Environmentally Responsible Purchasing Policy

On adopting the Environmentally Responsible Purchasing Policy, the Council will take the opportunity to publicise it widely by releasing a brief state-

ment from top management, endorsing the Policy and its objectives. The following statement will be issued as part of this policy;


The London Borough of Lewisham is focused on the task of making the borough a better place to live, work and learn. The borough is committed to ensuring that the services it provides support this, and create a safe and healthy environment.

The borough has committed departments to achieving accreditation to the Eco-Management and Audit Scheme (EMAS). This requires it to consider the environmental impacts of work and put in place steps to reduce these impacts and improve environmental performance. A major impact on the environment results from our purchase of services, works and products and the borough will therefore need the help of its suppliers and contractors in improving our performance.

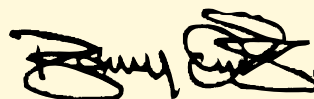
Consequently we have adopted an Environmentally Responsible Purchasing Policy that requires staff and suppliers to work together to include environmental considerations in all purchasing decisions. Please take some time to read the Policy and become involved in our work towards Sustainable Development.

The borough aims to;

- Buy or tender centrally, for better quality, potentially at a lower price
- buy 'green' by using recommended green product and material purchasing guides
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- re-cycle all old goods.



Mayor



Chief Executive

October 2001

Environmentally Responsible Purchasing Policy

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The Council will pursue this policy, subject to funding, by:

1. **Promoting the sustainable use of resources, by encouraging resource efficiency and waste minimisation.**
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3. **Integrating the council's procurement/purchasing standards** and processes with its EMAS system, by incorporating the environmental policy objectives set through the EMAS process into contract and product specifications.
4. **Forming partnerships with suppliers** to apply the council's principles in corporate procurement / purchasing activities, and to promote and encourage innovative improvement in environmental performance, through the development of environmental criteria in the award of contracts.
5. Supporting staff in the delivery of this policy by:
 - **Providing supporting guidelines and resources, as appropriate, to allow effective implementation of the Policy.**
 - **Regularly communicating progress on the implementation of this Policy and providing a mechanism for staff and suppliers to be consulted and provide feedback to the Council.**
 - **Providing training and awareness raising tools.**
6. **Continually improving the Procurement and Purchasing Policy** and guidelines by regularly reviewing contracts and suppliers, benchmarking this strategy with others.
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3. Environmentally Responsible Purchasing Guidelines

The Environmentally Responsible Purchasing Policy sets common standards for the procurement of sustainable products, works and services across the Council. The following guidelines provide further detail on the implementation of these standards. It is recognised that specific objectives within the framework of the Policy, and the timetable by which they are implemented, will vary from one Directorate and division to another. This is because of differences in activities, in contract timetables, resource availability, and opportunities within current technology and working practices.

a) Principles

These 6 principles provide the broad framework for implementing the Environmentally Responsible Purchasing Policy. The application of each principle to each procurement exercise will vary according to the type and method of procurement

1. Quality, price and anticipated performance are generally recognised as the factors that lead to environmentally responsible purchasing, i.e.
Environmentally Responsible Purchasing = Price + Environmental quality + Performance
2. Suppliers that are striving to achieve the same environmental standards as the council should be sought and those already prosecuted under environmental legislation should be avoided.
3. The Council's environmental policy objectives should be used as a framework for each procurement or purchasing decision. These are listed in the EMAS register, which should be used to identify the objectives relevant to each activity, product or service.
4. Key corporate environmental objectives in the EMAS register which all procurement and purchasing should help achieve include:
 - **Reducing energy use and improving energy efficiency and conservation.**
 - **Conserving both renewable and non-renewable resources and promoting conservation by using recycled materials.**
 - **Minimising the generation of wastes by reducing, reusing, recovering and recycling resources.**
 - **Preventing pollution by avoiding the use of hazardous products and materials.**
 - **Limiting and reducing the use of packaging.**
 - **Minimising the environmental impact of transport and travel.**
5. Where services are being contracted out, relevant objectives should be included in contract specifications and tenderers should explain how they will help achieve them in their method statements.



6. Procurement and purchasing decisions should include comprehensive, accurate, and meaningful information about the environmental performance of products and services and an appropriate level of analysis carried out for each procurement exercise to establish the route which will best achieve the council's environmental objectives.

b) Environmental Purchasing Responsibilities

The Council and its suppliers have general responsibilities to purchase and deliver services and products in an environmentally responsible manner. These responsibilities are documented below, and must be complied with during all procurement exercises.

b) Strategic Procurement and Environmental Sustainability Unit

- **Promote** and drive the Environmentally Responsible Purchasing Policy and guidelines.
- Ensure Policy and guidelines are **implemented** in a structured and systematic way across the Council.
- **Develop and maintain** information to support the delivery of the Policy and guidelines.
- **Communicate** with purchasing staff and EMAS representatives.
- **Disseminate** information on environmentally responsible purchasing opportunities, specifications, performance and policies to relevant council staff, and where appropriate, to suppliers.
- **Review** Policy requirements and new procurement opportunities, and monitor the implementation and delivery of objectives. Review and update the Policy and guidelines to ensure compliance with environmental legislation and the

council's objectives and to reflect best environmental practice.

bii) all Directorates, budget-holders and purchasers

- Purchase in an environmentally responsible way which will assist the council achieve its environmental objectives.
- Communicate with Strategic Procurement and with suppliers on a regular basis regarding the Policy requirements and new procurement opportunities.
- Ensure that the 6 principles of the policy framework have been appropriately applied in drawing up contract specifications and during the tender and award processes.
- Ensure that suppliers provide sufficient documented detail to support environmental information provided during all procurement exercises.
- Report results of the implementation of the Policy and guidelines to Strategic Procurement on a regular basis, including details of wording used in contract documentation, feedback from suppliers, and suggestions for continual improvement in the Policy and guidelines.

biii) Suppliers

- Make a commitment to work with Council staff to achieve the Council's Environmental Policy and objectives by implementing the Environmentally Responsible Procurement Policy.
- Maintain regular contact with Council staff to report on progress in implementing the Policy, and provide updates on developments in technology and working practices that may impact on implementation.
- Provide suggestions and feedback to the Council to continually improve the Policy and procurement process.
- Invest time in researching the prospects this Policy presents.
- Take advantage of opportunities to innovate to reduce the environmental impacts of working practices to more effectively achieve the Council's objectives and to continually improve Lewisham's environment.

c. Environmentally Responsible Guidelines

The Council has established a number of guidelines that must be followed and applied when procuring products, works and services. They ensure the practical implementation of the Policy during the 5-step procurement process that is used throughout the council, and documented in the Procurement Strategy for Lewisham (March 2000) as follows:

1. Approval of the process.
2. Designing and setting the specification of outcomes sought.
3. Commissioning or purchasing to maximise the chance of achieving the desired outcome.
4. Managing the process to ensure that the outcomes are achieved, including continuous improvement.



5. Reviewing the process undertaken.

The Business Excellence Model³ (BEM) fits clearly within the remit of this Purchasing Strategy as it provides a framework for achieving sustainable organisation excellence. Therefore the concepts of the Model have been integrated within these guidelines.

1. Promoting the sustainable use of resources, by encouraging resource efficiency and waste minimisation.

The procurement cycle begins when a need is identified for the delivery of a specific product and/or service. Given that an overriding aim of the Council's Environmental Policy is to achieve continual improvements in resource efficiency, the following kinds of question should be asked before a decision to purchase is made. This exercise will help to ensure the efficient use and reuse of resources:

- Do we really need this product, works or service?
- Can we meet the need in another way?
- Can we use a suitable product available elsewhere in the Council?
- Can the requirement be met by hiring or sharing rather than purchasing?
- Is the product required in the quantity requested, or can we be more economical in its use?
- Can the product serve any useful purpose after its initial use, for example can it be re-used elsewhere?
- Does the product require that amount of packaging, if any?
- Can the packaging be re-used?

The Council will investigate the best practice mechanisms for achieving the above, and will distribute relevant information and best practice advice to staff, particularly those with purchasing roles.

The EMAS programme will involve a continual review

³ The Model was adopted by the UK in 1992, its purpose being to enable organisations to pursue excellence on their terms, whilst using the framework and basic concepts of the Model. <http://www.quality-foundation.co.uk/>



and refinement of environmental objectives and targets, including those for resource efficiency. Strategic Procurement staff and suppliers will be involved in the review process so that targets are set that are realistic and attainable.

Suppliers and contractors will be expected to ensure that the delivery of contracts and services is undertaken as resource efficiently as possible. Information and advice will be provided to suppliers to support this process.

2. Introducing environmental performance management and monitoring into contract procedures.

The procurement process does not end when a supplier has been awarded a contract, or a product has been purchased. It continues through to completion of the work and final review.

The achievement of agreed environmental performance outcomes would be monitored through the Council's normal contract monitoring and review process. Opportunities for continual improvement will be identified and incorporated through the review process (see 6 below).

Information provided by suppliers in tendering exercises will be used to develop benchmark data against which actual performance can be judged and subsequent tendering exercises can be assessed.

In order to deliver on the above the Council will require the following from suppliers:

- A commitment to inform Council staff of updates in technology, products and working practices that may have an impact on environmental performance.
- An agreement to report regularly on environmental commitments and performance to staff.

An agreement to be open and frank about progress with environmental performance.

3. Integrating the council's procurement/purchasing standards and processes with its EMAS system, by incorporating the environmental policy objectives set through the EMAS process into contract and product specifications.

It is the Council's intention to achieve environmental best practice through the operation of its contracts. Procurement Group staff will be expected to develop specifications, tender requirements and contract criteria that promote and encourage innovation in delivery, including the delivery of enhanced environmental performance.

However, the degree of environmental performance achieved by any one contract will depend upon:

- The resources available and need to achieve value for money,
- available technology and working practices,
- the practicalities of developing more functional and performance-based specifications, and
- the EC procurement directives.

The Council will produce guidance on purchasing products and materials following research into the various eco-labelling schemes that are being developed. For products not yet covered by credible eco-labelling schemes it may consider developing its own system of rating products against a series of environmental criteria. Suppliers would then be required to indicate, in their catalogues for example, those products that meet the agreed criteria using a recognised symbol. Additional information to support this recognised symbol would be required.

The council will strive to work with suppliers to trial the use of products considered to have a better environmental performance, the aim being to select and introduce corporate standard products, particularly for office stationery. Part of this process will involve the use of assessments, written to comply with the Control of Substances Hazardous to Health (COSHH) Regulations, supplied by suppliers to evaluate the environmental impacts of products.

The Council recognises that its suppliers may have a greater understanding of the environmental impacts of products, services and working practices. To harness this, a process of supplier consultation will be set up to inform the drafting of contract specifications. Flexible criteria and requirements will be developed which provide opportunities for suppliers to present innovative environmentally responsible solutions. This will include the opportunity to submit a variety of options, methods and prices to meet the specification within one tender.

The Council is responsible for serving the interests of the people of Lewisham and securing best value serv-

ices. The Environmentally Responsible Purchasing Policy will be implemented to achieve long term value for money.

For example, if two tenders are put forward and one achieves a higher environmental performance at a higher cost than the other, then they will be assessed by considering both the short and long-term financial and environmental costs and benefits.

4. Forming partnerships with suppliers to apply the council's principles in corporate procurement/purchasing activities, and to promote and encourage innovative improvement in environmental performance, through the development of environmental criteria in the award of contracts.

It is crucial that partnerships are formed with suppliers to ensure that the Council's goals are realistic, attainable and promote innovation. Suppliers will be consulted on the Council's environmentally responsible procurement policies and processes, with a view to achieving continual improvement.

The Council recognises that suppliers' resources are stretched and that unnecessary burdens should not be imposed on them. However, long-term competitive advantages and the potential for achieving cost-savings will reward suppliers who also adopt a commitment to improving their environmental performance. Increasing pressure on organisations to adopt environmental purchasing strategies, is likely to mean that a supplier who commits to responsible environmental management now will be able to state "I'm working on this already" when questioned by customers in the future.

The Council recognises that it has a responsibility for creating environmental awareness and providing opportunities for suppliers to comply with the Environmentally Responsible Purchasing Policy. The Council will:

- Provide information to potential suppliers about Lewisham's environment and the Council's environmental performance against published targets.
- Assist potential suppliers, through providing information and advice, to develop the capacity to meet Lewisham's environmental objectives,
- Research and develop initiatives that reward suppliers' positive environmental performances, such as a Supplier Environmental Good Practice Award Scheme (based on the existing Business Environmental Excellence Scheme),
- Promote the Buy Recycled campaign.

Potential suppliers will therefore be required to provide statements with their tender documentation about the environmental performance of the products and services they are providing to the Council. They will also be asked if they have been prosecuted for breaches of environmental legislation.

Supporting documentary evidence may be requested from suppliers to substantiate their statements.

5. Supporting staff in the delivery of this policy by:

- Providing supporting guidelines and resources, as appropriate, to allow effective implementation of the Policy.
- Regularly communicating progress on the implementation of this Policy and providing a mechanism for staff and suppliers to be consulted and provide feedback to the Council.
- Providing training and awareness raising tools.

Staff will be encouraged to;

- buy from centrally tendered procurement contracts, in a manner similar to the Energy supplies contract or the new Office supplies contract with Guilbert.
- favour suppliers that are committed to environmental improvement within their own organisation, through assessing all policies, activities and practices for their environmental impacts, setting and achieving improvement objectives and adopting those technologies and working methods with the lowest environmental risk.

In order to deliver on the above the Council will require a commitment from suppliers to inform Council staff of updates in technology, products and working practices.

6. Continually improving the Procurement and Purchasing Policy and guidelines by regularly reviewing contracts and suppliers, benchmarking this strategy with others.

The end goal of the procurement process remains the delivery of agreed outcomes. However suppliers and staff will be encouraged to provide feedback on the Policy and guidelines in order to promote continual improvement.



Progress in implementing the policy will be benchmarked internally across Directorates and externally with other local authorities and organisations.

The following elements will be benchmarked:

1. Integration of environmental objectives into core corporate procurement functions.
2. Communication of the Policy and guidelines to staff and suppliers in a clear, consistent and regular manner.
3. Development of clear targets to educate suppliers and work with them on achieving environmental performance improvements,
4. The inclusion of environmental objectives in contract specifications and environmental performance criteria in supplier appraisals.
5. Development of feedback mechanisms for staff and suppliers to ensure continuous improvement.

7. Use of environmental preference methods for the selection of materials, such as the Handbook of Sustainable Building.

An example of this method is demonstrated in the Handbook of Sustainable Building (ISBN 1-873936-38-9), by Anink, Boonstra and Mak, which provides a system by which materials can be chosen according to environmental preference, for all aspects of building works.

The book is broken down into sections representing all aspects of the construction process. For each section there are 3 preferences and a 'not recommended' section. It is the council's intention that all materials in the 'not recommended' section be banned from use. Beyond this, designers and specifiers should aim to use the highest preference that they can afford within the construction, ie ideally preference 1, but failing this, preference 2 or 3. For instance, for loft insulation



Lewisham's normal recommended option is preference 2 (mineral wool fibre), however, the full detail provided by the book is shown below:

Insulating a pitched roof

<i>Preference 1</i>	Cork, Cellulose, Sheep's wool
<i>Preference 2</i>	Mineral wool
<i>Preference 3</i>	Expanded polystyrene (EPS)
<i>Not recommended</i>	Extruded polystyrene, Polyurethane (PUR)

Environmental preference; Cork, cellulose and sheep's wool have the advantage that the raw materials are renewable, that the product demands little energy and is relatively clean, and that the waste is degradable. Cellulose is made of old paper. More energy is required for the production of mineral wool, and it does not degrade well. Skin and mucous membranes must be protected when working with this material.

Expanded polystyrene (EPS) poses a greater threat to the environment than mineral wool, from the extraction of petroleum, via refining process, up to and including processing of the waste.

Not recommended; PUR and extruded polystyrene threaten the environment more than mineral wool. Damage to the ozone layer inhibits the use of (H)CFC's as foaming agents for extruded polystyrene and polyurethane.

Basic selection; Mineral wool is included in the basic selection as it is common and nearly always suitable.

Comments; Cellulose can in principle only be used in situations where damp is not a problem, that is, for sloping roofs or box panels. The large-scale availability of cork is not guaranteed and costs are also considerably higher than for alternatives.

NB Lewisham Council's Fleet Procurement strategy follows this hierarchy – with environmental preference given, in order, to: electric vehicles; dual fuel; low sulphur diesel. Petrol engines have "not recommended" status.

BRE's environmental assessment of buildings

The Building Research Establishment (BRE) have created 'The Green Guide to Specification', an environmental profiling system for building materials and components. It is aimed at the busy professional and provides easy-to-use A, B, C ratings on a range of environmental criteria, together with simple costs and service life estimates. For information on this, visit their website at:

<http://www.bre.co.uk/sustainable/service5a.html>

8. Effectively maintaining goods and assets during their usable life.

In some places it is viewed that you buy a product, you use it and when it fails, you buy a new one. Although it is possible that this is the most cost-effective thing to do in some instances, a little, often low-cost, maintenance, can extend a product's life, sometimes indefinitely.

Maintenance of products with moving parts such as printers, fax machines and photocopiers as well as vehicles, pumps, motors and boilers, also improves safety.

Some products appear to have failure built into them, in that one part fails after say 5 years and often a decision is taken to renew at this stage. However, the part may only cost perhaps 10% of the product's price and by replacing this part the life may be doubled.

The computer industry perhaps represents the pinnacle of consumer society, where obsolescence and replacement is built into everything that you buy. Maintenance, unfortunately, does not address this issue. This has the downside of creating a massive stream of second hand electronic goods, or waste. It is important that these goods are re-cycled, either through other directorates, through local schools, or through specialist companies that deal with waste electronic material. Not only should parts be re-cycled, it is also important that the components do not get into the waste stream, due to the many potentially toxic material that they contain. The council's ICT service is developing corporate standards on the environmental performance of computer equipment to guide purchasers.

9. Aiming to re-use, recycle or dispose of all end-of-life products, according to the waste hierarchy. Effective recycling or disposal arrangements should be considered and initiated at the time of purchase of all goods, wherever possible.

Current practice relies on the cheap options of skips or refuse vehicles taking waste to landfill or incineration. Given the choice, incineration is environmentally preferable to landfill for most materials, as it produces energy to provide for local needs. But in some cases, e.g. asbestos and certain chemicals, disposal to dedicated landfill is needed.

Increasingly there are more environmentally preferable options for waste materials, higher up the "waste hierarchy". As part of the EMAS work on corporate environmental impacts, the Council will develop corporate systems for re-using, recycling and correctly disposing of various types of waste it commonly generates, for example:

- redundant ICT equipment
- paper and cardboard
- office equipment and furniture
- waste building materials from housing repairs,



Such a corporate approach will simplify recycling arrangements for staff who generate the waste, will minimise costs and ensure the council as a whole meets best practice and legal requirements with regard to waste management.

Excellent information on re-cycling just about anything can be found at the following web-site;

- Wastebook – for addresses, together with on-line information generally on waste re-cycling.
<http://www.recycle.mcmill.com/content.htm>

A standard suggested Waste Reduction Cycle (hierarchy) is detailed below, in the order that can be followed;

- lobby manufacturers/Government to reduce packaging,
- educate staff/the public on, and promote recycling,
- dispose of end of life goods appropriately for effective re-use,
- reduce waste by;
 - composting low calorific value/high water content organic matter,
 - recycling metal and glass and potentially valuable forms of plastic,
 - recycling high quality paper as the market develops,
- incinerate (or extract energy via pyrolysis) remaining high calorific value waste, together with other remaining waste, in a local 'state of the art' Energy from Waste power station, such as SELCHP,
- re-cycle remaining metal,
- use bottom ash where possible in construction, ideally, nothing is left, but any remaining will still need to be landfilled.