

Northwest Regional Development Agency

Evaluation of the BREW Programme in the Northwest

April 2008

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Executive Summary

Background

The three-year BREW Programme commenced in April 2005 and was developed by Defra in order to return additional landfill tax receipts to businesses so that support could be provided for improvements in the areas of waste management and resource efficiency. The Regional Development Agencies (RDAs) have received funding from Defra for coordination and communication of the delivery of the BREW programme at the regional level.

Atkins was appointed to undertake this evaluation study in February 2008 and this document is the final version of our evaluation report. Our approach has involved a quantitative assessment of performance, a business survey, consultation with project managers, consultation with stakeholders, a review of other regional delivery models and a review of the projects delivered as part of the Programme.

Overall Assessment

In total, the Programme received £3,560,000 BREW funding from 2005/06 to 2007/08. The actual expenditure of this period was £3,592,972, which was 101 per cent of the forecasted spend, the overspend was picked up by the NWDA. At the Project level, the five Projects we have reviewed all managed to balance their expenditure in-line with forecast targets set out for the three-year period.

In overall terms, the BREW NW Programme has excelled in terms of its delivery of outputs against targets. The majority of output targets have been met and several have been well exceeded. This suggests that the activities undertaken by the projects have been in-line with the needs and requirements of business.

The strong performance in delivery of outputs also suggests that the projects themselves have been well managed and the monitoring systems in place have worked well. However, it could well be that the actual reported performance of the Programme understates the actual performance as not all projects had established targets in place and one project will not complete until March 2009 which gives it another full year of outputs to claim.

In terms of monitoring systems, BREW NW is regarded as somewhat of a market leader due to the success of the ENWORKS On-line Toolkit. The information on efficiency savings that the Toolkit produces is invaluable in quantifying and monetising the scale and type of resource efficiency savings achieved through this type of intervention.

In terms of value for money, the Programme has delivered £15 million of cost savings to the Northwest in three years through three of its five Projects. This level of savings has been achieved on the back of BREW funding of £3.56 million. In other words, at a ratio of 3.56:15.00 the return on investment is equal to 1:4.21. In other words, every £1 invested in the BREW NW Programme has delivered a saving of £4.21 for the Northwest economy, which is a good achievement.

The Programme has been well run, delivered in-line with business needs and has potential to be developed further in the future should funding be available. It could not have been expected to do more with the funding it had available and the three year timescale. However, it has advanced the awareness and subscription to business resource efficiency beyond what was probably anticipated at the outset.

Contribution to Regional Objectives

Delivery of the BREW programme is a Transformation Activity within the Northwest Regional Economic Strategy (2006). It falls within the driver of 'improving productivity and growing the market'

by developing resource efficiency, sustainable procurement and corporate responsibility. The Programme has made a substantial contribution to these regional objectives. As a consequence, the NWDA is now recognised as the champion in the region for these activities and the market has developed and, more importantly, shows greater opportunity for further growth in the future.

Continued Need for the Programme

On the basis of our assessment, it is our view that there is a continued need for the Programme. The consultation process revealed that the Programme has been well received and businesses are now beginning to see the benefits of resource efficiency which provides a good base to build for the future. Similarly, the stakeholders that have been engaged have responded well to the challenge of delivering this Programme and, moreover, consider the NWDA as the prime organisation to take forward the business resource efficiency agenda as well as the sustainable consumption and production agenda in future.

Learning Lessons

A number of lessons can be identified from delivery of this Programme, many of which are transferable to other programmes:

- The partnership structure and delivery model is well suited to the type of Programme that was delivered and this has assisted in achieving a successful range of outputs.
- The decision to focus on a handful of regional scale projects as opposed to a larger number of smaller projects has assisted in achieving momentum within the Programme and also in raising the profile of business resource efficiency in the business and public policy communities.
- A method of delivery that favours one-to-one business support has been well received and is recognised by the beneficiary group as a good way of delivering support to them.
- Whilst the projects have generally over-achieved in terms of outputs, some projects did not set themselves targets and this has probably led to an under reporting of output achievement overall.

1. Introduction

Appointment

- 1.1 Atkins was appointed to undertake this commission in February 2008 by the Northwest Regional Development Agency (NWDA). The Atkins team assembled for this commission involves specialists in evaluation, economics, regeneration and sustainability.

Purpose of the Study

- 1.2 NWDA commissioned the work in line with standards set out by the Agency's Corporate Performance and Evaluation Team to undertake an evaluation of the BREW Programme.
- 1.3 The primary objectives of the study are:
- to provide robust evidence on the impact of the interventions, assessing how they have contributed to key target outcomes that would not otherwise have been achieved;
 - to determine how far the Programme has achieved its objectives and;
 - to identify the lessons from the interventions for wider dissemination.
- 1.4 The secondary objectives of the study are:
- to understand what continued need there is for the Programme;
 - to identify relevant good practice from elsewhere to inform future investment.

Document Structure

- 1.5 The remainder of the report is structured as follows:
- Section 2 – sets out the context of the Programme.
 - Section 3 – is a review of the overarching policy framework.
 - Section 4 – considers the performance of the Programme in terms of financial and output data.
 - Section 5 – reports on the views of the partners.
 - Section 6 – covers our consultations with project managers.
 - Section 7 – covers our consultations with wider stakeholders.
 - Section 8 – reports on how delivery models in other regions of the UK have been operating.
 - Section 9 – presents our case studies.
 - Section 10 – covers conclusions, lessons and recommendations.

2. The BREW Programme in Context

Introduction

- 2.1 In this section of the report we set out some of the background context to why the Programme was established, what its aims and objectives are and how it operates.

Programme Background

- 2.2 The National Business Resource Efficiency and Waste (BREW) Programme has been set up by the Department for Environment, Food and Rural Affairs (Defra) to support businesses in improving their resource efficiency and waste management in response to changes in UK legislation. It does this by returning additional landfill tax receipts from April 2005, back to businesses in a revenue neutral way.

Strategy and Legislation

- 2.3 Landfill Tax was introduced to stimulate reductions in the levels of waste going to landfill and encourage the development of more sustainable waste management practices. As announced in the Budget 2003, the standard rate of Landfill Tax, which applies to active wastes, increased from the original rate of £18 per tonne in 2005/06, by £3 per tonne for the following years to reach a medium to long-term rate of £35 per tonne. HM Treasury asked Defra to develop a programme of measures to return £284 million of the additional receipts to business in a manner that will encourage and support resource efficiency.
- 2.4 The role of central government is to enable each part of society to take responsibility, and show leadership through reducing its own waste. The Government published its Waste Strategy for England 2007 on 24 May 2007 which sets out the vision for sustainable waste management.
- 2.5 The Government's key objectives are to:
- decouple waste growth (in all sectors) from economic growth and put more emphasis on waste prevention and re-use;
 - meet and exceed the Landfill Directive diversion targets for biodegradable municipal waste in 2010, 2013 and 2020;
 - increase diversion from landfill of non-municipal waste and secure better integration of treatment for municipal and non-municipal waste;
 - secure the investment in infrastructure needed to divert waste from landfill and for the management of hazardous waste; and
 - get the most environmental benefit from that investment, through increased recycling of resources and recovery of energy from residual waste using a mix of technologies.
- 2.6 On the basis of the policies set out in Waste Strategy for England 2007, levels of commercial and industrial waste sent to landfill are expected to fall by 20% by 2010 compared to 2004.
- 2.7 The main elements of the new strategy are to:
- incentivise efforts to reduce, re-use, recycle waste and recover energy from waste;
 - reform regulation to drive the reduction of waste and diversion from landfill while reducing costs to compliant businesses and the regulator;

- target action on materials, products and sectors with the greatest scope for improving environmental and economic outcomes;
- stimulate investment in collection, recycling and recovery infrastructure, and markets for recovered materials that will maximise the value of materials and energy recovered; and
- improve national, regional and local governance, with a clearer performance and institutional framework to deliver better coordinated action and services on the ground.

2.8 The government's aim is to create incentives that reflect the waste hierarchy and create opportunities for the reduction, re-use, and recycling of waste, and recovery of energy from waste. The Government is therefore increasing the landfill tax escalator so that the standard rate of tax will increase by £8 per year from 2008 until at least 2010/11 to give greater financial incentives to businesses to reduce, re-use and recycle waste.

BREW Objectives

2.9 The main objectives of BREW therefore are to:

- return additional Landfill Tax receipts, from April 2005, to business in a way that supports businesses in improving their resource efficiency and waste management;
- support sustainable development by assisting businesses in minimising the impact on the environment through improved resource efficiency, while increasing their competitiveness; and
- assist business resource efficiency through a variety of means including: advice and support, direct incentives, removing barriers, and support for the development and use of innovative technologies.

Brew Partners - National

2.10 In 2005/06 funding was allocated to the following partners:

- **Envirowise** to expand its service providing businesses with independent advice on practical ways to minimise waste and reduce environmental impact.
- **Waste & Resources Action Programme (WRAP)** to develop new markets for a number of 'difficult' business wastes.
- **Environment Agency** to help tackle fly tipping.
- **Defra's Market Transformation Programme** to expand this programme, which aims to improve the resource efficiency of products to include those made and used by businesses and which have the potential to reduce waste.
- **Carbon Trust** to expand its programmes helping business reduce carbon emissions and develop low carbon technologies.
- **National Industrial Symbiosis Programme (NISP)** to expand this business-led programme, which aims to bring together businesses to use the waste from one business as the input for another.
- **DTI Technology Fund** to support research and development aimed at waste minimisation, waste management and energy efficiency.
- **Regional Development Agencies** to coordinate delivery of these measures and to carry out strategic resource efficiency projects in the regions.

BREW Northwest (BREWNW)

- 2.11 The BREW delivery programme for the Northwest region was coordinated by the NWDA in partnership with key regional and national stakeholders. The Regional Development Agencies (RDAs) received funding from Defra for coordination and communication of the delivery of the BREW Programme at a regional level.

Funding

- 2.12 BREW funding to all of the RDAs in England was agreed at £5 million per annum for three years. Each RDA received £555,000 for the 2005/06 financial year and it was proposed that they would receive at least the same amount for the following two years. Funding for years two and three of the Programme was dependent on regional performance and the negotiation of a 'needs-based' formula to split the allocation between regions.
- 2.13 In the second year of the Programme - 2006/07 - the funding allocation from D to NWDA increased to £1.85 million. The BREW funding allocation to NWDA for 2007/08 was £1.15 million.
- 2.14 As a condition of the funding, RDAs were required to provide a quarterly report to Defra on progress, outputs and outcomes on how the BREW funding was being utilised. All projects funded under the NWDA's allocation of BREW funding were subject to the RDAs' project appraisal and project management procedures, following DTI's Single Programme Appraisal Guidance. Projects were required to demonstrate value for money, management of risks and strategic fit to the Northwest regional priorities.

Management of BREWNW

- 2.15 The BREW NW Programme was managed by a steering group of BREW Partners. These partners included NWDA, ENWORKS, Envirolink, NISP, WRAP, Carbon Trust, Envirowise, Environment Agency and Government Office Northwest (GONW).

Objectives for BREWNW

- 2.16 Defra suggested that the key objectives of improved regional coordination should include:
- Coherent communication – as a two way process, to ensure businesses are getting a good service from resource efficiency delivery bodies; to ensure businesses know where to go for the support they need; and to ensure delivery bodies are aware of the needs of businesses in the region.
 - Coherent delivery - to ensure businesses are not approached in a haphazard manner; to ensure delivery bodies are not overlapping in the type of advice and support they provide to business; and to enable synergies to be identified and bodies/programmes can be brought together where appropriate.
- 2.17 In order to achieve these objectives, it was suggested by Defra that the three year regional BREW programmes could be sub-divided into six key activities:
- Coordination of regional activities
 - Acting as the central coordination point for BREW activities within the Northwest region to ensure delivery bodies are not overlapping in the type of advice and support they provide to business and to ensure that businesses are not approached in a haphazard manner.
 - Regional publicity and promotion
 - Working with regional and national partners to ensure the BREW Programme in the Northwest is communicated effectively to organisations within the region and that businesses know where to go for the support they need.

- Identification of synergies and gaps
 - Act as the central coordination point to enable synergies to be identified and bodies/programmes brought together where appropriate.
- Commissioning of joint activities
 - Work together with regional and national partners to commission joint initiatives, which support the NWDA's coordination role under the BREW Programme, including commissioning of strategic regional projects.
- Monitoring and reporting
 - Provide consistent monitoring in the region to ensure businesses are getting a good service from the BREW Programmes being delivered.
- BREW facilitation
 - Deliver consistent coordination and management of the RDA BREW Programme in the Northwest.

Key Outcomes

- 2.18 The Key outcomes for the successful delivery of this Programme have been identified as:
- maximised synergy with other BREW delivery bodies providing an integrated support service to businesses in the region;
 - increase in uptake of available support services by Northwest businesses;
 - increased awareness of the needs of Northwest businesses and delivery organisations;
 - improved focusing of communication to regional businesses on the benefits of resource efficiency;
 - decrease in regional resource use by Northwest businesses;
 - increase in competitiveness and productivity of Northwest businesses;
 - regional and local opportunities identified for innovation in waste management and product/process design identified;
 - improved communication to regional entrepreneurs on the assistance available to take environmental technologies to market;
 - integration of resource efficiency and environmental technology services with regional cluster/supply chain initiatives;
 - better regional coordination and facilitation of current NWDA activity in this area;
 - development of the skills base of the region's workforce on resource efficiency; and
 - development of technical expertise and research of innovative environmental technologies.

Key Partnership Projects

- 2.19 A number of key projects that have been funded in the Northwest demonstrate delivery of coordinated support to business and partnership working with both national and regional BREW delivery organisations. These projects compliment each other, as they deliver support to both businesses seeking to improve their resource efficiency and to businesses within the Environmental Technology sector to strengthen the region's waste management capabilities.

Table 2.1 - Northwest Waste Technology Virtual Centre of Excellence (NW-WTVCE)

Northwest Waste Technology Virtual Centre of Excellence (NW-WTVCE)
<p>This project brings together a partnership from the public and private sector, to co-ordinate and support the waste technology and management industry in the Northwest, covering research, development and demonstration of waste treatment technologies in the Northwest utilising the strengths of national specialist and regional programmes to develop end-use technologies and markets for recovered commercial, industrial and domestic waste materials. This project has been developed in partnership with WRAP, which has provided support to the market development programme in the Northwest.</p>
ENWORKS Resource Efficiency Coordination Project
<p>This project funds the provision of coordinated advice on resource efficiency and waste management to businesses across the region through business resource efficiency audits including waste, energy and water. Ongoing support is then offered to businesses to assist them in realising the opportunities identified.</p>
ENWORKS Online Toolkit
<p>The ENWORKS Online Toolkit is a bespoke piece of web-based software, hosted on a secure site, with multiple access/security levels enabling it to be used by individual businesses, project delivery bodies, programme managers and other stakeholders (such as Defra and national BREW partners), whilst protecting commercial confidentiality.</p>
Environment Connect
<p>This pilot project which commenced in 2006 provides a single point of contact for the regional coordination of environmental support services to businesses in the Northwest. Environment Connect brings together both regional service providers and national partners, providing one contact point for businesses and organisations wanting to direct companies to environmental support.</p>
Sustainability Mentoring
<p>The aim of the project is to help undergraduates, postgraduates and young professionals interested in, or working in, the environmental technologies, regeneration and wider environmental economy to gain a better understanding of how the sector functions and its skills requirements. In return the project will improve the economic wealth of the region by developing the skills of the workforce by making sure that today's graduates are equipped with the necessary skills base to help develop the sector.</p>

The Future

- 2.20 Defra stated in a press release in February 2008 that from April 2008, the BREW Programme will be amalgamated into a single, more focused approach of allocating Defra funding to increase resource efficiency and reduce carbon emissions. Although the BREW Programme will no longer exist as such, Defra will look to embed more widely in its work some of the disciplines that the Programme has established, such as the development of metrics to measure performance, and stakeholder engagement on priority areas for activity.
- 2.21 Defra has decided that it will now refocus its funding through delivery programmes to provide evidence to the business community at large in order to maximise influence and catalyse action. This will entail a shift from funding environmental support to individual companies, to influencing the wider business community to take action. Defra will be working closely with their delivery bodies to seek that funding is applied in the most effective manner to bring about improvements to business resource efficiency and to tackle climate change.

Summary

- 2.22 The rationale for the BREW Programme was to ensure that resource efficiency and waste management in businesses was improved in response to changes in UK legislation. The government's aim is to create incentives that reflect the waste hierarchy and create opportunities for the reduction, re-use, and recycling of waste, and recovery of energy from waste.
- 2.23 The BREW delivery programme for the Northwest region was coordinated by the NWDA in partnership with key regional and national stakeholders.
- 2.24 The main objectives of BREW were therefore to:
- return additional Landfill Tax receipts, from April 2005, to business in a way that supports businesses in improving their resource efficiency and waste management;
 - support sustainable development by assisting businesses in minimising the impact on the environment through improved resource efficiency, while increasing their competitiveness; and
 - assist business resource efficiency through a variety of means including: advice and support, direct incentives, removing barriers, and support for the development and use of innovative technologies.
- 2.25 From April 2008, the BREW Programme will be amalgamated into a single, more focused approach of allocating Defra funding to increase resource efficiency and reduce carbon emissions. This will entail a shift from funding environmental support to individual companies, to influencing the wider business community to take action.

3. Policy Review

Introduction

3.1 This section examines the strategic fit (or compatibility) between the key outcomes identified by NWDA in its BREW Work Programme 2007/08¹ for the successful delivery of the programme in the region. For the purposes of comparison in this section, these outcomes have been numbered from 1 to 14:

- Maximised synergy with other BREW delivery bodies providing an integrated support service to businesses in the region (**NW_BREW 1**).
- Increased uptake of available support services by Northwest businesses (**NW_BREW 2**).
- Increased awareness of the needs of Northwest businesses and delivery organisations (**BREW 3**).
- Improved focusing of communication to regional businesses on the benefits of resource efficiency (**NW_BREW 4**).
- Decrease in regional resource use by Northwest businesses (**NW_BREW 5**).
- Reduction of use of virgin materials (**NW_BREW 6**).
- Reduction of waste to landfill (**NW_BREW 7**).
- Increase in competitiveness and productivity of Northwest businesses (**NW_BREW 8**).
- Regional and local opportunities identified for innovation in waste management and product/process design identified (**NW_BREW 9**).
- Improved communication to regional entrepreneurs on the assistance available to take environmental technologies to market (**BREW 10**).
- Integration of resource efficiency and environmental technology services with regional cluster/supply chain initiatives (**NW_BREW 11**).
- Better regional coordination and facilitation of current NWDA activity in this area (**NW_BREW 12**).
- Development of the skills base of the region's workforce on resource efficiency (**NW_BREW 13**).
- Development of technical expertise and research of innovative environmental technologies (**NW_BREW 14**).

3.2 A range of both national and regional policy and guidance documents encompassing waste minimisation, resource efficiency, energy and sustainability have been reviewed. For those documents more widely related to energy and climate change, the relevance being assessed is that between objectives, on any text on energy from waste, and on wider resource efficiency themes.

¹ NWDA (2007) p. 9
506 3799

National Policy

3.3 A number of national policy documents on the themes noted above have been reviewed and these are summarised below:

- Waste Strategy for England, 2007.
- *Securing the Future*: UK Sustainable Development Strategy 2005.
- *Meeting the Energy Challenge*: A White Paper on Energy 2007.
- *Our Energy Challenge*: UK Microgeneration Strategy 2006.
- Climate Change: the UK Programme 2006.

Waste Strategy for England 2007

3.4 This recent Strategy was built upon and informed by the Waste Strategy for England 2000 and its Review in February 2006. As with the Sustainable Development Strategy Defra's 2007 Waste Strategy has a vision for sustainable consumption and production, underlining the responsibilities of producers to recycle and use less virgin material, to design less wasteful products and to take account of the entire life cycle of those products.

3.5 In terms of over-arching objectives, Defra outlines the following, with the parts highlighted in **bold** being of most relevance to the NWDA BREW Programme:

- Decouple waste growth from economic growth and **increase emphasis on waste prevention and re-use** (*compatible with all NW_BREW outcomes*).
- Meet and exceed landfill diversion targets for biodegradable municipal waste (BMW).
- **Increase diversion from landfill of non-municipal waste (NMW)** and secure integration of BMW and NMW (*compatible with all NW_BREW outcomes*).
- **Secure the investment in infrastructure needed to divert waste from landfill** and to manage hazardous waste (*most compatible with NW_BREW outcomes 7, 10, 11 & 13*).
- Increased recycling of resources and recovery of energy from residual waste using a mix of technologies (*most compatible with NW_BREW outcomes 9, 10, 11, 13 & 14*).

3.6 In terms of key proposals for action within the Waste Strategy 2007, the fit with the NWDA Programme is summarised in Table 3.1 (with text highlighted in **bold** being most relevant).

Table 3.1 - Compatibility of the NWDA BREW Programme with Waste Strategy for England 2007

Key proposals outlined in Waste Strategy for England 2007	Analysis of fit with NWDA BREW Programme
Provide stronger incentives for businesses , local authorities and individuals to reduce waste	NW_BREW 1,2,3,4,5,8,10 ✓✓ All other BREW outcomes ✓
Encourage much greater consideration of waste as a resource through increased emphasis on re-use, recycling and recovery of energy from waste;	NW_BREW 5,6,7 ✓✓ All other BREW outcomes ✓

Key proposals outlined in Waste Strategy for England 2007	Analysis of fit with NWDA BREW Programme
Make regulation more effective so that it reduces costs to compliant businesses and the regulator while preventing illegal waste activity;	NW_BREW 2,3,4,5,8,10 ✓✓ All other BREW outcomes ✓
Target action on materials, products and sectors with greatest scope for improving environmental and economic outcomes;	NW_BREW 5,6,7 ✓ All other BREW outcomes ✓
Stimulate investment in collection, recycling and recovery infrastructure , and markets for recovered materials that will maximise the value of materials and energy recovered;	NW_BREW 9,11,13,14 ✓
Ensure that, if our waste is recycled overseas, it makes an environmentally sound contribution to reducing demand for global resources	N/A
Improve national, regional and local governance, with a clearer performance and institutional framework to deliver better coordinated action and services on the ground; and	NW_BREW 1,2,3,4,12 ✓✓✓ All other BREW outcomes ✓
Increase the engagement of business and the public by communicating and supporting the changed behaviour needed by all us – with Government taking a lead.	NW_BREW 2,3,4,10 ✓✓✓ All other NW_BREW outcomes ✓

✓✓✓strong compatibility; ✓✓reasonable assumption of compatibility; ✓compatibility in part

3.7 The Strategy also goes into further detail on the objectives and proposals summarised above. For example:

- In Chapter 3², it outlines principles for stakeholder engagement and objectives for ensuring that staff within the waste industry have appropriate skills (*most compatible with NW_BREW outcomes 13 & 14*).
- In Chapter 4³, it defines support for business resource efficiency and the actions needed to support this, including regional BREW and R&D programmes (*compatible with all NW_BREW outcomes*).
- In Chapter 5⁴, it outlines new policies and actions for supporting businesses to change (*compatible with all NW_BREW outcomes*).
- In Chapter 6⁵, it considers a range of activities for encouraging local authorities and regional bodies to engage with SMEs on waste minimisation (*most compatible with NW_BREW outcomes 1, 2, 3, 4 & 10*).

3.8 In summary, the outcomes of the NWDA BREW Programme are almost all compatible to some extent with the over-arching objectives of the Waste Strategy for England 2007.

Securing the Future: UK Sustainable Development Strategy 2005

3.9 Chapter 3, *One Planet Economy*, of this national policy document is dedicated to sustainable consumption and production. Within this chapter, Defra underlines the

² Defra (2007). Chapter 3: *Getting the rules of the game right: effective regulation*

³ Defra (2007). Chapter 4: *Increasing resource efficiency: targeting materials, products and sectors*

⁴ Defra (2007) Chapter 5: *Stimulating investment in waste collection and treatment*

⁵ Defra (2007) Chapter 6: *Getting local and regional governance right*

importance not just of resource efficiency, but also of assessing the impact of the whole life cycle of goods, services and materials in order to minimise our consumption of resources and our production of wastes and pollutants as a nation.

- 3.10 The Strategy provides instruction under three priority areas:
- Better products and services which reduce the environmental impacts from the use of energy, resources, or hazardous substances.
 - Cleaner, more efficient production processes, which strengthen competitiveness.
 - Shifts in consumption towards goods and services with lower impacts.
- 3.11 Each of these cross-cutting themes shows strong compatibility with the outcomes of the NWDA BREW Programme and the fit is particularly strong with NW_BREW 2, 5, 6, 7 & 8. Sustainable consumption and production is also one of the action areas identified for the region by the Northwest Operational Programme, which is attached to £27million⁶ of funding.
- 3.12 The Strategy also outlines ‘a business vision’ for sustainable consumption and production in the UK, again reflected well in the outcomes for the NWDA BREW Programme. For example, the instruction that:
- business’ approach to corporate responsibility must extend throughout their supply chains⁷*
- 3.13 This is reflected in Outcome 11 of the NWDA BREW Programme. Defra also states in its aspirations for business by stating that it wants to *bring together a network of business expertise⁸*. This is reflected in NWDA BREW outcomes 1, 3, 4, 10, 12, 13 and 14.
- 3.14 Table 3.2 summarises the remainder of Chapter 3 of the Sustainable Development Strategy and its compatibility with the policies (outcomes) of the NWDA BREW Programme.
- 3.15 From the contents of Table 3.2 below, the policy compatibility between the NWDA BREW Programme and the UK Sustainable Development Strategy is strong overall. This fit is further reinforced given that one of the core themes of the Strategy in Chapter 3 is the integration of sustainable consumption and production practices with wider business support and from the emphasis placed by Defra on:
- ‘drawing together the strands of product knowledge and policy tools which are currently scattered across several departments, agencies and institutes’.*
- 3.16 The NWDA BREW Programme reflects the importance placed by Defra on sustainable consumption and production and reports in its Work Programme 2007/08 the progress made (in years 1 and 2 of operation) on:

‘integrating BREW into the wider sustainable and consumption and production agenda⁹’.

Table 3.2 - UK Sustainable Development Strategy 2005 – Chapter 3 Summary

⁶ NWDA Environment and Sustainable Development Newsletter (February 2008)

⁷ Defra (2005) p46

⁸ Defra (2005) p46

⁹ NWDA (2006) p4

UK Sustainable Development Strategy: Key Messages	Analysis of fit with NWDA BREW Programme
<p>Sustainable Products</p> <p>Reduce the environmental impacts of everyday products across their life cycle</p> <p>Enhance measures to close the loop in the way we use resources (e.g. through recycling, re-use or remanufacturing)</p> <p>Promote more radical new design solutions, which benefit the environment and the economy, and</p> <p>Build up the knowledge and capacity needed to drive improvements in product markets.</p>	<p>NW_BREW 10 & 11 ✓✓</p> <p>NW_BREW 13 & 14 ✓✓✓</p> <p>All other BREW outcomes ✓</p>
<p>Sustainable Production</p> <p>Promoting energy efficiency through the climate change levy and agreements, and emissions trading</p> <p>Encouraging waste minimisation and recycling through the landfill tax and the aggregates levy</p> <p>Integrated pollution prevention and control in many sectors to improve management of waste and emissions to air, land and waste, and</p> <p>Help and support for business from the Carbon Trust, the Envirowise programme and the Environment Agency.</p>	<p>NW_BREW 5,6 & 7 ✓</p> <p>All other BREW outcomes ✓</p>
<p><u>Specific Resource Efficiency</u></p> <p>Increased support from Envirowise and the Carbon Trust, and for green business and waste minimisation clubs</p> <p>The Waste and Resources Action Programme (WRAP), to develop new markets for 'difficult' business wastes, and via the National Industrial Symbiosis Programme to enable waste from one business to become an input for another</p> <p>The DTI technology fund, to support research and development aimed at waste minimisation and management, and energy efficiency</p> <p>The Market Transformation Programme, to promote products which result in less waste</p> <p>Regional Development Agencies, to co-ordinate local delivery and to carry out strategic resource efficiency projects, and</p> <p>The Environment Agency, to tackle fly tipping and ensure a level playing field for business.</p>	<p>All NWDA NW_BREW outcomes ✓✓✓</p>
<p>Catalysing change within the economy and key sectors</p> <p>Policies to raise transparency, corporate responsibility and skills in business and other organisations, and</p> <p>How we aim to work with sectors with particularly significant environmental or social impacts. The Round Table on Sustainable Consumption will also have an important contribution to our work with some of these sectors</p>	<p>NW_BREW 10, 13 & 14 ✓✓</p> <p>All other BREW outcomes ✓</p>
<p><u>Business Sectors</u></p> <p>Enhanced skills through formal training and/or awareness raising</p> <p>Workplace initiatives inspired and led by the workforce</p> <p>Business support programmes and grant schemes for eco-design, resource efficiency, Innovation, and/or supply-chain management benchmarking, reporting and indicators</p> <p>Identifying opportunities for better regulation</p> <p>Sector specific fiscal instruments, voluntary agreements or trading schemes</p> <p>Procurement policies, and</p> <p>Product standards and/or labelling schemes.</p>	<p>NW_BREW 3, 4, 9, 10 & 11 ✓✓</p> <p>NW_BREW 13 & 14 ✓✓✓</p> <p>All other BREW outcomes ✓</p>
<p>Sustainable waste management</p> <p>The overall objective of government policy on waste is to protect human health and the environment by producing less waste and by using it as a resource wherever possible.</p> <p>A key objective of the revised guidance will be to help industry and regulators better to determine when waste has been fully recovered so that it ceases to be "waste" and is transformed into a resource.</p>	<p>All NW_BREW outcomes ✓</p>

UK Sustainable Development Strategy: Key Messages	Analysis of fit with NWDA BREW Programme
<p>Role of business in sustainable development</p> <p>More systematic management of the impacts of their products and processes, of their transport and distribution operations, and of their supply chains</p> <p>Building stakeholder confidence by being more open and transparent through reporting against meaningful key performance indicators and targets</p> <p>Actively keeping customers informed through product declarations or labelling, and</p> <p>By communicating sustainability aims to the workforce and local community.</p>	<p>NW_BREW 5, 6 ,7, 10 ✓✓</p> <p>All other BREW outcomes ✓</p>

✓✓✓strong compatibility; ✓✓reasonable assumption of compatibility; ✓compatibility in part

Meeting the Energy Challenge: A White Paper on Energy 2007

- 3.17 In this White Paper, the Department for Trade & Industry proposed the inclusion of the recovery of energy from waste under the changes proposed for the Renewables Obligation in an attempt to boost the development and use of decentralised energy within the UK. This is a recognition by the DTI that there are barriers to the technological and economic development of waste services that require regulatory assistance. This commitment is broadly complementary with NWDA BREW outcomes 2, 3, 4, 10 and 14.
- 3.18 The Department for Trade & Industry also addresses the role of RDAs in this publication in Chapter 9 on *Devolved Administrations, English Regions and Local Authorities*. A number of responsibilities for RDAs are set out. Those which overlap between the waste and energy sectors (4 out of 7 commitments) are summarised and compared with the outcomes of the NWDA BREW Programme in Table 3.3 below.

Table 3.3 - Compatibility of NWDA BREW Programme with the Energy White Paper 2007

Commitments Outlined in the Energy White Paper 2007 for RDAs in England	Analysis of fit with NWDA BREW Programme
Set out which energy technologies they intend to prioritise and support over the next 10 years (encouraging partnership working between the RDAs and research and innovation organisations).	NW_BREW 9,10,11&14 ✓✓✓
Identify energy supply chain opportunities and set out priorities for promotion and support	NW_BREW 4 ✓ NW_BREW 11 ✓✓
Support SMEs on energy / resource efficiency (streamlined advice service through Business Link and BSSP), including working with a range of business support providers including the Carbon Trust and other bodies through BREW	NW_BREW 1&12 ✓✓✓ NW_BREW 2,3,4,5&8 ✓✓
Develop programmes to support the development of key energy skills, including: – engineering, project management and heavy construction; – operation and maintenance; – key suppliers and service providers to the energy sector; – areas necessary to facilitate the move towards zero carbon development	NW_BREW 13 ✓✓ NW_BREW 14 ✓✓

✓✓✓strong compatibility; ✓✓reasonable assumption of compatibility; ✓compatibility in part

3.19 Due to the broad nature of the energy strategy and its focus on interventions in the wider energy sector, the NWDA BREW Programme fits only with the objectives of the strategy in isolated pockets. However, the tie-in with the national strategy in those pockets is reasonably strong overall.

3.20 It should be noted that there is also compatibility here with the NWDA BREW Programme in terms of the streamlining activity through the Business Link and the Business Support Simplification Programme (BSSP), by which NWDA has been influenced in terms of funding and activities. For example, the Environment Connect project is now embedded into the Business Link Northwest Universal Science and Knowledge Platform and business Link has been identified as the main access point for business support services at a regional level.

Our Energy Challenge: UK Microgeneration Strategy 2006

3.21 Although the Microgeneration Strategy places emphasis on the development of the market for energy efficiency together with the development of small-scale renewables, the links to the wider resource efficiency and waste minimisation / management sectors are sparse.

3.22 The Strategy also notes on Page 62 that:

‘while there is potential to secure additional generation from municipal and commercial wastes, the contribution from landfill gas is unlikely to grow due to EU regulations that require increasing proportions of waste to be diverted from landfill’.

3.23 Owing to this, and also to the lack of a wider resource efficiency and waste minimisation text within the national policy, there is deemed to be very little fit between the NWDA BREW Programme and the UK Microgeneration Strategy.

Climate Change: the UK Programme 2006

- 3.24 The Programme considers the potential to increase recovery from residual, post-recycling waste as a waste management solution within its policy on energy supply. It also considers waste management within the wider context of resource efficiency and makes clear the responsibilities for business to reduce the volume of waste sent to landfill (and hence the volume of landfill methane emissions which contribute to climate change).
- 3.25 This is congruent with NW_BREW outcomes 5, 6 & 7 and, to a lesser extent, outcomes 11 & 14, but, in general, there is little strategic fit with the NWDA BREW Programme.

Regional Policy

- 3.26 A number of regional policy documents on the themes noted above have also been reviewed and these are summarised below:
- Regional Waste Strategy for the Northwest (2004).
 - Development of a Wider Waste Action Plan for England's Northwest (2006).
 - Northwest Sustainable Energy Strategy (2006).
 - Rising to the Challenge: A Climate Change Action Plan for England's Northwest (2007-2009).

Regional Waste Strategy for the Northwest (September 2004)

- 3.27 The principal aim of the Strategy is to:
- 'contribute to the sustainable development of the Northwest by encouraging waste management systems that will reduce waste generation, lessen the environmental impacts of waste production, improve resource efficiency, stimulate investment and maximise the economic opportunities arising from waste in line with specific targets'*
- 3.28 Objectives of the Strategy are as follows:
1. Ensure waste practices are delivered in accordance with principles of sustainable development and integrated waste management.
 2. Provide a clear framework for stakeholders to guide the future development of waste management.
 3. Ensure planning policy is consistent with and contributes to the Waste Strategy 2000 and the Regional Waste Management Strategy.
 4. **Maximise opportunities for businesses from sustainable waste management**, including the not-for-profit sector.
 5. Ensure the Strategy has a clear, transparent and informative approach that is valued by stakeholders.
 6. **Ensure the Strategy has sufficient flexibility to incorporate changes to targets, legislation and improvements to technologies.**
- 3.29 In terms of strategic fit with the outcomes of the NWDA BREW Programme, Objective 4 overlaps with all NWD_BREW outcomes to a reasonable extent and Objective 5 overlaps with NW_BREW 9, 10, 11, & 14. The remaining Objectives, however, are deemed to be either too general or too specifically related to the development of the Strategy itself to be compatible with the NWDA BREW outcomes.

Development of a Wider Waste Action Plan (WWAP) for England's Northwest (May 2006)¹⁰

- 3.30 This report, which was commissioned by NWDA to aid the development of a Waste Action Plan for the region, set out a number of actions related directly to the development of the waste hierarchy and also, more generally, to the conditions needed for the enablement of the Action Plan.
- 3.31 These actions are summarised and compared to the NWDA BREW Programme in Table 3.4 below.

¹⁰ Quantum Strategy & Technology (2006)
506 3799

Table 3.4 - Compatibility of NWDA BREW Programme with Development of WWAP

Actions outlined by the Development Report for WWAP	Analysis of fit with NWDA BREW Programme
Waste Management Hierarchy Actions	
Supplementing current programmes and changing the emphasis in some cases	N/A
Demonstrating the benefits of more segregation at source including support for local enterprises and the community sector	NW_BREW 2, 3, 4, 8, 9 & 10 ✓✓
Development of construction and demolition waste	N/A (specific to WWAP)
Developing business cases for centralised treatment of food waste	N/A (specific to WWAP)
Overcoming planning and perception barriers to new recycling facilities	N/A (specific to WWAP)
Supplementing existing programmes to develop new markets for recyclable materials	NW_BREW 8, 9, 10 & 14 ✓✓
Establishing demonstration projects for energy from waste schemes and promoting the NW supply chain	NW_BREW 13 & 14 ✓✓✓
Highlighting business opportunities from recycling	NW_BREW 2, 5, 6, 7, 8, 9 & 10 ✓✓
Enabling Actions	
Gather better data on wider waste	N/A (relates to the waste sector as a whole)
Improve coordination amongst delivery bodies	NW_BREW 1 & 12 ✓✓✓
Promote closer integration of wider waste and municipal waste treatment facilities	N/A (specific to WWAP)
Communicate best practise and business opportunities	NW_BREW 2, 5, 6, 7, 8, 9 & 10 ✓✓
Upgrade skills to met emerging demand	NW_BREW 13 & 14 ✓✓✓

✓✓✓strong compatibility; ✓✓reasonable assumption of compatibility; ✓compatibility in part

3.32 The assumption of strategic fit with the NWDA BREW Programme is strongest for some of the enabling actions that would underpin the future WWAP, but it is spread most widely across those actions related specifically to the development of the waste management hierarchy.

Northwest Sustainable Energy Strategy (2006)

3.33 As the focus of this Strategy is limited to the development of sustainable energy practices and does not provide objectives or actions for the waste management or the wider resource efficiency sector, it is considered to have very limited fit with the NWDA BREW Programme. The only exception to this is the text on minimisation of landfill gas (and hence waste sent to landfill) and energy from waste, which

‘represents a potentially significant source of energy in the Northwest’¹¹

Rising to the Challenge: A Climate Change Action Plan for England’s Northwest: 2007/09

3.34 The Action Plan does not refer specifically to waste minimisation within the framework it sets out for climate change. Nonetheless, some of the key messages (under the key priorities¹² of the Action Plan) relate to energy from waste or can be extended to the wider resource efficiency sector (including waste). The relevance of these messages is summarised in Table 3.5 below.

Table 3.5 - Compatibility between NW Climate Change Action Plan and NWDA BREW Programme

Climate Change Action Plan for England’s Northwest 2007-09: Key Messages¹³	Analysis of fit with NW BREW Programme
<p>Enable</p> <p>Realise a ‘step change’ in the effectiveness of regional and national business support organisations to deliver clear, co-ordinated advice & support to business on resource and energy efficiency, sustainable transport planning and climate change risks & opportunities.</p> <p>Undertake scoping studies to assess future regional risks, opportunities and priorities for: the potential impacts and life cycle costs of a range of energy generation technologies (including micro and macro renewables, cleaner fossil fuels, Combined Heat & Power (CHP), nuclear, biomass and waste-to-energy) to meet future forecast energy demands</p>	<p>NW_BREW 1, 2, 3 & 4 ✓ (relevant in terms of wider resource efficiency sector only)</p>
<p>Engage</p> <p>Provide advice and support for regional energy infrastructure development.</p>	<p>NW_BREW 1, 2, 3 & 4 ✓ (relevant in terms of wider resource efficiency sector only)</p>
<p>Catalyse</p> <p>Develop the market & regional supply chain for biomass & biofuels including energy from waste, waste wood for biomass & the co-firing potential of biomass in larger schemes.</p>	<p>NW_BREW 8, 11, 13 & 14 ✓</p>

✓✓✓strong compatibility; ✓✓reasonable assumption of compatibility; ✓compatibility in part

¹¹ NWRA (2006) p45

¹² Enable. Encourage. Engage. Exemplify. Catalyse.

¹³ Only those deemed relevant to NWDA BREW are shown.

Summary

- 3.35 On the basis of the policy review work we have undertaken the following is apparent:
- In terms of compatibility with national policy documents on waste minimisation, resource efficiency, energy and sustainability, the objectives of the NWDA BREW Programme are most strategically compatible with the 2005 UK Sustainable Development Strategy (*Securing the Future*), particularly in the area of sustainable consumption and production, and the Waste Strategy for England 2007.
 - At a regional level, the strategic fit is reasonably strong with the 2004 Regional Waste Strategy for the Northwest and the 2006 Development of a Wider Waste Action Plan for England's Northwest.
 - The links between the NWDA BREW Programme outcomes and the wider energy / climate changes policies (at both regional and national levels) are limited, although this is possibly due to the single-sector approach of these policies; rather than addressing environmental and sustainability issues across sectors, these policies tend to concentrate on the main issues within the energy sector itself, although they do recognise the contribution of waste minimisation and wider resource efficiency drives in the reduction of carbon emissions.
 - As issues like sustainable consumption and production, resource efficiency and carbon footprints raise their profile and become better understood within the economic development community and the wider community so there will be a greater need for programmes such as BREW and an integrated approach to sustainability-related policy making will be important in the future.

4. Performance Review

Introduction

- 4.1 In this section we consider the overall performance of the Programme and also look at the performance of each Project. There are two elements to this analysis:
- financial performance – how much has been spent by the Programme and its Projects and how this compares with their expenditure targets; and
 - output performance – what has been achieved by the Programme and its Projects.
- 4.2 The analysis here is based on the information we have been provided with as part of the study and supplementary information we have gained through discussion with individuals involved in delivering the Programme. Our work has not extended to a validation of expenditure or output figures.

Financial Performance – Overview

- 4.3 In overall terms the financial performance of the Programme over the three years is broken down in Table 4.1. In total the Programme received £3,560,000 BREW funding from 2005/06 to 2007/08. The actual expenditure of this period was £3,592,972, which was 100.1 per cent of the forecast spend. The overspend was covered by NWDA mainstream funds.

Table 4.1 - Financial Performance, Years 1-3 (£)

	Forecast	Achieved	Variance	% of Forecast Achieved
2005/06	555,000	535,445	-19,555	96.5
2006/07	1,855,000	1,882,616	32,384	101.5
2007/08	1,150,000	1,174,911	24,911	102.2
Total	3,560,000	3,592,972	+32,972	100.1

Financial Performance – Annual

2005/06

- 4.4 Table 4.2 outlines the BREW Programme's expenditure in 2005/06. Overall the Programme underspent by £19,555 in this financial year, resulting in spend equal to 96 per cent of the total allocation. We view this as an acceptable level of Programme spend. However, it is important to note that original strategic planning for activities was altered to suit the needs of delivery on the ground and therefore the forecast spend is slightly skewed. The forecast spend was slightly skewed in all three years of BREW Programme expenditure as a result of this.
- 4.5 Activity such as the commissioning and publishing of the BREW NW promotional material campaigns underspent by £16,050, thereby achieving only 79 per cent of

the forecast. However, these underspends were balanced out by other overspends. The stakeholder engagement sessions and development of a communications strategy both exceeded their targets by 521 and 126 per cent respectively.

- 4.6 In overall terms, the actual position for 2005/06 was £19,555 below the forecast position. However, at the sub-programme level, spend on individual elements was often way below target. This may be explained by the fact that the Programme was still defining itself over this period.

Table 4.2 - BREW NW Programme Expenditure, 2005/06 (£)

Activity	2005/06		Total	
	Forecast	Achieved	Variance	%
Development and Publishing of CIRMP including gap analysis and targeting of support	55,000	52,814	-2,186	96
Regional coordination activities*	7,000	0	-7,000	0
Development and maintenance of BREW NW website	15,000	14,556	-444	97
Commission and publish BREW NW promotional material / campaigns	75,000	58,950	-16,050	79
Development of Communications Strategy	25,000	31,475	6,475	126
Publish annual evaluation reports	5,000	0	-5,000	0
Commission research (feasibility studies)	80,000	76,000	-4,000	95
Commissioning of joint implementation projects	200,000	201,073	1,073	101
Development, update and maintenance of on-line monitoring and reporting system	50,000	49,950	-50	100
1 FTE BREW coordinator post (including administration costs)	40,000	35,000	-5,000	88
Stakeholder engagement sessions	3,000	15,626	12,626	521
TOTAL	555,000	535,445	-19,555	96

- 4.7 The regional coordination of activity has been collated separately (see Table 4.3) at NWDA's request because it was central to the delivery of all elements of the Programme.

Table 4.3 - Regional Coordination Activity

Activity	Cost (£)
BREW Stakeholder Event - venue	2,821
BREW Stakeholder Event - management	7,205
Wider Waste Event - venue	1,400
Wider Waste Event - venue	1,239
Wider Waste Symposium venue	1,500
Wider Waste Symposium management	3,175
BREW Event 2 - venue	1,200
BREW Event 2 - management	4,000

Activity	Cost (£)
Lunch Order (blanket)	200
Lunch Order (blanket)	200
Total	22,941

2006/07

- 4.8 The total BREW NW Programme spend in 2006/07 was £1,882,616 from a forecast total of £1,855,000, which is an overspend of £27,616 amounting to 101 per cent of forecast expenditure. Table 4.4 sets out the expenditure profile over the year. All but two of the activities met or overspent their forecast spend. These activities were the Regional Support for SME Recycling Collections and the Head of Supply Chain Project. Three activities met their set target and a further six spent outside of their original targets. The stakeholder engagement events overspent by the highest margin which was 139 per cent.

Table 4.4 – BREW NW Programme Expenditure 2006/07 (£)

Activity	2006/07		Total	
	Forecast	Achieved	Variance	%
Implementation of wider waste action plan - research and project development	250,000	266,184	16,184	106
Support for Environment Agency Fly-Tipping Campaign	30,000	35,000	5,000	117
Regional Support for SME recycling collections	62,000	55,403	-6,597	89
Implementation of BREW communications strategy including further research, promotional material, website development	200,000	216,948	16,948	108
Stakeholder Engagement Events	34,000	47,400	13,400	139
NW-WTVCE Project	900,000	900,046	46	100
NISP-NW contribution	24,000	24,000	0	100
Resource Efficiency Coordination Programme	200,000	229,995	29,995	115
Heads of Supply Chain Project	95,000	47,256	-47,744	50
Update and maintenance of on-line monitoring and reporting system	20,000	20,401	401	102
1 FTE BREW coordinator post (including on costs and admin)	40,000	39,984	-16	100
TOTAL	1,855,000	1,882,616	27,616	101

2007/08

- 4.9 The BREW funding allocation to NWDA for 2007/08 was confirmed by Defra as £1,150,000. The reduced funding provision of £254,000 has had an impact on the proposed delivery of the Year 3 Programme in the Northwest.
- 4.10 In 2007/08 the total Programme expenditure was £1,174,911 from a forecast total of £1,150,000, which is an overspend of £24,911 amounting to 102 per cent of forecast expenditure, as illustrated in Table 4.5 below. The NW University ETS Research

Database and the Sustainable Procurement Consultancy Support activity were not set forecasts as they were developed during the Programme.

- 4.11 Again, due to the organic nature of the Programme's development, the Northwest Sustainable Tourism Project was not launched. Instead, the funding was invested into the Community Sector Support Pilot instead.

Table 4.5 - BREW NW Programme Expenditure, 2007/08

Activity	2007/08		Total	
	F	A	v	%
Resource efficiency coordination project	200,000	200,000	0	100
NW Waste Technology Virtual Centre of Excellence project	650,000	650,000	0	100
Environment Connect	25,000	25,000	0	100
ENWORKS Online Monitoring Toolkit	19,743	20,033	290	101
Sustainability Mentoring Northwest	23,993	23,992	-1	100
Event Sponsorship	18,750	18,750	0	100
SCPnet	10,183	10,183	0	100
Northwest Sustainable Tourism Project	-	-	0	0
1 FTE BREW coordinator post (including on costs and admin)	37,098	37,108	10	100
Community Waste Sector Support Project	90,000	89,095	-905	99
Retail Resource Efficiency Pilot	21,750	21,750	0	100
BREW 3 year Programme evaluation	10,000	14,000	4,000	140
Research and consultancy activities	43,483	65,000	21,517	149
NW University ETS Research Database	0	30,000	30,000	100
Sustainable Procurement – Consultancy support to develop Programme	0	35,000	35,000	100
TOTAL	1,150,000	1,174,911	24,911	102

Projects

- 4.12 This section focuses on the financial aspects of the five main Projects within the Programme.

ENWORKS Resource Efficiency Coordination

- 4.13 Table 4.6 indicates the project spend for the ENWORKS Resource Efficiency Project. In total, the Project is set to achieve the £510,000 forecast. We have included the outstanding claim of £22,843 to the actual total.
- 4.14 The Project was forecasted to spend £80,000 in 2005/06. However this amount was actually spent in the following year 2006/07. Aside from this delay in spending the Project has performed to the requirements of the BREW NW Programme in terms of spend.

Table 4.6 - BREW NW Funding for ENWORKS Resource Efficiency Coordination

	Forecast	Achieved	Variance	% of Forecast Achieved
2005/06	80,000	0	-80,000	0
2006/07	230,000	310,000	80,000	135
2007/08	200,000	200,000	0	100
Total	510,000	510,000	0	100

*Outstanding claim of £22,843 has been included to total

ENWORKS On-Line Toolkit

- 4.15 Table 4.7 illustrates the spend profile for the ENWORKS On-Line Toolkit. Overall, the Project received £90,000 in increments of £50,000 Year 1, £20,000 Year 2 and £20,000 Year 3. The Project required more money in the first period because of the initial start-up costs to develop the project. Overall the Project spend matched the forecasted figure of £90,000.

Table 4.7 - BREW NW Funding for ENWORKS On-line Toolkit

	Forecast	Achieved	Variance	% of Forecast Achieved
2005/06	50,000	49,856	-144	99.7
2006/07	20,000	20,401	401	102.0
2007/08	20,000	19,743	257	98.7
Total	90,000	90,000	0	100.0

Environment Connect (BREW)

- 4.16 Table 4.8 below outlines the expenditure for the Environment Connect Project. Project funding began in 2006/07 with a forecast of £100,000, which was accurately met. In the following year the forecast spend was £25,000, which was again matched exactly. Overall the Project spent 100 per cent of the £125,000 forecast spend over the lifetime of the Programme.

Table 4.8 - BREW NW Funding for Environment Connect

	Forecast	Achieved	Variance	% of Forecast Achieved
2005/06	0	0	0	0
2006/07	100,000	100,000	0	100
2007/08	25,000	25,000	0	100
Total	125,000	125,000	0	100

Sustainability Mentoring Northwest

- 4.17 The Sustainability Mentoring Northwest Project was funded through two payments of £25,000, one in 2006/07 and one in 2007/08. Overall the Project spent the exact amount it was allocated. However, there was an overspend of £1,000 in 2006/07 but this was counteracted by an underspend of £1,000 in 2007/08. This information is reflected in Table 4.9 below.

Table 4.9 - BREW NW Funding Sustainability Mentoring Northwest

	Forecast	Achieved	Variance	% of Forecast Achieved
2005/06	0	0	0	0
2006/07	25,000	26,000	1,000	104
2007/08	25,000	24,000	-1,000	96
Total	50,000	50,000	0	100

Waste Technology Virtual Centre of Excellence

- 4.18 The Waste Technology Centre of Excellence Project spend is shown in Table 4.10. It received £1,550,000 BREW funding and £354,000 NWDA monies. The Project expenditure was on target and met the yearly forecasts for 2006/07 and 2007/08 for both pots of funding. We view this as an example of excellent financial management.

Table 4.10 - BREW and NWDA Funding for Waste Technology Virtual Centre of Excellence

	2006/07		2007/08		Total			
	F	A	F	A	F	A	V	%
BREW	900,000	900,000	650,000	650,000	1,550,000	1,550,000	0	100
NWDA	100,000	100,000	254,000	254,000	354,000	354,000	0	100
Total	1,000,000	1,000,000	904,000	904,000	1,904,000	1,904,000	0	100

Output Performance

- 4.19 In this section we consider the output performance of the five key Projects in the Programme. The data included here is that reported to December 2007.

ENWORKS Resource Efficiency Coordination

- 4.20 Table 4.11 outlines the gross outputs for the BREW Resource Efficiency Coordination Project. Both output targets have exceeded the forecast goals. A total of 268 businesses were assisted with resource efficiency from a forecasted total of 220, which is 121 per cent of the original target. This project also managed to safeguard 10 jobs from a forecasted total of 8.

Table 4.11 -Gross Outputs: BREW Resource Efficiency Coordination

Outputs	Forecast	Achieved	Variance	%
Businesses assisted with resource efficiency	220	268	48	121.8
Jobs Safeguarded	8	10	2	125

4.21 The gross additional outputs achieved from the BREW Resource Efficiency Coordination Project are outlined in Table 4.12 below. Only 2 of the 14 outputs achieved less the 100 per cent of the forecast goal; the CO² savings only reached 60 per cent of the targeted goal and the amount of water saved managed 93 per cent of the original forecast. The most successful outputs were the amount of material saved in tonnes, which achieved 538 per cent of the original goal and the number of enforcement staff receiving training which achieved 425 per cent of the forecast.

Table 4.12 – Gross Additional Outputs Achieved: BREW Resource Efficiency Coordination

Outputs	Forecast	Achieved	Variance	%
(i) Cost Savings through Improved Resource Efficiency (£)	2,000,000	4,200,000	2,200,000	210
(ii) Water Saved m ³	200,000	185,913	-14,087	93
(iii) CO ₂ savings (tonnes)	20,000	11,967	-8,033	60
(iv) Materials saved (tonnes)	25,000	134,578	109,578	538
(iii) Number of local authorities involved (Lancashire)	14	14	0	100
(iv) Number of local authorities involved (North Merseyside)	4	4	0	100
(v) Number of Case Studies Generated	5	7	2	140
(vi) Number of Forums held	4	5	1	125
(vii) Number of On-line Forum Members	100	109	9	109
(viii) Number of Enforcement Staff Receiving Training	20	85	65	425
Number of assisted accesses to <u>Envirowise FastTrack</u> Visits from ENWORKS delivery partners	0	289	289	100
Number of assisted accesses to <u>Envirowise DesignTrack</u> Visits from ENWORKS delivery partners	0	17	17	100
Number of assisted accesses to <u>Envirowise Counselling</u> Visits from ENWORKS delivery partners	0	5	5	100
Number of assisted accesses to <u>Carbon Trust</u> Visits from ENWORKS delivery partners	0	102	102	100

Environment Connect (BREW)

4.22 Table 4.13 illustrates the gross additional outputs achieved through the Environment Connect Project. This Project has managed to meet or surpass all of the output goals. It was set up to form a central point of contact for environmental business support and most of the outputs were met in 2006/07. Most of these outputs were Project start-up outputs, for example website development. These types of outputs were achieved in the first year, which laid the foundations for the long-term future of the Project. The most successful output was the number of events attended, which achieved 260 per cent on the forecast figure. The performance of this output may have positively impacted on the other successful outputs such as the pilot protocols set up with various agencies. The partnerships built at these events may have created additional links that helped to achieve the Projects' aims.

Table 4.13 – Gross Additional Outputs Achieved: Environment Connect

Outputs	Forecast	Achieved	Variance	%
Advice line established	1	1	0	100
Website set up	1	1	0	100
Website event calendar updated	20	37	17	185
No of events attended on behalf of BREW	5	13	8	260
BREW partners contact protocol	1	1	0	100
Business Link training events delivered	3	4	1	133
Marketing strategy produced	1	1	0	100
BREW delivery partner information sessions	3	3	0	100
Pilot protocols developed with Local Authorities	2	2	0	100
Pilot protocols developed with Environment Agency	1	1	0	100
Project Evaluation	1	1	0	100

Waste Technology Virtual Centre of Excellence

4.23 The gross outputs for the Waste Technology Virtual Centre of Excellence are all below the forecast target for each output, which can be seen in Table 4.14 below. However, the final quarterly monitoring report for January to March 2008 has not been submitted at the time of writing. It is possible that a number of the outputs will be reached through the activity during this period. Furthermore, the project is actually contracted to March 2009 and it is anticipated that all forecast outputs will be met over the lifetime of the project and that a separate project evaluation will be carried out at the end of this project.

Table 4.14 – Gross Outputs for NW Waste Technology Virtual Centre of Excellence

Outputs	Forecast	Achieved	Variance	%
1a) Jobs created	114	77	-37	68
1b) Jobs safeguarded	333	231	-102	69
3a) Social Enterprises started up	2	0	-2	0
3b) New Farm Enterprises created	1	0	-1	0
3c) Other businesses created	8	1	-7	13
4a) Businesses engaged in new collaborations with UK knowledge base	35	24	-11	69
4b) Number of businesses involved in supply chain projects	882	437	-445	50
4c) Innovation support initiatives	30	21	-9	70
4d) Businesses assisted with resource efficiency	283	194	-89	69

4.24 The gross additional outputs for the Waste Technology Virtual Centre of Excellence project as seen in Table 4.15 show some improvement from the outputs illustrated above. For example, the cost savings to business from diversion of wastes from landfill output has achieved 397 per cent of the forecast target. Additionally, the cost savings to Local Authorities output exceeded its forecast and achieved 601 per cent of the original goal.

Table 4.15 – Gross Additional Outputs for NW Waste Technology Virtual Centre of Excellence

Outputs	Forecast	Achieved	Variance	%
Waste diverted from Landfill '000 tonnes	544	546.4	2.4	100
Cost savings to business from diversion of wastes from landfill £'000s	2,751	10,928	8,177	397
Cost savings to Local Authorities £'000s	14,882	89,381	74,499	601
Businesses receiving waste technology advice	180	226	46	126
Demonstration projects initiated	5	7	2	140
R&D Projects Initiated	20	20	0	100
Additional public sector funds invested in NW £'000s	10,300	2,654.4	-7,464	26
Additional private sector funds invested in NW £'000s	7,850	2,386	-5,464	30
Local Authorities supported by Waste Project	45	22	-23	49
New waste technology products developed by NW companies	6	3	-3	50
Value of new R&D funds attracted to NW from UK/EU/Other £'000s	750	143	-607	19

Outputs	Forecast	Achieved	Variance	%
C&D waste diverted to higher value end markets '000 tonnes	1,500	289	-1,211	19
Value added through recycling activities £'000s	18,112	7,045	-11,067	39

4.25 In the absence of detailed output monitoring data for the other two Projects being considered, we have instead used the quarterly monitoring returns to the NWDA to assess the activity of the following Projects:

- ENWORKS Online Toolkit.
- Sustainability Mentoring Northwest.

4.26 We accept it is a slightly crude method to detail the Projects' performance. However, it does give a snapshot of what the Project may have achieved over the stated time period.

ENWORKS On-Line Toolkit

4.27 The On-line Toolkit was already set-up prior to the BREW funding being allocated to it. The remit of the project was therefore to expand the structure and scope of the Toolkit for existing users in the Northwest and, over time, to enable other RDAs to use the Toolkit.

4.28 The £90,000 grant allocation from BREW was spent in the following way by the project.

Table 4.16 – ENWORKS On-line Toolkit Expenditure Profile

Expenditure	2005/06	2006/07	2007/08	Total	Supplier and Activity
Software devt. & support	30,961	10,542	7,550	49,053	Enviros – software devt
		1,600		1,600	Enviros – training to NW users
		1,806		1,806	Creative Concern – style sheet + domain name
Web server	11,620	-	3,425	3,425	Creative Concern – server hosting via Phone Coop
				11,620	Enviros – Hosted server
Query design	2,975	-	5,000	7,975	Creative Concern – collate + convert savings data
Coordination	4,130	4,142	3,769	7,911	ENWORKS – salaries, o'heads, expenses
				4,130	Creative Concern – toolkit film
		2,480		2,480	Creative Concern – demo tutorial film
Total	49,686	20,570	19,744	90,000	

ENWORKS Online Toolkit Supporting Role

4.29 The Online Toolkit serves to report the outcomes achieved by the overall ENWORKS project. The funding support provided by NWDA is therefore in place to support the technical development of the Toolkit as it develops its role as a mechanism for recording the resource efficiency savings made by ENWORKS. The following is a set of data which the project has provided us with to illustrate the scale of resource efficiency savings that have been made by ENWORKS and recorded by the online

Toolkit. However, these outputs cannot be claimed by the Online Toolkit as they are directly attributable to the main ENWORKS project.

- £16,500,000 cost savings achieved
- £5,900,000 investment in environmental technologies
- £15,800,000 cost savings in the pipeline
- 100,000 tonnes CO²
- 1,200,000 m³ water saved
- 2,400,000 tonnes material not used
- 33,000 tonnes of waste diverted from Landfill.

Sustainability Mentoring Northwest

4.30 The Sustainability Mentoring Northwest Project has collated a series of outputs for two years of BREW funding. There were no forecast figures for these outputs, however, Table 4.17 does illustrate that the Project has contributed to job creation and has provided assistance to businesses, which are some of the key aims of the Envirolink Project – who manage it on behalf of the BREW Programme.

Table 4.17 – Outputs for the Sustainability Mentoring Northwest Project

Output	2006/07		2007/08		Total	
Jobs created or safeguarded	→	6	→	8	→	14
Cost savings to business (£K)	→	46,500	→	62,000	→	108,500
Number of businesses visited (assisted)	→	63	→	135	→	198
Number of case studies generated	→	53	→	75	→	128

4.31 The following commentary on Project performance has been taken from the Projects' quarterly monitoring reports:

- A Skills Development Project has been funded to help undergraduates, postgraduates and young professionals interested in, or working in, the waste management and environmental technologies sector to gain a better understanding of how the sector functions and its skills requirements.
- A Knowledge and Technology Transfer Workshop was conducted on 27 March 2007 with a total of 57 attendees.
- The young professional mentoring scheme was launched on 20 March 2007 with a total of 24 attendees. This informal event was an addition to outputs outlined in the monitoring and evaluation plan, which projected achieving 40 matches for the second phase of the Sustainability Mentoring NW Programme.
- The student mentoring scheme has achieved 84 student-mentor partnerships.

Gross to Net Calculations

- 4.32 Using English Partnerships' Additionality Guide¹⁴ and the findings of the Mid Term Evaluation of Ten Single regeneration Budget Case Studies¹⁵ we have produced the following gross to net calculations for the project outputs that relate to NWDA's Tasking Framework.

Table 4.18 - Gross to Net Calculation: BREW Resource Efficiency Coordination

Outputs	Gross	Net as % of Gross	Net
Businesses assisted with resource efficiency	268	40%	107
Jobs Safeguarded	10	30%	3

Table 4.19 - Gross to Net Calculation for NW Waste Technology Virtual Centre of Excellence

Outputs	Achieved	Net as % of Gross	Net
1a) Jobs created	77	35%	27
1b) Jobs safeguarded	231	30%	69
3a) Social Enterprises started up	0	-	-
3b) New Farm Enterprises created	0	-	-
3c) Other businesses created	1	-	1
4a) Businesses engaged in new collaborations with UK knowledge base	24	75%	18
4b) Number of businesses involved in supply chain projects	437	50%	218
4c) Innovation support initiatives	21	50%	10
4d) Businesses assisted with resource efficiency	194	75%	146

- 4.33 The gross to net calculations are based on established ratios and supplemented with our understanding of the way in which the programme has been developed. The net outputs remain as an impressive set of results for the Programme.

Resource Efficiency Savings

- 4.34 In a recent study by Oak Dene Hollins it was noted that 50 per cent of the waste saving opportunities identified were in the manufacture of food and drink and the retail sub sectors. As retail is not a specific target for RDAs it would be logical for

¹⁴ English Partnerships, Additionality Guide, 2004

¹⁵ DTLR, Neighbourhood Regeneration: Lessons and evaluation experience from ten SRB case Studies (2002)

future interventions to be established which focus on the manufacture of the food and drink sector at the regional and national level.

- 4.35 The same study also noted that in terms of quantifying the current potential for low-cost/no-cost resource efficiency gains in UK businesses in the Northwest had the second highest level of potential savings to be made of all UK regions. Table 4.20 sets out these potential savings.

Table 4.200 – Potential Waste, Energy and Water Savings (£m)

Region	Waste	Energy	Water	Total
South East	336	488	47	871
Northwest	299	373	41	713
London	272	318	40	630
East	247	334	34	615
South West	248	298	36	582
Scotland	245	273	43	561
West Midlands	213	315	33	561
Yorkshire & the Humber	234	285	34	553
East Midlands	191	267	32	490
Wales	132	163	23	318
Northern Ireland	104	114	15	233
North East	92	120	15	227

Source: Oak Dene Hollins, 2007

- 4.36 On the basis of the Oak Dene Hollins analysis, the Northwest has the potential to make £713 million of efficiency savings. This provides further impetus for a sustained level of intervention in order to deliver continued resource efficiency savings across the region's businesses. Similarly, there is a continued need for coordination to ensure that duplication of effort is removed and that the efforts and interventions of all partners can maximise their contribution to achieving greater resource efficiency savings.
- 4.37 On the basis of the evidence we have reviewed as part of this evaluation study, the data in Table 4.21 below represents a summary of the BREW NW Programme's performance over the last three years.

Table 4.211 – Summary of Resource Savings: BREW NW Programme, 2005/08

	BREW Resource Efficiency Coordination	NW Waste Technology Virtual Centre of Excellence	Sustainability Mentoring Northwest	BREW NW Total
Cost savings through Improved Resource Efficiency (£)	4,200,000	-		} }
Cost savings to Business from Diversion of Wastes from Landfill (£)	-	10,928,000		} }
Cost savings to Business (£)	-	-	108,500	} } } }
Water saved (m³)	200,000	-	-	200,000
CO² savings (tonnes)	20,000	-	-	20,000
Materials saved (tonnes)	134,578	-	-	134,578
Waste diverted from landfill (tonnes)	-	546.4	-	546.4

4.38 The £15 million of cost savings reported by the projects in the Programme is substantial. It represents a significant value in financial savings to the Northwest economy. Indeed, it represents 2 per cent of the potential savings identified for the Northwest in the Oak Dene Hollins report (2007) and set out in Table 4.18 above. This provides a solid base on which to build in future years as greater levels of resource efficiency, financial benefits and environmental enhancements are achieved.

4.39 Moreover, the cost savings data excludes the £89.8 million that has been achieved in cost savings to local authorities.

Summary

4.40 On the basis of the data and evidence we have reviewed, the following summary is made:

- In total, the Programme received £3,560,000 BREW funding from 2005/06 to 2007/08. The actual expenditure of this period was £3,592,972, which was 101 per cent of the forecasted spend, the overspend was picked up by the NWDA.
- At the Project level, the five Projects we have reviewed all managed to balance their expenditure in-line with forecast targets set out for the three-year period.

- In overall terms, the BREW NW Programme has excelled in terms of its delivery of outputs against targets. The majority of output targets have been met and several have been well exceeded. This suggests that the activities undertaken by the projects have been in-line with the needs and requirements of business.
- The strong performance in delivery of outputs also suggests that the projects themselves have been well managed and the monitoring systems in place have worked well. However, it could well be that the actual reported performance of the Programme understates the actual performance as not all projects had established targets in place and one project will not complete until March 2009 which gives it another full year of outputs to claim.
- In terms of monitoring systems, BREW NW is regarded as somewhat of a market leader due to the success of the ENWORKS On-line Toolkit. The information on efficiency savings that the Toolkit produces is invaluable in quantifying and monetising the scale and type of resource efficiency savings achieved through this type of intervention.
- On the basis of the evidence we have reviewed as part of the performance element of the evaluation, it is clear that the Programme has:
 - performed very well in terms of achieving spend and delivering outputs;
 - supported projects which are in-tune with the needs of business;
 - adopted a strategic approach to project development and delivery which has been beneficial to the Programme's overall performance; and
 - produced a solid foundation on which future interventions can be developed beyond the lifetime of BREW.
- In terms of value for money, the Programme has delivered £15 million of cost savings to the Northwest in three years through three of its five Projects. This level of savings has been achieved on the back of BREW funding of £3.56 million. In other words, at a ratio of 3.56:15.00 the return on investment is equal to 1:4.21. In other words, every £1 invested in the BREW NW Programme has delivered a saving of £4.21 for the Northwest economy, which is a good achievement.

5. Views of Partners

Introduction

- 5.1 We contacted all of the partners involved with the BREW NW Programme and offered them either face-to-face or telephone consultations. We aimed to use these sessions as an opportunity to understand the coordination of the Programme and its synergy with the national BREW Programme and other regional and national bodies. We used a standard set of proforma questions for each of the organisations, the responses to which are summarised below. The respondents to this element of the study are included in Annex A.

Findings

- 5.2 The comments set out below represent a synthesis of the points discussed with the various partners. None of these comments have been attributed to any individual or organisation, and we have sought to reflect the points raised in an objective manner.

Partnership Working

- 5.3 The partners agreed that the BREW NW Programme succeeded in co-coordinating the BREW Project activity. However, some partners were concerned that the partnership was too focused around waste and could have broadened its horizons. This would have been difficult as the rationale for the BREW Programme is for it to have a focus on waste and the region has other bodies focusing on other elements of sustainability so duplication of effort had to be avoided.
- 5.4 The mechanics of the BREW NW partnership worked well. There were regular meetings, which were valuable and were well attended. The meetings covered a large area of activity. However, this made the meetings complex and information intensive. One slight criticism was that the meetings focused on achievements rather than requirements for the future.
- 5.5 The Northwest already benefited from existing partnerships between the BREW partners. These existing links were further strengthened during the lifetime of the funding. As far as the partners were aware this did not happen in any other regions in the UK. Furthermore, the steering group was launched immediately after the funding was received and it was noted that, in comparison, other regions still do not have steering groups in place.
- 5.6 There were issues raised regarding engaging the national partners to support the Northwest region specifically and also to report outputs regionally. Additionally, there were some concerns around accessing and sharing confidential information between the partners.
- 5.7 Certain partners said that organisations from the third sector could have been invited to sit on the board. Some partners thought that sub-regional partners and local authorities could have been included. However, there was concern that increasing the numbers involved would have diluted the meaningfulness of the discussions.
- 5.8 Additionally, the Manufacturing Advisory Service could have been invited to the board. However, there were reservations as to whether their focus would be based around business efficiency rather than resource efficiency. Although the BREW

remit was to assist businesses there may have been scope to co-ordinate with municipal waste functions in the Northwest. In many cases both types of waste need the same facilities for treatment.

- 5.9 One area that the BREW partnership could have linked with was the Wildlife Trust, which was handling £2 to £3 million of Defra funding for innovative projects. It is possible the BREW funded projects could have accessed a proportion of this funding stream to help financially support the Programme and the Projects within it.

Programme Weaknesses

- 5.10 There was some concern that funding was not secured for the full three year period at the Programme's inception. It was secured on a rolling basis and the level of funding was not issued until towards the end of each financial year. This, in-turn, meant that it was difficult to commit funds because the level of funding available was not known. This is a fair comment, but reflects on the way things were administered by Defra and not the NWDA.
- 5.11 One partner believed that the monies should not have been split evenly between the nine RDAs. It was felt that areas such as the Northwest – with a strong manufacturing and industrial base – may have required more support than other regions. Some partners felt that these problems were caused centrally by Defra and that Defra adversely affected the funding and facilitation of the Programme.
- 5.12 During our consultation process it became apparent that BREW funding would cease in the region. The partners agreed unanimously that this was damaging for the waste minimisation and resource efficiency agenda in the region.
- 5.13 It was mentioned that the Programme could have linked in with the Municipal Waste Agenda. Additionally, closer links with local planning departments and the Regional Assembly would have made it easier to decide on locations for and then build, waste management facilities in the Northwest.
- 5.14 Some partners mentioned that the BREW Centre for Local Authorities may have been focusing the majority of its work in the south of England and there could have been more activity in the Northwest region.

Programme Effectiveness

- 5.15 There was a danger of the BREW Programme funding numerous small projects. Instead the Programme funded a smaller number of larger scale projects, which gave it a wider strategic arc of influence over this sector in the Northwest.
- 5.16 Some partners stated that the initial research into the Programme's need was very effective in terms of identifying barriers to accessing support. The size of the statistical sampling margin of error was 5 per cent for a total of 2,000 businesses, which is a statically accurate piece of research. However, the point was also raised by other partners that appropriate research and analysis was carried out for the energy sector but not for other areas of the Programme.
- 5.17 Concerns were raised that some organisations and individuals were more motivated than others to ensure the Programme worked effectively. This may have been caused by national agendas impacting negatively on regional priorities. A few partners mentioned that some of the national organisations could have committed themselves more to the regional activities of the BREW NW Programme. However, it was conceded that these organisations are constrained by their national priorities, and their presence on the partnership board was welcomed by all partners.

Consequently, we were given some examples of effective collaboration between national and regional partners such as:

- WRAP has been extensively involved in the Centre of Excellence project.
- The Carbon Trust has a hot desk at Envirolink.
- Envirowise work closely with ENWORKS.

5.18 There may have been sections of the Programme where there were opportunities to deliver better. The Programme could have been more task focused which would have added more value. Additionally it was felt by one partner that the Projects that were funded through the Programme were opportunistic.

5.19 In terms of output recording, it was felt by some partners that the Programme generated a lot of paper work and summaries of the achievements would have been more user-friendly. Conversely, it was felt that the BREW partners in the Northwest were not given enough information about the progress of BREW programmes operating in the other regions in the UK.

Programme Achievements

5.20 There were effective channels of communication throughout the Programme and this gave a good opportunity to strengthen dialogue between the partners. This is reflected in the high attendance at partnership board meetings and the collaboration between organisations in Project delivery.

5.21 The BREW NW Programme has raised awareness of issues such as fly tipping, sustainability/resource efficiency and relevant legislation. It has given the Northwest a collective regional responsibility for resource efficiency. The Programme has also demonstrated the economic value of resource efficiency and started to convince businesses that they can make money and reduce environmental impact by being more resource efficient.

5.22 The majority of partners saw great value in the work of the Environment Connect Project. It has worked well as a conduit for all environmental business enquires and its method has proved so successful that it has merged with Business Link.

5.23 The BREW NW Programme may have had some strategic impact at the national level. Anecdotal evidence indicates that the Northwest region is seen as a trailblazer for the national BREW Programme. This is reflected by the ENWORKS Tool-kit being rolled out to other RDAs and also through Environment Connect which is the first of its kind and it has also been the first external entity to merge with Business Link

5.24 The Programme's delivery on the ground has made a difference to the environmental organisations operating in the region, these were noted as follows:

- Businesses can monitor their waste arisings through the On-Line Toolkit.
- Businesses can receive advice and guidance on all environmental matters through Environment Connect.
- Businesses can receive assistance to expand markets and enter large organisation's supply chains through the Centre of Excellence Project.
- Businesses can access R&ED support through the Centre of Excellence Project.

- 5.25 As the BREW NW Programme evolved it increasingly became integrated into NWDA activity. The Programme helped the resource efficiency team at the NWDA raise the profile of their agenda. This was particularly true with how the team raised the profile of resource efficiency and waste minimisation with senior members of staff at the NWDA. Additionally, at a regional level the BREW Programme was cited in the RES (TA23), which should embed the general aims and objectives of BREW in future strategic documents.

Future Strategy

- 5.26 There will be parts of the Programme that will continue, although at a diminished level. For example the Environment Agency will continue to act against illegal waste tipping, but will not be able to maintain its marketing of the Project at the same level.
- 5.27 The partners agreed that they would welcome the NWDA to continue to support the Programme in terms of its coordination role. Furthermore, it would be beneficial for this support to continue to help build on the achievements of the Projects so far. The NWDA as an entity has the authority to maintain partner engagement and to forge a strategic direction for the delivery of all facets of environmental services throughout the Northwest. Additionally, the partners felt NWDA should ensure the Programme continues in some form because it is effectively the proprietor of Business Link and therefore has a duty to ensure businesses can access environmental information and services.
- 5.28 The NWDA can also act as a conduit for regional environmental issues that can be relayed to other RDAs, local government and national government. It was also felt that the NWDA should pursue extra funding from Defra. Additionally, all of the RDAs should try and influence Defra on the importance of the continuation of this Programme throughout the UK.
- 5.29 The Climate Change Action Plan and the Sustainable Consumption and Production Agenda are key policy drivers for the foreseeable future regarding resource efficiency. To ensure these aims are met a united strategy is essential between municipal waste and commercial and industrial waste management. A symbiosis of the two is needed to ensure a coordinated approach in the future.
- 5.30 There is massive potential for economic impact and support to businesses. As energy prices have increased there is now no other way to reduce costs other than through resource efficiency and waste minimisation actions. This is an emerging market and there is massive potential. The Northwest's recycling sector is worth more than £1 billion per year and the Northwest only recycles 15 per cent of household waste and 35 per cent of commercial and industrial waste. Recycling targets set by the government and adopted in the Northwest Regional Waste Strategy require a three-fold increase in the quantity of household waste recycled by 2015. This presents an important market opportunity for companies particularly in the following sectors:
- waste and recycling technology;
 - waste and recycling management;
 - civil and general engineering;
 - specialist engineering including IT, control equipment and pollution monitoring;
 - and

- manufacturing using recycled materials.

5.31 The UK needs to develop new technology and become a leader in sustainable consumption and resource efficiency. Currently, other countries are ahead in terms of technology development. This increases the cost implications and hampers the effective application of these products to the UK market.

Summary

5.32 On the basis of the consultations with the partners involved in the BREW NW Programme, the following summary is made:

- In general the partners agreed that the BREW NW Programme succeeded in coordinating the BREW project activity. The mechanics of the BREW NW partnerships worked well and there were regular meetings, which were valuable and were well attended. Indeed, through BREW some of the various partners have come together to collaborate for the first time as opposed to viewing each other as potential competitors previously. Similarly, there were also numerous examples of effective collaboration between national and regional partners which may not have happened without BREW funding to bring them together.
- The partners agreed unanimously that the cessation of BREW funding was damaging for the waste minimisation and resource efficiency agenda in the region. It was felt that Defra was responsible for this situation and that RDAs should lobby for continued funding to extend the good work. Sections of the Programme will continue to operate without BREW funding but at a reduced level and this represents a retrograde step in the strive for a more sustainable future.
- It was commended that the BREW Programme funded a smaller number of larger scale projects rather than a lot of supplementary projects, which gave it a wider strategic arc of influence over this sector in the Northwest. This more strategic approach to project delivery has, we believe, been more successful than the approach adopted in other regions and represents an appropriate scale of intervention for a RDA to manage.
- Some partners stated that the initial research into the Programme's need was very effective in terms of identifying barriers to accessing support. We would concur with this view and note that any strategic intervention of this nature definitely requires upfront research and analysis in order to ensure that project delivery has a solid rationale for intervention and the link between rationale-delivery-output-outcome can be traced over time.
- Partners felt the NWDA has a role to play to facilitate and provide a venue to continue the partnership board in some capacity. We would go further than this and suggest that the NWDA is actually the only body that can provide the correct interface between:
 - the region's business community;
 - the region's resource efficiency community;
 - regional and national partner bodies; and
 - the public sector policy making community.

6. Consultation with Project Managers

Introduction

6.1 The following section focuses on the views of the Project Managers who managed the five Projects that operated through the BREW NW Programme. The projects are:

- Environment Connect.
- NW Centre of Excellence.
- NW Sustainability Mentoring.
- ENWORKS On-line Toolkit.
- ENWORKS Resource Efficiency Coordination.

Findings

6.2 Various issues, including the project manager's interaction with the partnership board and their knowledge of the successes of the wider Programme were explored. We were able to organise face-to-face meetings with each of the Project managers. Individual project cases studies have also been produced and can be found in Section 9.

Programme Need

6.3 It was agreed that there was a real need for the Programme to be set up. In the wake of the Stern Report it was essential that something was done to counteract the market failure that had occurred in this sector.

6.4 Project Managers noted that the BREW NW Programme was right to fund large scale projects rather than a number of smaller ones. This gave more scope to coordinate the waste minimisation and resource efficiency agenda across the region. All project managers were pleased that the BREW Programme either gave them the opportunity to expand their remit or to launch their Project.

Synergy with Programme

6.5 The BREW NW partners managed the Projects and managed the output monitoring effectively. The BREW NW Programme has ensured that partners do not compete with each other to provide the same services. Consequently, this has helped simplify the message of resource efficiency in the Northwest.

6.6 The BREW NW Programme supported the Projects financially and assisted in the coordination of BREW activity throughout the Northwest. The BREW Programme gave the steer that was required to ensure that in most cases there was no duplication in services and that a full range of support was provided.

Programme Successes

6.7 The Environment Connect Project has been mainstreamed into Business Link. It is now known as Business Link Environment Connect. The Environment Connect Project is considered to be the first of its kind in the UK and provides businesses with a 'one-stop shop' for all environmental enquiries. Additionally, it is the first external

organisation to be merged into Business Link, which was seen by all project managers as a great success.

- 6.8 There were examples of partners who were not involved in the delivery of specific Projects but directly supported the Projects. For example, some partners volunteered to take part in the sustainability mentoring project and help promote it. Additionally, without BREW funding, the mentoring Programme would not have been re-launched.
- 6.9 The Sustainability Mentoring Project has retained talented graduates within the Northwest. This is proven by the six students who secured employment within the sector as a direct result of the mentoring Programme. The Project has also brought awareness to companies in the Northwest of the skills that recent graduates possess.
- 6.10 In terms of wider outputs and outcomes it was felt that the Programme has raised the waste minimisation and resource efficiency agenda regionally, nationally and at a European level. The collaboration between regional and national stakeholders placed the Northwest in a strong position compared to the other BREW regions.

Programme Weaknesses

- 6.11 The point was raised that partners should have been required to feedback the intervention they implemented with specific businesses, to the partner who initially made the referral. There could have been regular meetings to discuss with partners if specific interventions had been successful and to give an opportunity to share learning to improve the services offered.
- 6.12 Due to the nature of the funding, project managers could not refer business enquires to any organisation other than those funded by the BREW Programme. In certain cases businesses may have been better off accessing support from a private consultant for example, but this was not possible under the funding guidelines. However, the project manager accepted that these are the requirements of funding programmes generally and not only the BREW Programme.
- 6.13 As noted by partners in Section 5, it was agreed that the termination of BREW funding will hamper the region's pursuit of resource efficiency and waste minimisation in the future.

Forward Strategy

- 6.14 The cessation of BREW funding was seen as a key area of concern. It was hoped that the NWDA would recognise the benefit of the partnership meetings, and would continue to facilitate the meetings and provide the venue. The commitment to the Programme is reflected by the dedication of the project managers, who intend to continue attending events where there will be opportunities to network with the partners of other relevant organisations.
- 6.15 The Environment Connect Project has been mainstreamed into Business Link. It is now known as Business Link Environment Connect. A marketing company – Creative Concern – has launched a marketing strategy for the product and all business enquires are now referred to this project's staff through Business Link. This is the first time an external organisation has been embedded into Business Link and represents a very positive outcome for the BREW NW Programme.
- 6.16 Continued face-to-face support for SMEs is essential to ensure that smaller organisations continue to pursue waste management and resource efficiency processes. To achieve this level of support it would require a funding commitment

from the NWDA Single Pot or from Defra. This form of support is labour intensive. Unfortunately it was noted that central government is looking for a change of emphasis from one-to-one to one-to-many support, which may not suit SMEs requirements and may be less productive in the longer term.

- 6.17 It was felt that there was a continued need to address the skills issues in the environmental sector. There needs to be Projects that encourage talented graduates to remain in the Northwest. It is hoped these graduates will then develop their careers in waste management and resource efficiency in the region and contribute to continued growth in the sector over the long term. All project managers felt that this was a rapidly emerging sector and there will be a growing need for the right jobs and people with the right skills to ensure the Northwest has an opportunity to compete regionally, nationally and internationally in waste management and resource efficiency in the future.

Summary

- 6.18 On the basis of the consultations held with the Project managers in the BREW NW Programme, the following summary is made:

- The BREW NW Programme gave the steer required to ensure that the project managers delivered their services to businesses in tandem and with each other and ensured that there was no duplication in service provision. This enhanced the overall success of the Programme and brought project managers and their agencies closer together.
- Ongoing commitment to resource efficiency is reflected by all the Project Managers, who intend to continue attending events where there will be opportunities to network with the partners of other relevant organisations. This is an unintended and unreported outcome of the Programme but displays the importance BREW has had in sending out a clarion call to partners in the resource efficiency sector that partnership and collaboration are the way forward.
- Indeed, the level collaboration between regional and national stakeholders placed the Northwest in a strong position compared to other BREW regions and there is a strong desire to see the NWDA maintain this coordination role beyond the period of BREW funding.
- The embedding of the Environment Connect Project into Business Link was recognised as a particular success and perhaps represented the fact that resource efficiency and environmental issues are now becoming more visible to business owners and managers. This is the first time an external organisation has been embedded into Business Link and this is a very positive outcome for the BREW NW Programme. Furthermore, it should be seen as the starting point for more substantive support to be provided to businesses and continued face-to-face support for SMEs is essential to ensure that smaller organisations continue to pursue waste management and resource efficiency.

7. Views of Wider Stakeholders and Business Beneficiaries

Consultation with Wider Stakeholders

7.1 We contacted a number of wider stakeholders, who were identified by the NWDA as people and organisations that may have been involved with the BREW Programme and also to understand whether BREW could have done more to synergise with them.

Role within the Sustainable Consumption and Production (SCP) Agenda

7.2 The wider stakeholders that responded to this part of the evaluation process represented a broad range of organisations and had a variety of roles within the SCP agenda, including:

- focusing on the Carbon agenda;
- operating Construction Best Practice Clubs and disseminating information to the construction industry in the region, waste management and resource efficiency is part of this;
- sub-regional partners leading on economic development;
- policy and strategy development to encourage SCP as part of the economic growth agenda;
- providing and delivering Environmental Audits in conjunction with partners like Groundwork, ENWORKS and Envirolink; and
- providing support to local authorities to help them support their local business community on the resource efficiency agenda through; kick start funding; guidance notes on how to interpret and comply with legislation; toolkits; case studies; regional network events; and a monthly e-zine.

7.3 Industry, commerce and the public sector all need to contribute to the SCP in the future. Some of the major talking points raised around this agenda were:

- the expansion of the international airport;
- the use of renewable energy and how nuclear fuel may be the future in the long term but measures need to be taken in the meantime; and
- the transport system needs to change to ensure that there is not an over reliance on Carbon producing modes of movement.

7.4 One of the wider stakeholders is involved with the construction industry across the region in order to deliver a sustainable buildings policy seeking to deliver zero waste on all construction sites by 2020. A key element of this was work with Elevate-East Lancashire (Housing Market Renewal Initiative Pathfinder) to research and disseminate good practice on low carbon buildings.

7.5 Interestingly, the role of economic development agencies in providing economic development within the context of a low carbon economy was noted for sub-regional delivery bodies. This has specific reference to Action 13 of the Northwest Climate

Change Action Plan. For example, in Cumbria it was pointed out that Energy & Environmental Technology is one of six priority sectors for the sub region. Also in Cumbria, LM3-style procurement is being promoted which promotes businesses and ISO14001-style standards.

- 7.6 In Lancashire, studies had been commissioned to climate change-proof the Lancashire Economic Strategy and Central Lancashire City Development Programme. Similarly, a Green Infrastructure Strategy for the Lancashire sub-region to encourage implementation of green infrastructure and to maximise economic benefits. A further study has also been undertaken to look at the potential of developing the ETS sector in Lancashire as an outgrowth of the manufacturing sector.
- 7.7 The Manufacturing Institute is involved in delivering business support and improvements in productivity and competitiveness including reduction of waste streams. Their activities are cross sector and predominantly focused on all manufacturing sectors including aerospace, automotive, food and drink, chemicals, textiles and general engineering including renewables. An important element of moving businesses into Leaner techniques and processes is that there is a need to change the culture of the organisation from shop floor to management. Support is therefore provided in terms of coaching and mentoring where applicable in order to support clients embarking on the Lean journey. Part of the portfolio of support to SMEs and larger companies also includes supply chain development and support including in-house buying and procurement processes. Training is also provided on these and related topics.
- 7.8 The BREW Centre for Local Authorities is based in Oxfordshire but has provided support to Fylde, South Ribble and Rossendale councils in the Northwest. All three councils have implemented trade recycling services and distributed information to businesses on resource efficiency best practice.

NWDA Interaction

- 7.9 Some of the stakeholders already work closely with the NWDA. For example the NWDA funds CWEA and the Climate Change Programme. However, other partners recognised that there needs to be a synergy between themselves and the NWDA, but as yet this has not occurred. Additionally without direct or indirect funding from the NWDA one of the wider stakeholders do not see the relevance of integrating another organisation (NWDA) into their project delivery mechanisms.
- 7.10 The Centre for Construction Innovation at Salford University had recently worked with the NWDA on guidance notes for its Sustainable Buildings Policy and was very aware of its support for SCP in the region. Continued joint working was underway to ensure that all possibilities are taken up by the construction industry.
- 7.11 There was good awareness of the NWDA's role in supporting the SCP agenda through developing a sustainable procurement strategy, providing business support programmes and incorporating SCP into investment frameworks.
- 7.12 Several of the wider stakeholders commented that they saw the NWDA as the regional champion for SCP. Through working with sectors and Sectoral organisations it has the potential to embed SCP into everyday business practices and the way to push this is by explaining it to business through the impact it will have on their bottom line and profitability.

- 7.13 There was good awareness of the role played by the NWDA in managing the BREW Programme and providing support to ENWORKS, Groundwork, Envirolink and other key players in this sector. NWDA was also regarded as the custodian of the environmental agenda under the RES and are sent to be leading on the Corporate Social Responsibility Agenda.

What is Success for SCP?

- 7.14 One stakeholder noted that the idea that the Northwest should be the most sustainable region in the UK was fantastic and the NWDA is behind this. The vision for the future is therefore that SCP is forgotten as an agenda and that it becomes second nature and natural. Sustainability = Profitability and the business case for this should ensure that the agenda is enshrined in every day thinking.
- 7.15 Success will be when all businesses in the region know and appreciate the impacts and benefits of SCP to their business, the region and the environment. Furthermore, success should manifest itself through a measurable reduction in CO2 emissions across the beneficiary organisations.

Top Three Actions in Next Three Years

- 7.16 The range of actions put forward included:
- Education – making sure everybody knows what the agenda is and how they can work with it.
 - Training – giving organisations the opportunity to understand how they can do it.
 - Monitoring – helping organisations to implement the agenda.
 - Save energy to reduce cost and increase competitiveness.
 - Develop cleaner, secure and reliable energy.
 - Create jobs and wealth.
 - Roll out resource efficiency advice to SMEs across the region.
 - Encourage development of indigenous ETS companies, inward investment in this sector and to develop the region's ETS skills base.
 - Tackle energy efficiency within the existing housing stock rather than the apparent focus on new build. This involves primarily working with the public sector.
 - Map out and identify who is providing SCP-type support in the region, recognising national programmes, BSSP and funding streams.
 - Bringing the organisations identified in the preceding bullet point together in a structured, representative and focused way.
 - Determine a coordinated strategy and implementation plan for SCP in the region through the organisations identified in preceding bullet point and identify relevant funding streams and priorities.
 - Awareness raising – the majority of businesses don't know what their legal obligations are and may not know about the NWDA's strategies either.
 - Signposting – ensure businesses are signposted to the right organisations to support them.

7.17 The main barrier to achieving these actions was financial and grant aid may be the best way forward in the short term.

Potential Collaboration with the NWDA

7.18 Opportunities for further collaboration with the NWDA included:

- Further work on the Sustainable Buildings Policy so that the SCP agenda is at the forefront when new development is happening in the region.
- Route to market – initial identification and assessment of client company environmental status and provision of training and educational events or seminars.
- Potential for the BREW Centre for Local Authorities to host a joint seminar or event with NWDA to deliver the message to partners in the region.

Awareness of BREW NW and National Strategies

7.19 When asked about awareness of BREW NW the following pattern of responses was recorded. Please note that not all respondents answered this question. Nevertheless, it appears as though the NW Sustainability Mentoring project has the lowest level of awareness within the wider stakeholder group.

Table 7.1 – Awareness of BREW NW

ENWORKS Online Toolkit	√	√	√	√
ENWORKS Resource Efficiency Coordination	√	√	√	√
NW Centre of Excellence	√		√	√
NW Sustainability Mentoring				
Environment Connect	√	√	√	√

7.20 Similarly, the following pattern of responses was recorded for awareness of national strategies. Again, not all respondents answered this question. In this instance it is the REWARD Strategy which has the lowest level of awareness.

Table 7.2 – Awareness of National Strategies

Waste Implementation Prog.	√		√	√
Envirowise	√	√	√	√
Carbon Trust	√	√	√	√
WRAP	√	√	√	√
REWARD			√	
NISP	√		√	√

- 7.21 In terms of national strategies, the point was made that there must be a regional perspective for this kind of initiative to ensure that the diverse range of industries and sectors in the region are recognised and involved.

Future Strategy/Planning

- 7.22 There needs to be a national strategy to deal with the heaviest polluting industries such as aviation. Conversely there needs to be a local strategy to tackle household energy consumption and waste management. Additionally, there needs to be a regional body whose task it is, is to examine how waste is transferred and disposed of within business supply chains.
- 7.23 In terms of re-educating the general population and their attitude to waste, this needs to be at a local level. There also needs to be a local body that examines the supply chain to see how waste is transferred in a regional context. Also, waste management need to be part of the complete cycle of SCP rather than operate as a separate issue. In this way the contribution of waste management to tackling climate change can be better understood.
- 7.24 Future marketing of this issue should focus on cost savings rather than environmental impact. Raising awareness of helping the global environment is important but raising awareness of the monetary value of depositing waste is the quickest way to ensure people and companies start to realise that resource efficiency and waste minimisation is a priority.
- 7.25 Manchester Airport is a major Carbon producing factor in the Northwest. If this is set to expand then there needs to be a significant Carbon offset in this region that reduces the Carbon footprint in the region. It was cited that this might have to come from other industries operating in this region.
- 7.26 The region is set to reduce Carbon emissions by 60 per cent by 2030 and Manchester University is researching innovative ways to meet this requirement.
- 7.27 One wider stakeholder worked for an institute which has received £25,000,000 from a leading supermarket chain to form a Sustainable Consumption Institute. This is a multidisciplinary centre of global excellence researching major national and international issues associated with sustainability in the retail sector and encouraging consumers to adopt more sustainable lifestyles. This organisation is keen to forge links with the NWDA in the future.

Summary – Wider Stakeholders

- 7.28 On the basis of the consultation we undertook with wider stakeholders the following summary is apparent:
- The wider stakeholder group is a relatively difficult one to consult with in respect of BREW NW. The initial level of response was low and only increased after several attempts to engage with these stakeholders. This perhaps tells a story in itself – that they do not necessarily wish to engage with BREW or, perhaps more alarmingly, they are not familiar enough with BREW. Nevertheless, by focusing on the stakeholders that did respond there is definitely fertile ground on which to develop more effective working relationships in the future.
 - That said, there were some consultees who portrayed a one dimensional, almost campaign-like response to the questions. The pre-occupation of one person with the growth of Manchester Airport is a case in point and resulted in a

line of enquiry quite tangential to the resource efficiency discussion. Similarly, it is our view that some of the wider stakeholders struggled to separate resource efficiency within the wider arena of sustainability and climate change.

- Without direct or indirect funding from the NWDA some of the wider stakeholders do not see the relevance of integrating another organisation (NWDA) into their Project delivery mechanisms. This comment appears quite harsh and was also a minority view. The majority of respondents were already involved with the NWDA to some extent and would welcome the opportunity to build on this joint working relationship in future.
- One theme that emerged from the discussions was that whilst it is good that we have national strategies to support the SCP agenda, change is more likely to be delivered at the local and regional level if specific interpretations of national strategies in-tune with regional characteristics are in place. Furthermore, the NWDA is ideally placed to shape the regional approach and also at the heart of the process to align regional and sub-regional funding streams around the SCP agenda.
- In the future, it will be important to demonstrate cost savings to businesses in order to get them involved with this type of programme. The metrics produced by BREW and the ENWORKS On-line Toolkit will be instrumental in doing this. Similarly, the case to business has to be made on the basis of cost savings and environmental social responsibility can actually work to improve competitiveness and profitability.

Business Survey

- 7.29 As part of our consultation we circulated a web-based survey to one hundred businesses that have received support and advice from the Envirolink Northwest Project.
- 7.30 A total of 98 individuals from a range of different organisations were contacted and 26 responded. This represents a 27 per cent response rate and is statistically robust for web-based surveys. However, it should always be borne in mind that survey findings should not be used in isolation but alongside other findings from the evaluation, especially since it covers only one Project.
- 7.31 Those invited to participate in the survey were asked a number of questions relating to the following:
- details of participating organisations;
 - communications and marketing of Envirolink Northwest's Recycling and Waste team;
 - type of support received from the Project team;
 - effectiveness of support received from the Project team; and
 - overall recommendations in relation to the Project team.

Participating Organisations

- 7.32 A variety of organisations participated in the survey. There was a cross sample representing many different sectors including further and higher education,

renewable energy, civil engineering, waste management, recycling, specialist retail, construction and plastics.

Communication and Marketing

- 7.33 The most popular source of information cited for hearing about the Project was through contact events or workshops and seminars and from direct contact from the Project team itself. Other popular responses included recommendations from similar organisations, including other parts of Envirolink, within the industry, or colleagues or friends. There were some organisations that had found the team through internet searches and general word-of-mouth.
- 7.34 In specific relation to events and services most respondents had been made aware of the Project through direct contact from Envirolink Northwest's Recycling and Waste Team via email newsletters.
- 7.35 There was an overwhelmingly positive response over the effectiveness of the project team's communication and promotion. All but two of the respondents thought it was very good or good and these respondents did not comment negatively but merely highlighted that it was too early to tell and that their communication had been limited so they were not sure. Some of the most positive responses are quoted below:
- 'Since opening the facility in Liverpool we have been very impressed with their drive and passion. I am confident about their ability to facilitate positive benefits and investment'*
- 'Very clear, helpful and relevant'*
- 'The promotion of Envirolink is excellent, always professional, crisp and clean. Communication is always well structured with clear information and aims, many private sector companies strive and fail to achieve the image and knowledge that Envirolink possess'*
- 7.36 In terms of the Project team's response rate to enquiries and ease of contact to obtain advice, 95.7 per cent of respondents felt that the team responded quickly to enquiries and all respondents felt that the team was easy to contact for advice.
- 7.37 Respondents were also asked how good Envirolink Northwest's Recycling and Waste Team had been in introducing them to other organisations; the results are shown below in Table 7.3 and are based on 26 responses.

Table 7.3 – Introductions to Other Organisations

Answer Options	Yes	No
NISP (National Industrial Symbiosis Programme)	14	9
Environment Connect	8	14
WRAP (Waste and Resources Action Programme)	16	7
Knowledge Transfer Networks (e.g. Chemistry Innovation KTN, Resource Efficiency KTN)	11	10
Northwest Cluster organisations (eg Chemical Northwest, BioNoW, Northwest Food Alliance)	6	15
Environmental Cluster organisations in other regions (eg Remade Network) UK	13	9
Regulators, such as Environment Agency	9	14
Other	3	4

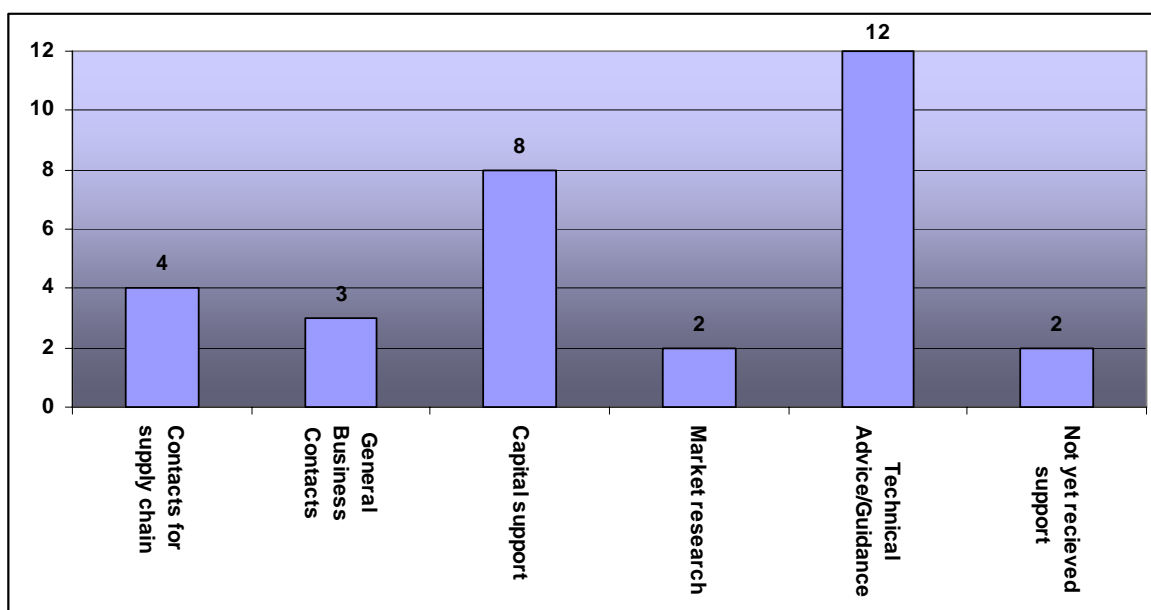
7.38 The organisations that the Project team had provided most introductions to were WRAP and NISP. This implies that these organisations had close links with particular Programmes the team were offering support on. Some introductions were less frequent, such as to the Environment Agency and Northwest Cluster organisations. However, it should be noted that introductions to specific organisations are likely to be dependent on the specific support the respondent received as well as the type of sector they operate in.

Type of Support

7.39 There were various responses to the type of support received, and most businesses cited more than one type of support. This was an open ended question, however, the question has been recoded to reveal the following, outlined below in Figure 7.1¹⁶. The responses in Figure 7.1 display a broad range of support being taken up by beneficiary businesses across the region.

¹⁶ Please note that as these answers have been coded there may well have been other responses not captured, for instance respondents may have noted the only dominant types of support received.

Figure 7.1 – Type of Support Received (Number of Responses)¹⁷



(Question Response Rate: 88.4%)

7.40 The two organisations that stated they had not yet received any support did note that they were in the process of doing so. The most popular type of support noted was general and technical advice and guidance through meetings and site visits, looking at issues such as applications for waste management licenses, recycling, on-site demonstrations for particular projects and general information and education about the waste industry. In addition, eight organisations stated that they had received financial support for particular projects or business development such as enhancing their website. Four organisations said they had received contacts for suppliers and processors, important to the supply chain, and more general industry contacts.

7.41 Table 7.4, below, explores the number of times support had been received by the organisations who responded, approximately 82.6 per cent had received support more than once. Indeed, nine organisations had received support up to three or four times. This indicates that the support being provided was in-line with business needs and was making a difference to the businesses concerned.

Table 7.4 – Number of Times Support Received

Number of Times	Response Count	Response Percent
1	4	17.4
2	2	8.7
3	8	34.8
4	1	4.3
5+	8	34.8

(Question Response Rate: 88.4%)

¹⁷ Please note that respondents may have cited more than one type of support.

7.42 About 68 per cent of total respondents stated that they had attended at least one of the seminars and conferences organised by the Envirolink Northwest’s Recycling and Waste team. Most respondents could not name the sessions but the following were mentioned by those who could remember: SWMP, Meet-the-Buyer, Food Solutions and Quality Compost.

7.43 Only thirteen organisations mentioned other types of support they would liked to have received from Envirolink Northwest’s Recycling and Waste Team. Other types of support included: more capital payments, including support for R&D; more proactive support by spotting opportunities on behalf of them; and more exhibition space.

Effectiveness of Support

7.44 Table 7.5 outlines respondents’ views on the effectiveness of support in enhancing knowledge transfer, the skills in their workforce and promoting their organisation.

Table 7.5 – Success in Increasing Business Performance

Questions	Yes	No	Don't Know
Increasing the levels of knowledge, technology transfer and innovation within your organisation?	20	1	2
Increasing the level of knowledge and skills in your workforce?	13	8	2
Promoting your organisation in regional, national and international markets?	19	2	2

(Question Response Rate: 88.4%)

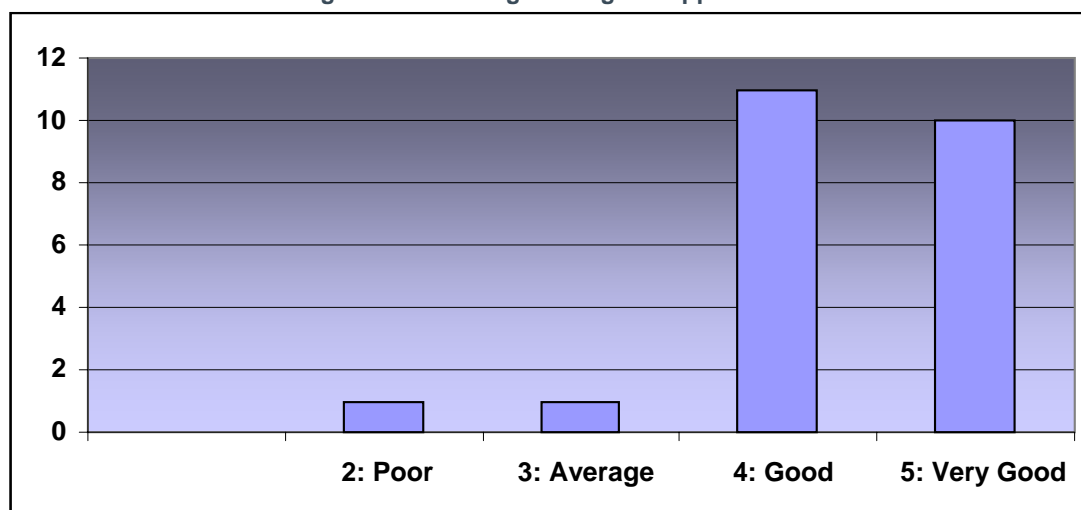
7.45 The majority of those who responded felt that the Project Team had increased the levels of knowledge and technology transfer in their organisation (86.9 per cent) and promoted them in the regional, national and international markets they serve (82.6 per cent). Fewer organisations, 56.5 per cent, cited the Project had aided the knowledge and skills in their workforce, however, this is likely to be related to the types of projects the team assisted. For example none of the support recorded by respondents specifically referred to workforce-based projects/initiatives.

7.46 Most respondents mentioned ways in which their business practices had changed as a result of the support provided by the Project Team. These included:

- enhancing business development through specific targeting of local businesses;
- enabling better environmental credentials;
- helping them introduce waste elimination; and
- ‘sustainability’ workshops throughout the business.

7.47 Figure 7.2 below displays respondents’ ratings for the support they received.

Figure 7.2 – Average Rating of Support



(Question Response Rate: 88.4%)

- 7.48 Clearly, the vast majority of respondents were happy with the support they received, with 91.3 per cent, rating it as good or very good. However one respondent did specify it as poor.
- 7.49 Of the respondents who specified whether the Project team had enabled them to move into new markets, 35 per cent felt that it had. They cited business introductions, technical advice and research & development as prime ways the team had enabled this. New markets were cited as either new lines of business or expansion of current contracts.
- 7.50 Almost three-fifths (57.9 per cent) of total respondents felt that the support they received had made their organisation more profitable. Most respondents could not yet offer a quantitative indication of this improvement as often it was from the exchange of information and contacts, however, some did note that the support had enabled them to free up resources into R&D and helped them expand existing contracts.

Recommendations

- 7.51 Of those who responded, 80 per cent said that they had recommended the Project Team to other sections of their organisation. In addition 90.9 per cent had recommended the team to other organisations.
- 7.52 In conclusion, of those organisations who responded, all stated that they would use the Envirolink Northwest Recycling and Waste team again.

Summary – Business Survey

- 7.53 On the basis of the business survey responses received the following summary is made:
- The opportunity to have their business beneficiaries included in the web-based survey we devised was extended to all five projects within the Programme. Unfortunately, only one of the projects was willing to release its client contact email addresses so that we could include them in the survey. Consequently, we can only report on the findings from a survey of one of the five projects

supported and this point goes back to a comment raised earlier about partners being unwilling to share information and contacts.

- Nevertheless, the findings from the survey we did undertake are extremely positive and indicate how well the various types of support have been received by businesses across the region.
- As Defra suggests that the future should be based on a one-to-many model of support to business we would counter this and suggest that one-to-one support can deliver better results over time.
- The final point to make here is that businesses can respond to the resource efficiency agenda when appropriate levels and types of support are available to them.

8. Regional Delivery Models

Introduction

8.1 This section reviews five regional BREW delivery models in England. The reviews have focused on five main elements covering the delivery agencies':

- regional objectives and priorities for funds;
- key partnership programmes;
- lessons learnt and potential future priorities for related work;
- business resource efficiency working and collaboration with industry associations; and
- sustainability of business resource efficiency work in view of the transfer of functions to business link and early views on this.

8.2 These elements have been investigated using the websites of the organisations, interviews with senior waste Programme and/or BREW Programme staff, and consideration of other relevant documents provided by the agencies or available on the internet. This process has provided a range of information on the differences and similarities between the organisations and their respective delivery models. This in turn is used to provide indicative:

- lessons learnt to take forward;
- experience in integration with current Business Link models and/or other models; and
- implications and impacts for regional resource efficiency and waste reuse activities (form, capacity and funding) and its outcomes.

8.3 The selection of the RDAs interviewed was random, and based on the availability and/or willingness to contribute at this very busy period for the programme.

Yorkshire Forward (YF)

Regional Objectives and Priorities for Funds

8.4 YF business resource efficiency strategy and priorities are developed around:

- Understanding the existing key energy and waste supply / service chain.
- RES and key sector priorities.
- Identification of the greatest opportunities for efficiencies in terms of sectors / firms with greatest resource use /GVA.

8.5 From this the target business sectors have been identified as: high resource users; the food and drink sector; hospitality sector; construction industry; and financial services. Target waste streams are plastic, glass and organics. This is to be expanded to include WEE electronic items and wood.

8.6 In line with Defra's direction, the YF BREW Programme has focused its coordination input to increase activity at a regional level in line with Defra requirements. The

projects it has co-ordinated have furthered and used existing networks and practices, funded additional activities to fill gaps, encouraged coherent delivery, for example, avoiding duplication of services and improved communication.

Delivery Mechanisms

8.7 YF delivers the Programme through three main channels:

- Business Links; who provide an Information, Diagnostic, Brokerage (IDB) service to companies.
- Contracts with consultants – for specific scoping studies, training courses etc.
- Through Recycling Action Yorkshire (RAY) – RAY is an arms length company related to the RDA and formed under section C235. It provides operational services in relation to the recycles market development which might not be well suited to outsourcing to private firms due to small market, limited profit, high risk etc. RAY aims to deliver a sustainable support programme for business growth opportunities so that Yorkshire and the Humber develops its recycling and reprocessing market place.

Key Partnership Programmes

8.8 The YF delivery model involves three main priorities. These include the Demand side (promotion and awareness creation amongst target businesses), the Supply side (the provision of training and support services) and a recycle market development component.

8.9 Key programmes include:

- Resource Exchange: Operated by Bradford Environmental Action Trust on a contractual basis. It is promoting waste exchange in Yorkshire & the Humber by providing information through a web-based Regional Database – linking to the East of England (EASTEX) data base. The link allows it to access resources outside of the RDA boundary and reduces duplication of effort.
- Food and Drink: Food Waste Collections Pilot which involves the segregation and collection of variable quantities of waste and the development of recycling and composting as alternatives with appropriate reprocessing technologies available in the region.
- WEEE – Electronics Scoping Study.
- Trade Waste Recycling: This involved a review of the National Waste Strategy (February 2006) and the identification of a strategic role for local authorities for improving integration of municipal and business waste management. Following this, four local authorities were awarded funding to set-up business waste recycling schemes.
- Small Scale Capital Support Fund: A capital grant towards the purchase of equipment to make energy and waste savings within business can be provided to a business which has undertaken audits e.g. as part of Enviro EMS or other related service. The scheme offers a 25 per cent capital grant (up to £10,000). It was initiated as a YF pilot until 31st March 2007. The average grant has been £5,200, 34 projects had been accepted in 01/2007 and a large number of applications are waiting. It acts as leverage to encourage SMEs to 'take the next step'.

- Capital Support Fund for RAY market development activities: Capital Support through grant funding for projects in the regional priority areas of market development: Plastic, Glass, Organics and Procurement.

Lessons Learnt and Potential Future Priorities for Related Work

- 8.10 RAY was set up as an arms length delivery company to ensure that YF was more in control of how programmes were delivered. Previous experience in this element of the work had shown that this type of work was less suited to being contracted out.
- 8.11 Last year YF has trialled business efficiency improvement grants for capital asset and consultancy support; see in the previous section. Grants upto £8,000 are now being made available for capital projects and for 20 per cent of consultancy support¹⁸. These appear to be a very effective way of leveraging support and increasing participation rates by the business sector. There is scope to examine alternative ways of using this measure e.g. voucher systems or 'match funding'.
- 8.12 There has been a very large uptake of training grants offered through NIEM to provide in-house training for staff to diagnose their own issues and problems. It is not clear if this would have occurred without the training grants.
- 8.13 In the Business Link Resource Efficiency pilot, business advisors are reported to have been very pleased with the training and shadowing and have adapted this into their work in a positive manner. One advisor making a quarterly report identified that 60 per cent of the businesses who had received a 'diagnosis' had gone on to request an efficiency audit. As many of these firms would not have been reached by the previous networks this suggests that a wider range of firms may be being reached.

Sustainability of Business Resource Efficiency Initiatives

- 8.14 Unlike other RDAs YF has a strong waste and resource efficiency programme in operation which is funded from a number of sources. Although BREW money was ring fenced, projects and programmes still need to be bidded and compete for funds from the 'single pot'. Some projects have already had funding agreed and so will go ahead. Others are still to be bid and will need to compete for non-ring fenced funds.
- 8.15 In the light of reduced funding, not only for the BREW Programme but also to other organisations and waste support programmes (e.g. WRAP and Envirowise Advisory Support), it is thought that the RDAs may be in a better position to influence the form of Programme that is offered by these organisations and may be able to ensure that it is adapted to better meet the needs of specific regional /sector markets of interest to the RDAs. Other advisors (2) mentioned the need for national programmes to be more flexible in their approach and meet the requirements of the RDA.

London Development Authority (LDA)

Regional Objectives and Priorities for Funds

- 8.16 The LDA is a functional body of the Greater London Authority (GLA). It is accountable to the Mayor of London and is responsible for drafting the Economic Development Strategy (EDS).

¹⁸ See <http://www.recyclingaction-yorkshire.org.uk/site/viewSection.php?ID=358>

- 8.17 Key drivers of sustainability and the resources efficiency programme come from The Mayor's Climate Change Action Plan and the C40 or Clinton Initiative. Key elements of the programme have focused on:
- Promotion and awareness creation.
 - Provision of support to businesses to effect resource efficiency improvements.
 - Some development of the recycles chain and markets.
- 8.18 SMEs make up the large majority of London firms and so are a priority group. A sectoral approach has also been undertaken in hotels, construction, retail, offices, industrial estates and food & drink.
- 8.19 Programmes have also focused on bigger users as they demonstrate large efficiency savings.

Key Partnership Programmes

- 8.20 Partnership funding for London Environmental Support Services (LESS) has been the main way in which the promotion and marketing objectives have been delivered. LESS has over 125 London-based suppliers and members. Its web site provides sector specific information for priority sectors.
- 8.21 Business Link London is the main route by which business information and advice is channelled. Support is provided by third parties which are identified in its database.
- 8.22 Suppliers in the database have to agree to work through a network approach and have had to undertake a quality assurance process. They are then included on the Business Link database of supporting firms.
- 8.23 Third party service suppliers contracted/funded through the opportunities fund have included Camden Council's 'a better climate for Camden'; London Sustainability Exchanges 'A Greener London' and Smart Work's 'Global Action Plan'.
- 8.24 In addition, work has been co-funded with WRAP to look at recycling. The work has focused on promotion and servicing of geographical clusters.
- 8.25 New related projects were launched last year focusing on Carbon Management. One project focused on tenants and owners of 500 larger buildings.

Lessons Learnt and Potential Future Priorities for Related Work

- 8.26 NISP and networking approach worked very well. In part this was related to the user friendly approaches e.g. meetings were timed for early morning or late afternoon so as not to eat into the working day.
- 8.27 Working through industry groups has been very effective as they provide a ready made network. However, in some cases the amount of resource and level of support expected by industries could not be met due to funding constraints. The scope or opportunity this presented for part funding by industry was mentioned or discussed.

Integration with Industry Groups

- 8.28 This aspect was directly discussed, however the main example of good practice was felt to be the work undertaken with 'Building Excellence', a national programme aimed at improving training. The LDA was one of the first authorities to pilot it and did this in relation to the construction sector. As a result they and the industry have

developed stronger working links and knowledge of each other, who to contact and what can be offered.

Sustainability of Business Resource Efficiency Initiatives

8.29 It was reported that no new BREW Programmes had been built into LDA corporate plans as yet. Current Programmes all end this year. It was considered that a stock-taking of the following needed to be assessed before plans for further projects are developed:

- capacity across the different national and regional, paid and voluntary support bodies needed to be assessed in term of new and changing capacity;
- outputs and projects already being delivered; and
- funding availability.

8.30 Some of this work is being taken forward through the low carbon futures and climate change adaptation work.

South East England Development Agency (SEEDA)

Regional Objectives and Priorities for Funds

8.31 SEEDA's vision for tackling the challenging issue of waste is to work with key partners to promote waste as a valuable resource. SEEDA has the lead role on waste for all the RDAs.

8.32 The aims of the Waste Market Development Group (WMDG) in SEEDA are to:

- Build capacity in the materials efficiency/re-use supply chains.
- Stimulate demand for recycled materials and products.
- Coordination of materials efficiency activities in the South East.
- Promotion of business opportunities to help implement the regional Waste Management Strategy.
- Influencing Government policy to enable effective implementation of waste directives and regulations.

8.33 In particular WMDG is specifically focusing on:

- Commercial and Industrial stream.
- Construction and Demolition stream.
- SMEs and MSW mainly for economies of scale.

8.34 WMDG has four core activities which include:

- Market Intelligence and Awareness Raising.
- Regional capacity building.
- Supply chain development.
- Strategic influencing.

8.35 In 2006, the WMDG commissioned a series of market intelligence studies which helped them to strategically direct funding and requirements for various initiatives including the BREW programme.

- 8.36 BREW Coordination included establishing a regional BREW Steering/Advisory Group, a dedicated coordination function, and a strategic delivery programme.

Key Partnership Programmes

- 8.37 In relation to the BREW work the key Programmes have been:
- Business Support provided through the Business Link route.
 - Business Support Groups – aimed at those in the business of providing green supporting services and at the companies wanting to learn more about how to become greener. The networks are generally organised and operated through the county councils.
 - Sector support and focus on:
 - construction industry; and
 - aerospace industry.
 - Trials and pilot programmes including:
 - Approximately eight trials to provide recycling services to SMEs focusing on the C&I waste. One of the objectives is that the recycling service would be financially sustainable.
 - Funding of a SME energy efficiency trial with the Carbon Trust looking at a less resource intensive manner of providing energy efficiency audit, advice, support – potentially through a web based tool.
- 8.38 SEEDA was one of the first RDAs to trial and develop the delivery of services through Business Link. As part of this work it has developed a tool kit for advisors and funded a sustainability advisor to be based in each of the seven south east Business Links for an initial two year period. Other tool kits and materials have also been developed by SEEDA.¹⁹
- 8.39 SEEDA has been the co-ordinator for the RDA BREW work and in this role organises quarterly meetings.

Lessons Learnt and Potential Future Priorities for Related Work

- 8.40 The role of the Sustainable Business Partnerships (SBPs) has changed over time so that they are less strategic and now are expected to become part of the delivery system. SBPs have specific targets to deliver focused on SME's which include a number of training courses, audits and other outputs which should be registered on ENWORKS.
- 8.41 The sustainability advisor in each Business Link provides support to the businesses once the initial diagnostic has been undertaken and assists projects to realise audit recommendations. The advisor is also available to support business link advisors, important in this current transition period. The programme of seven advisors is a costly delivery model and will cost £400,000 and may be provided in an alternative form post transition e.g. one centralised support advisor.

¹⁹ See for example http://www.eas.local.gov.uk/Documents/BREP_OCC.pdf

Integration with Industry Groups

- 8.42 SEEDA has worked closely with the construction industry to influence contactors, sub-contractors and clients at all stages in the supply chain. This has included on site support to contractors and sub-contractors and waste businesses to develop and support waste management. As a result they have good links with this sector and aero-space. A range of initiatives have also been mounted from other parts of SEEDA. One such example is training aimed at formal courses and qualifications and shorter CPD in conjunction with the skills training council. This was / is not a BREW activity.

Sustainability of Business Resource Efficiency Initiatives

- 8.43 Waste is a strategic priority in the South East, and the programme accounts for 6 per cent of the SEEDA 'Single Pot', this will rise over the life of the programme to 12 per cent.
- 8.44 The key difference with the current programme will be that BREW is mainstreamed through the Business Link work. A key change will be to encourage SME's to implement audit recommendations. To this end SEEDA may implement capital and revenue grants to support companies funding capital investments and to help encourage them to pay for support requirements from consultants. The Northwest is trialling the approach this year.
- 8.45 Given the need to improve recycling services for C&I waste and the reduction in funding, the quickest and easiest 'wins' will be to work with local authorities who already have established trade waste services and provide recycling. As a result the focus of work may change from areas of greatest need as opposed to those that are easiest to tackle in the short run with the reduced funds.

ONE North East (ONE)

Regional Objectives and Priorities For Funds

- 8.46 ONE has two main streams of works in this area:
- The improvement of resource efficiency.
 - Development and support of opportunities for environmental technologies related to the low carbon economy where there is evidence of market failure.
- 8.47 In terms of business resource efficiency ONE has identified priority sectors and businesses. These focus on resource intensive industries and sectors of construction, food and drink, manufacturing (e.g. chemicals and pharmaceuticals). By their nature these are often larger firms.

Key Partnership Programmes

- 8.48 The regional BREW allocation has funded:
- The MIDAS Programme which is helping companies reduce operating costs and increase competitiveness through the reduction of energy, water and waste generation through information, diagnosis, direct assistance and or brokerage with other national and sub regional providers. The Programme offers a one-stop-shop for business resource efficiency services.

- Resource efficiency managers have been employed in the respective sector support bodies working with Constructing Excellence and North East Process Industries Cluster (NEPIC).
- A Recyclate Market Development Action Plan (RMDAP) and study to recommend the most appropriate delivery structure for the region has been undertaken.
- Additional activities delivered by Renew Tees Valley (RTV) which is a sub-regionally funded project which provides business support to the recycling and waste sector. Support is available from WRAP in the rest of the region, but the additional support which RTV can provide links other sources of support and provides local knowledge.
- Joint projects with national bodies have been undertaken for example a three way funded Project between CarbonTrust, ONE and the private sector to increase awareness of carbon management specifically targeted at larger companies.
- Coordination has included hosting quarterly BREW network meetings, BREW1 support in the North East has been promoted under the 'Waste to Resources' branding. This has included supporting/sponsoring business events, direct marketing and development of the BRE web-based portal – www.wastetoresources.co.uk. This has also been used to date to support the integration work with Business Links which has included developing a tool to help advisors or companies identify better management of waste resources.

Lessons Learnt and Potential Future Priorities for Related Work

- 8.49 During the course of the last financial year the NE BREW Network undertook a future planning exercise. This used the same scenario planning and foresighting methodology. Key recommendations from the report included:
- better and more formalised coordination between the delivery organisations;
 - better targeting and focus of resources – this will include influencing the spend of national delivery organisations within the region and better market segmentation; and
 - better coordination of marketing and events.
- 8.50 The RMDAP identified priority work streams for a programme to undertake, in summary these were:
- Wood – there is an increasing demand in the region for wood. There is a key opportunity to improve the collection of wood from the C&I waste stream, particularly from SMEs.
 - Organics – due to the high costs of transportation there is an opportunity to facilitate the development of treatment capacity in the region.
 - Glass – there is a opportunity to improve the collection from the C&I waste stream and to develop the treatment capacity in the region especially for higher value-added products.

- Plastics – further explore the opportunity for niche reprocessing capacity e.g. rPET. Opportunity to exploit regional expertise in plastics.
- Procurement programme – there is need to stimulate the demand for materials and products with a recycled content. The ‘Buy Recycled’ campaign will provide information and guidance to enable procurers to link to suppliers.

8.51 There is also a need to coordinate and embed SCP principles within strategic regional economic development activity.

Integration with Industry Groups

8.52 Embedding support within the sector bodies Constructing Excellence and North East Process Industries Cluster (NEPIC) has proved to be very successful as this is typically where companies in these sectors access business support i.e. with sector specific organisations. Envirowise has piloted the approach placing an advisor with MAS.

8.53 The sector bodies understand the broader issues being dealt with by the sector, speak the language and can facilitate the relationship between the company and the support provider. The two sector managers, based on an input of a day a week or two weeks have achieved the following outputs to date: Construction sector – 46 companies assisted; and Process industries – 14 companies assisted.

8.54 BREW coordination and marketing meetings have reached a number of business groups which otherwise would not have been reached such as Chambers of Commerce, CBI and the like.

Sustainability of Business Resource Efficiency Initiatives

8.55 Future work will need to be funded through the North East Environmental Business Support (NEEBS) Programme. NEEBS was developed to rationalise the disparate environmental business support landscape which existed at the time in the region. BRE work will need to compete with other NEEBS Programmes, and less money will be available to the sector.

8.56 ONE point out the difference in the current project priorities in terms of the focus on process and manufacturing industries and larger companies as compared with the normal Business Link customer base. Business Link mainly serves SMEs, the modal company has four or less employees and are generally from the commercial sector i.e. office based businesses. They are concerned that considerable investment will be made focusing on smaller, less resource intensive businesses when major gains from larger resource industries are bypassed. How this can be resolved given the projects, programmes and skills developed to date and the resource capacity of support organisations going forwards remains to be seen.

Advantage West Midlands (AWM)

Regional Objectives and Priorities for Funds

8.57 Current regional objectives and priorities do not appear too well developed. The regional strategy in relation to waste and the waste hierarchy has been weak. This was identified in The West Midlands Economic Strategy and Action Plan 2004/10 which recognised and made a *‘region-wide acknowledgement and endorsement [that] waste minimisation is missing from the WMES’* and identified that *‘With regards to waste hierarchy, the WMES Is still poor. The formalisation and adoption of the*

Regional Waste Strategy would greatly improve this aspect of sustainability. The Future Advantage Sustainable Development Policy and Action Plan 2006-2010 identifies a greater business focus on waste. The 2007 Sustainability report reviewed the delivery plan and identified specific action which needed to be undertaken to meet sustainability targets. These included:

- A focus on ensuring facilities are available and in place for the efficient and effective recycling and processing of waste and that there is the capacity to deal with a large increase in demand for these facilities which is likely to arise for these facilities through tighter legislation.
- More information and understanding is needed about waste and recycling in the West Midlands. Targeted campaigns should be directed at the largest waste streams, especially commercial and industrial waste and ICT.
- More national planning for specialist waste streams with low arising.

8.58 The BREW programme within AWM was included under the Environmental Technologies (ET) cluster, which is concerned with business opportunities for waste and energy. The corporate plan for 2005/08 identifies two of the cluster objectives as:

- Developing management skills in networks focused on key marketplaces and technologies, such as environmental consultancy or water treatment.
- Pioneering the new ways of working needed to combine sustainable production and economic growth through the National Industrial Symbiosis Programme.

8.59 These functions have now been transferred to Business Link. The aims and objectives of the BREW funding were identified through the Programmes that support was provided to. These are identified below.

Key Partnership Programmes

8.60 The Programmes which received additional or top up funding from BREW funds are shown in Table 8.1. Approximately £1 million in funds were provided to the Programmes.

Table 8.1 – Programmes Receiving BREW Funds in the West Midlands

Programme	Comment
Groundworks, Environmental Management Systems	Funding for additional work on EMS to assist companies achieve the ISO14001 standard. The Ground Work Programme focuses on SMEs and is geographically linked to EU ERDF funds.
Envirowise, Designing-out Waste	A national Programme which is directed through Envirowise. It focuses on helping businesses to understand their carbon footprint. BREW funds provide for an additional five days of Envirowise consultancy /business.
Recyclate growth	Support through consultancy to small SMEs who want to enter waste recycling. Support is provided for new technologies, products and services.
NISP	Top up funding provided to NISP for training to companies to implement resource efficiency.
Promotional Programmes	Events and conferences

Source: Interview the BREW programme manager

Lessons Learnt and Potential Future Priorities for Related Work

- 8.61 The submission for the ET cluster to the 2008/11 corporate plan emphasises the change in firm's perceptions of environmental efficiencies and business change. There is a recognition that the need for promotion and marketing has changed since the initial BREW funding for the programme was provided. Firms understand that being green can also be profitable and good for business as well as good for the environment. As a result, the messages used in promotion need to move on – or markets need to be better segmented as regards their promotion (and support) needs.
- 8.62 An evaluation exercise, similar to this study, is on-going for AWM but no other thoughts or results are available as yet.

Sustainability of Business Resource Efficiency Initiatives

- 8.63 The functions supported and managed by AWM for business-related support for waste and environment are being transferred to Business Link in line with national policy. Currently, Link advisors are being trained in waste and environmental aspects so that they can assist companies prioritise needs and direct them to relevant support mechanisms. In the case of West Midlands, considerable reliance has been placed on Envirowise and NISP. At present the organisational aspects of how Business Link will provide more specialist advice is not identified. The Envirowise programme is being cut by 60 per cent. As a result it is likely that they will not have the resource to service the potential demand. Firms may need to finance their own consultancy needs. Business Link West Midlands identify various sources of consultants (e.g. through the ENDS directory and CIWEM) and this may help to satisfy demand for support in future.

Summary

- 8.64 All BREW Programmes are currently undertaking an evaluation exercise, unfortunately most are at an early stage and limited information from these exercises has been available. These agencies have all received three years of BREW related funding from Defra. This funding included £0.5m annually for coordination and additional funding for specific programmes which have been provided through partnership arrangements.

Priorities

- 8.65 In general RDAs (SEEDA, ONE and YF) have clear priorities and strategies relating to the three main strands of the BREW. These are around:
- the promotion and awareness creation of business resource efficiency;
 - the provision of training and support services to improve resource efficiency and stimulate its uptake; and
 - the support and development of a recycle market where there is market failure.

Programmes Undertaken

- 8.66 The RDA BREW Programmes have supported similar projects e.g. the development of regional NISP Programmes. They have also all used or pointed businesses to the support services provided through national programmes such as Envirowise and Carbon Trust. However this has been done in different ways – ONE and YF used coordination funds to develop user-friendly one-stop advice portals. SEEDA

developed its approach through Business Link. Others, such as AWM appear to have preferred to support the Programme directly and rely on marketing and information passed through Envirowise, business clubs or national information.

8.67 All Programmes have included pilots or trials.

8.68 Most but not all have, as well as focusing business support on SMEs, also identified regional specific high resource use sectors such as construction, manufacturing and food & drink. The sectoral approach has generally focused on larger firms.

Lessons Learnt and Future Priorities

8.69 In terms of promotion, the messages which came from a number of the RDAs were that many firms are now aware of services, but need considerable support to actually take the next step to invest in the efficiency improvement and actively change their processes or environmental behaviours. There are a variety of reasons for this and they vary according to size of firm and sector. Some areas have trialed new measures such as grants which encourage companies to change behaviours and empower firms allowing them greater choice and ownership of how the money is spent and the service or output delivered.

8.70 Generally future work requires:

- better and more formalised coordination between the delivery organisations; and
- better targeting and focus of resources, including influencing the spend of national delivery organisations within the region and better market segmentation.

8.71 The segmentation aspect is one which ties in with environmental attitudinal change across a range of sectors. The sector which is most in advance of this and has developed significant tools and best practice in market segmentation is the health sector. Many of the lessons identified, although not aimed at business, can be re-thought for segmentation of business interests and needs. The Northwest Observatory has undertaken work on this aspect in relation to segmentation.

8.72 The effect of recent announcements regarding future funding has had a mixed response. It may provide RDAs with a better opportunity to influence how resources are targeted at the market in line with regional priorities.

Effectiveness of Working with Key Industry Sectors

8.73 The LDA and ONE both reported successful interventions to improve work with specific sectors. These included working closely with the Construction Business Excellence Programme and seconding or funding advisors to work one or more days a week with key sector associations. Businesses often prefer to approach sector organisations rather than Business Link. The sector bodies understand the broader issues being dealt with by the sector, speak the language and the advisor is then in a position to facilitate the relationship between the company and the support provider. It is not clear how this will be taken into account in working through Business Link but a solution needs to be developed.

Overall Comment

8.74 Although RDAs have had regular meetings there does not appear to have been, for a variety of reasons, much learning from each other and sharing of best practice. Similar tools and portals have been developed in various regions, duplicating time and effort, rather than using a common model around which they could be

customised. As a result some are more useful and user friendly than others. Some have completed products others are still in development. There is, therefore, much scope for collaboration and cooperation in developing approaches to resource efficiency and the SCP agenda the sub-national level.

9. Case Studies

Introduction

- 9.1 In this section we provide case studies of the five main projects supported by BREW NW.

Resource Efficiency Project - ENWORKS

Rationale for Establishing the Project

- 9.2 ENWORKS is an environmental business support Project which was already helping business in the Northwest increase their competitiveness and reduce their impact on the environment by providing a range of practical business support services.
- 9.3 The Resource Efficiency Project was set up to help create or safeguard over 250 jobs, provide 1,000 employees with learning opportunities and generate cost savings of over £10 million. The services offered by the Resource Efficiency Project will help tackle the estimated £50 billion wasted by UK business through poor waste and resource management.
- 9.4 There are three elements of the project work, which are:
- delivering resources to businesses, especially those that were not ERDF eligible;
 - anti-fly tipping project in conjunction with Environment Agency in Preston; and
 - coordination of all resource efficiency activity and strategic links to other regeneration activity.

Management and Operation

- 9.5 The whole of the ENWORKS team works on the Project in some capacity. One regional team coordinates and manages the following:
- delivery partnership and funding;
 - information services and marketing;
 - quality assurance and sharing best practice;
 - independent evaluation and monitoring;
 - communication of achievements; and
 - regional coordination.
- 9.6 The Project sits above five sub regional partners – public and private – who work directly with businesses in:
- Cumbria.
 - Lancashire.
 - Great Manchester.
 - Cheshire and Warrington.
 - Merseyside.

9.7 Delivery is different in each sub-region, but all offer businesses a package of support. This project assists the sub-regional partners through:

- funding their delivery;
- coordinating their activity; and
- managing them.

9.8 There is a cost to the businesses at some stage and it is dependant on the support they need. BREW offers free advice at first contact. The support offered varies and is flexible unlike private sector companies who might have offered the same support but at an inflated price.

Strategic Objectives and Progress Against Them

9.9 The project exceeded all targets that were set. Overall, EN WORKS' achievements have offered regionally coordinated and locally delivered business support on corporate responsibility and resource efficiency including:

- 5,000+ businesses advised.
- 5,500+ jobs created and safeguarded.
- 2,800+ Environmental policies and action plans developed.
- 280+ EMSs initiated.
- 1,700+ people trained receiving qualifications.
- £27m+ sales increased & £54 million sales safeguarded.

ENWORKS Annual Economic Outcomes:

- £16.5 million cost savings (£322 million cumulative).
- £5.9 million investment in environmental technologies.
- £5.8 million cost savings in the pipeline.

ENWORKS Environmental Outcomes:

- 100,000 tonnes CO2 not emitted.
- 1.2 million m³ water saved.
- 2.4 million tonnes materials not used.
- 33,000 tonnes of waste diverted from landfill.
- Substitutions: 2.4m kWh electricity, 25,000 litres diesel, 1,000 tonnes materials.

Synergy with Other Regeneration Activity

9.10 The project worked within the Waste Minimisation Initiative and national BREW partners.

Synergy with Any Other BREW Projects

9.11 Environment Connect gave a single point of access to all of the partner organisations. Members of ENWORKS sit on the steering group of the BREW NW Programme.

Forward Strategy and Succession Planning

- 9.12 The Project has secured additional funding and intends to provide support in conjunction with existing partners and organisations in the same field. Funding is secured until 2010. The extension of funding means the Project has to grow and interact with more business and expand the service.
- 9.13 The Project would like to expand its remit and delivery may also change. There are plans to set up a bank of private sector consultants to help deliver the Project who would be managed by the sub-regional partners.

Lessons for Good Practice

- The project has worked well with regional and national stakeholders. It has managed to engage and collaborate with all partners.
- The internal Project management system was effective.
- The Project is flexible – it has different delivery packages in the sub-regions.
- It is flexible to business needs.

Concluding Remarks/Summary

- The Project helps businesses in the Northwest increase their competitiveness and reduce impact on the environment by providing a range of practical business support services.
- Funding is secured until 2010. The extension of funding means the Project has to grow and interact with more business and expand its service.

ENWORKS Online Toolkit

Rationale for Establishing the Project

- 9.14 The original Project had developed as part of a separate NWDA Programme to record cost savings businesses have made. The ENWORKS Online Toolkit is a bespoke piece of web-based software, hosted on a secure site, with multiple access/security levels enabling it to be used by individual businesses, project delivery bodies, programme managers, RDAs and other stakeholders (such as Defra and national BREW partners), whilst protecting commercial confidentiality.
- 9.15 The software has been manipulated to capture a variety of data sets and is flexible enough to gather information for various projects and funding streams. It can also adapt to consider additional data sets. The Toolkit enables all relevant parties to log, manage, quantify and report in real-time the economic and environmental outcomes of the support they provide to businesses on resource efficiency and waste management improvements.
- 9.16 The On-line Toolkit uses 'BREWmetrics' which have been expanded to other regions and use a wide set of data. Some of these 'BREWmetrics' include:
- CO₂ Savings.
 - Water savings.
 - Material savings.
 - Waste diversions from landfill.

- Material substitutions for biodegradable/recycled materials.

The Toolkit can also contribute to the coordination of projects/programmes within a region by 'flagging' to a user that a new business contact is already engaged with another project/programme using the Toolkit.

Management and Operation

- 9.17 The Project is managed solely by one member of staff. A new member of staff has been hired to support the Project and to help with the skills transfer to other regions.
- 9.18 ENWORKS oversees the development and management of the project. The project manager trains people to use the Tool-Kit. Additionally, the project manager is also involved in initial discussions with other agencies with a view to adopting the Toolkit, gives advice on appropriate software programmes and promotes the product.

Strategic Objectives and Progress against Them

- 9.19 There were no strategic objectives. The project simply adapted a tool to allow multiple programmes to report outcomes on resource efficiency. It has exceeded its requirements as other RDAs have adopted it, which was not part of the original remit.
- The Tool-Kit won the UK CEED sustain award.
 - The Project gave a robust audit trail to extract exact savings from the Programme.
 - It has given credibility to the work of the BREW NW Programme.
 - Defra has used it to illustrate resource savings in the UK.

Synergy with Other Activity

- 9.20 The toolkit collects data for other BREW regions in the UK. It also collects data for the Waste Minimisation Initiative and Envirowise nationally.

Synergy with Other BREW Projects

- 9.21 The Project collects data for the BREW Programme Projects within the Northwest. The Project works in tandem with the ENWORKS Resource Efficiency Project. There were plans to synergise with Envirolink but this has not occurred due to capacity issues and the different methods for capturing outcomes. A change in coding may be required to achieve a synergy with Envirolink.

Forward Strategy and Succession Planning

- 9.22 The Toolkit will continue to be used within the Environmental Business Support Programme using Single Pot NWDA funds. There have also been discussions with NISP to ascertain if they would like to adopt the toolkit.

How Project Promoted the Waste Minimisation Agenda and Who Has It Promoted To

- 9.23 The Project quantifies the level of resource efficiency in the Northwest. This has helped to promote ENWORKS nationally and helped deliver an evidence base to businesses.
- 9.24 The Project has raised the recognition of BREW NW, regionally, nationally and at a European level.

Lessons for Good Practice

- 9.25 To develop the Toolkit the project manager had to sub-contract to a web development company. They in turn sub-contracted out some of their work requirements. This complicated the management of the process. And a more streamlined process would have been better.
- 9.26 It was difficult to manage the expertise needed to complete this Project. Expertise was needed from people with expertise in: the Environment; business tool creation; coding the software; project management; and style and communication.
- 9.27 The Project was able to collaborate with a range of partners including the Carbon Trust and Envirowise, which built on existing relationships. The Consultancy Oak Dene Hollins – who audited the whole BREW Programme – recognised the Tool-kit as an example of best practice.
- 9.28 The Project has begun to market the product itself to RDAs. So far the LDA, SEEDA and AWM have adopted it and YF will soon. The rest of the RDAs are in discussions to access the product. Envirowise have also adopted it nationally.

Concluding Remarks/Summary

- The Toolkit is a unique product and it has been recognised that the Northwest region created this. It gave a robust audit trail to extract exact savings from the Programme and has given credibility to the work of the BREW NW Programme.
- Defra has used it to illustrate resource savings in the UK but, unfortunately, Defra was not able to fund the Toolkit for all nine RDAs
- Without the Toolkit it would be difficult to evaluate the success of resource efficiency in the Northwest.

Environment Connect

Rationale for Establishing the Project

- 9.29 Extensive research discovered that businesses were aware there is environmental support, but were unsure how to access it. Businesses would contact their Local Authority or the Environment Agency without really knowing what advice they required. Lots of businesses were, consequently, not given the appropriate advice and did not have time to pursue the right advice.
- 9.30 Environment Connect is a referral service. The Project provides businesses one number to call for environmental support. From here they are signposted to the appropriate service from the BREW partners. Without this service the partners may not have been reached by the businesses seeking assistance.
- 9.31 In the first instance – October 2006 – the Project used a Telemarketing company to contact businesses to raise awareness of the Project. This generated a number of enquires from the first day the project was launched.

Management and Operation

- 9.32 The project manager oversees a team of five environmental specialists. None of the specialist staff are dedicated to this Project full time. Presently the Project manager responds to all incoming calls and dedicates half of his time and an administration worker full time dedicates all their time to facilitate the project. The rest of the team

cover in the Project manager's absence, as they are fully trained environmental professionals.

- 9.33 The administration worker has been employed to conduct call backs to businesses. Businesses are called after a week to ensure that they have been contacted by the organisations they were referred to. The business then receives another call back after a month to discover what type of advice/service they received.
- 9.34 The Project has changed dramatically since Christmas 2007. Business Link is now the first point of contact and callers are then forwarded onto this Project. The Project has now been absorbed into Business Link. The Project manager trained helpline staff based at Business Link to ensure the right calls are forwarded onto this Project. The Project now only deals with referrals through Business Link.

Strategic Objectives and progress against them

The original objectives were to:

- Set up an advice line.
- Create a managed website.
- Raise awareness of Environment Connect.
- Integrate with Business Link.

- 9.35 The Project has achieved all these aims.

Synergy with Other BREW Projects

- 9.36 There is a great deal of synergy as the project acts as a brokerage service to pass enquires onto the relevant BREW partners, e.g. WRAP, NISP

Forward Strategy and Succession Planning

- 9.37 Business Link intends to keep this Project as its environmental arm. However, free advice may not continue once the BREW funding stops. Currently the Projects' aims are dictated by the Project manager and the wider BREW NW Programme.
- 9.38 The Project has already moved from a pilot, to a Project to becoming mainstreamed into Business Link. The call level has increased since the Project merged with Business Link and now Business Link also cross-sell the service to businesses who may contact them with a totally separate enquiry.
- 9.39 Business Link has launched a new marketing strategy. A marketing company – Creative Concern – is responsible for the marketing plan and the Project is now known as Business Link Environment Connect.

Lessons for Good Practice

- BREW partners have worked well together.
- Follow-up enquires ensure that businesses have been contacted and that the support they received was right for them.
- The Project simplified the message of environment support and gave access to companies that may not have received these types of services due to complications contacting the most relevant organisation.
- It is the first time an existing Project has been absorbed into Business Link. Additionally, it is the first time a regional Project has been absorbed into this

national organisation and the first time a separate organisation had gained access to the Business Link database.

- Due to the nature of the funding this Project can only refer to BREW partners. It may have been beneficial if they could also have been referred to private consultants, who may have been able to address the issue more appropriately. Business Link will now be able to refer to the most relevant organisation.

Concluding Remarks/Summary

- The Project has helped to simplify the message of environment support. The Northwest now has a coordinated approach, which is not available in other regions. This was possible because of existing linkages between the various bodies.
- The synergy and cooperation with Business Link should be commended.
- It is unclear how much businesses may be charged for environmental services once the BREW funding ends.

Waste Technology Virtual Centre of Excellence

Rationale for Establishing the Project

9.40 Envirolink Northwest aims to support the development and growth of the environmental goods and services sector in the Northwest of England by:

- increasing the levels of knowledge and technology transfer and innovation within the sector;
- increasing the level of knowledge and skills in the current and future sector workforce; and
- promoting the sector in regional, national and international markets.

9.41 The work of the Recycling and Waste team has four main elements:

- Research and Development
 - Facilitating co-operative research and development work in industry and academia.
- Technology Commercialisation
 - Demonstrating capabilities of new technologies.
- Sector Development
 - Supporting the Northwest region to become the premier business hub for waste treatment operations, throughout the UK and worldwide.
- Market Development
 - Ensuring that high-value and practical uses are developed for materials produced by waste treatment and recycling

9.42 The Project introduces companies to local supply chains through 'Meet-the-Buyer' events. This gives local business a chance to meet with large organisations such as United Utilities who are bidding for the Waste PFIs in the Northwest. It is hoped these companies will use local companies in the future as a result of networking at these events.

Management and Operation

- 9.43 There are fourteen professional staff, one finance worker and an associate based in Cumbria. They also have a framework of twenty-six consultants who are used if specific skills are required.

Strategic Objectives and Progress Against Them

- 9.44 The Project has over achieved against its strategic outputs. The Project strives to ensure there is a market and a product for environmental goods and services. Over thirty events have been organised since the project's inception.

Synergy with Other Regeneration Activity

- 9.45 The Project helps business to grow and develop, which strengthens the economy in the Northwest. It also conducts quarterly market studies, which help to assess the economic benefits of the waste PFIs.
- 9.46 In Knowsley the Project has been successful in encouraging the Local Authority to use recycled materials. Knowsley MBC now commits to using 10 per cent recycled materials in all construction projects. In 2006/07 Knowsley spent £7,000,000 in total in construction, this meant that £700,000 was spent on recycled products.
- 9.47 In partnership with RENEW Tees Valley the Project has facilitated a pub and club glass recycling initiative across the north.

Synergy with Other BREW Projects

- It is part of Environment Connect
- The Project manager sits on the NISP Project delivery group for the Northwest
- WRAP sits on their strategic board and a WRAP recycle at work adviser works in their office.

Forward Strategy and Succession Planning

- 9.48 In November 2007 the Project developed a forward strategy for March 2009. The forward strategy was then discussed at a strategic board meeting in December 2007.
- 9.49 The Project manager has met with the NWDA and the BREW partners to develop a Gant chart for developing a new programme for 2009/12.

How Project Promoted the Waste Minimisation and Resource Efficiency Agenda and Who Promoted To

- 9.50 The Project focuses on re-use rather than minimisation. It promotes the treatment and reuse of waste and aims to develop products that can increase profitability and efficiency in recycling techniques.

Lessons for Good Practice

- 9.51 The networks have been a great success. The R&D network was active and beneficial to all of its members. The purpose of the networks is to up-skill, raise awareness and also give an opportunity for businesses to forge consortiums to secure work.
- 9.52 The creation of a Recycling and Waste Supply Chain Directory gives business a comprehensive guide to the services offered by companies in the Northwest.

Concluding Remarks/Summary

- The work of the Recycling and Waste Team has four main elements:
 - Research and Development.
 - Technology Commercialisation.
 - Sector Development.
 - Market Development.
- This is a unique Project that is highly regarded by businesses operating in this sector. The level of repeat business reflects the success of the Project. However, the real benefits of the Project have yet to be seen.
- The Project helps business to grow and develop, which strengthens the economy in the Northwest.

Sustainability Mentoring

Rationale for Establishing the Project

- 9.53 The global market for ETS in 2003 was valued at £365 billion and is forecast to grow to £750 billion/annum by 2010. The Northwest is at the forefront of the industry in the UK and this sector is one of the fastest growing industries in the region. Therefore, the environment was identified as the first sector in which to establish a mentoring Programme, as a need for new skills within the sector was detected.
- 9.54 There is market failure in the sector which this Project has addressed as there was no scheme in place which supported and encouraged graduates to work in this sector and remain in the region.
- 9.55 The strategic role of the Sustainability Mentoring NW Programme is in the up-skilling of the ETS Sector and retaining graduates in the region.
- 9.56 The aim of the Project is to help undergraduates, postgraduates and young professionals interested in, or working in, the environmental technologies, regeneration and wider environmental economy to gain a better understanding of how the sector functions and its skills requirements. In return the Project will improve the economic wealth of the region by developing the skills of the workforce by making sure that today's graduates are equipped with the necessary skills base to help develop the sector.

Management and Operation

- 9.57 The Project is managed by a Project manager who is hosted by Envirolink Northwest and is run in partnership with RENEW Northwest.

Strategic Objectives and Progress Against Them

- 9.58 This Project works with universities and organisations in the region with the aim of:
- raising the profile of the environmental technologies, resource efficiency and regeneration sectors;
 - encouraging highly motivated skilled graduates to remain in the region;
 - identifying student placement opportunities;
 - developing mentoring skills and staff within the relevant organisations; and

- helping young professionals develop vocational non-technical skills to improve the skills in the sector.

9.59 Some additional outputs that the Project collected were:

- first round of student programme achieved 53 pairs (agreed target 50);
- second round of student programme achieved 86 pairs (target 70);
- first round of the young professional mentoring scheme exceeded target of 40 participants with 53 participants to date;
- from the first round of student mentoring, six students found employment, nine students secured work experience as a direct result of taking part in the programme; and
- 91 per cent of the students felt more employable after taking part in the scheme.

Synergy with Other BREW Projects

9.60 Through the mentoring process all participants will be made aware of the BREW partnership, the services which are provided and Environment Connect. BREW partners were invited to take part in the mentoring scheme which gave them an opportunity to communicate their roles and the work of their organisations amongst the Graduates and young professionals who took part in the scheme.

Forward Strategy and Succession Planning

9.61 The forward strategy is to continue to fund this project until such a time as there is a centrally funded scheme in place or the sector recognises the value of the Project and begins to fully fund it.

How Project Promoted the Waste Minimisation and Resource Efficiency Agenda and Who Promoted To

9.62 The Project benefits regional companies that pay for landfill by helping them to source talented graduates and to retain and up-skill their current workforce. Therefore the Project indirectly improves resource efficiency, waste management and divert waste from landfill by bringing in a relevant skill base to do so.

9.63 The Project has also organised two careers workshops which have included presentations from professionals working in the waste sector. These have informed graduates about the work of professionals in the sector as well as promoting careers in the environmental and waste sectors

Lessons for Good Practice

9.64 The Project manager developed a five stage model to complete the project. It has been recognised by some business in the financial sector and they are currently in talks to adopt it as a model they can use in their sector.

Concluding Remarks/Summary

- The aim of the Project is to help undergraduates, postgraduates and young professionals interested in, or working in, the environmental technologies, regeneration and wider environmental economy to gain a better understanding of how the sector functions and its skills requirements. It is forward looking and the benefits it can deliver may not all be realised until some point in the future.

10. Conclusions & Recommendations

Conclusions

General

- 10.1 From the work we have undertaken in the short timescale available for this study, it is clear that the BREW NW Programme has been well received and well delivered across the region.
- 10.2 The Programme has been well managed and fostered a number of productive relationships between partners. It has also been managed well financially with the amount of expenditure defrayed being in-line with the allocation from Defra. The small overspend that was built up has been covered by NWDA from its own budgets.
- 10.3 In terms of delivering outputs, the Programme has met or exceeded the vast majority of its targets. This supports our view that the Programme has been well managed and also indicates that it has supported projects in-line with the needs and requirements of businesses in the region.
- 10.4 The £105 million of cost savings reported by the projects is substantial. It represents a significant value in financial savings to the Northwest economy. Indeed, it represents 15 per cent of the potential savings identified for the Northwest in the Oak Dene Hollins report (2007). This provides an extremely solid base on which to build in future years as greater levels of resource efficiency, financial benefits and environmental enhancements are achieved.
- 10.5 Indeed, the business community seems to have risen to the resource efficiency challenge once it has been able to understand the economic savings that can be delivered to individual businesses. This offers potential for the future as it enables projects to speak to businesses in terms and language they understand rather than in broader sustainability terms which may not be fully understood by the business community at present.

The Reference Case

- 10.6 In trying to consider what might have happened without the interventions supported by the BREW NW Programme it is fair to say that the level of resource efficiency savings made and the positive impact on the environment achieved would have been far less. Some businesses would have progressed along this route but the volume of savings and impacts achieved would have, undoubtedly, fallen short of what has been achieved as evidenced in this report.

Strategic Added Value (SAV)

- 10.7 The role of the NWDA has been crucial in making this Project a success. The following is a summary of our thoughts on how the NWDA has delivered SAV within the context of the BREW NW Programme:
- Strategic leadership: Working at the regional level the NWDA is the only body that could have taken this Project forward. Nevertheless, there was also a need for the NWDA's staff to shape the Programme in-line with the characteristics and to display strong and clear leadership. This has been achieved and many

of the consultees we spoke to recognise this and see the removal of BREW funding as a retrograde step by the government.

- **Strategic influence:** The coordination role of the NWDA has displayed a great deal of strategic influence and encouraged a range of partners already active in the resource efficiency field to come together and unite under the BREW banner. In this way, the NWDA has been able to influence the interventions that have been made and steer the policy agenda for the future.
- **Synergy:** Supporting development of the Online Toolkit and subsequently allowing this to be taken up and used by other RDAs has displayed a good approach to synergy at the sub-national and national level. A standardised output measurement framework that is adopted across the country will allow for greater synergy in measurement and assessment of outputs as well as enhancing the profile and importance of monitoring.
- **Business Resource Efficiency:** The Northwest has the second greatest potential savings to be made in this field and the BREW NW Programme has assisted in attaining 15 per cent of the available savings. This is an excellent performance over the three year period of the Project when some of the time would have been dedicated to project establishment and development as well as implementation. There is much more to be achieved and the momentum of the Project is important to be carried forward as much as possible post April 2008.
- **Supra-Regional Contributions:** The project has, so we are told, done more than its regional counterparts to raise the profile of the business resource efficiency agenda and to support a supra-regional approach to national policy objectives. The NW Programme has developed a monitoring toolkit widely recognised as best practice and adopted by other regions. It has also had part of its intervention mainstreamed into the work of Business Link and this is again an element of best practice that should be applauded.

A.1 Consultees

Individual	Organisation
Liz Broome	AWM
Helen House	BREW Centre for Local Authorities
Kevin Lambert	Carbon Trust
Roy Stewart	Centre for Construction Innovation – University of Salford
Kate Radford	Cheshire and Warrington Economic Alliance
Simon Sjenitzer	Cumbria Vision
Martin Andrews	Envirolink Northwest
Amy Glover	Envirolink Northwest
Sue Bradburne	Environment Agency
Nick Ward	Envirowise
Todd Holden	Groundwork
Samantha Nicholson	Groundwork
Jamie Bearman	Groundwork
Joe Martin	Lancashire Economic Partnership
Fiona Gibbs	LDA
Bill Greenhalgh	NWDA
Vicky O’Kelly	NWDA
Ray Waters	One North East
Melvin Caton	SEEDA
Alan Bury	The Manufacturing Institute
Professor Ken Green	University Of Manchester
Sarah Downes	WRAP
Angela Todd	Yorkshire Forward