GreenWorks

TUC GreenWorkplaces Project Report 2008–10





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Executive summary

GreenWorkplaces projects are workplace-based initiatives that bring together the practical engagement of both workers and management to secure energy savings and reduce the environmental impact of the workplace. This can be achieved through awareness-raising events, staff surveys and training workshops. Successful projects often set up joint management and union environmental committees with framework agreements that embed workforce engagement on carbon reduction and environmental sustainability into the way organisations do their work.

The TUC GreenWorkplaces Union Modernisation Fund (UMF) project supported unions in seven pilot projects in some or all of the following activities:

- staff opinion surveys and quizzes
- union green events, environment days and green fairs, including involvement from outside speakers and environmental organisations
- trade union environmental training, including active discussions on the role and function of union green reps, facilities needed to carry out that role and ways to overcome the barriers to employee engagement on environmental issues in the workplace. Each course was customised for the workplace involved following in-depth discussions with management and unions
- negotiations on environmental consultations with management – either through support and advice at face-to-face meetings, or in writing or via telephone conferences.

Further support was offered through access to best practice case studies, relevant legislation and provision of an environmental reps education workbook.

All projects involved up to two days' training provided by TUC Education based at Stow College, Glasgow, with production of a training report summarising feedback from course participants and the discussions and outcomes from workshop activities. These reports offered observations, guidance and further support for the progress of the pilot projects and were distributed to all unions, training participants and management. Each project has been provided with its own case file documenting the outcomes and achievements of the project along with details of key contacts.

Key findings

- **Each pilot project enabled a range of initiatives around resource saving and energy reduction to take place** and was established on a principle of cooperation between management and unions. Mutual appreciation of the material impact that these projects can have on reducing carbon emissions has fostered improved industrial relations. This has expanded union experience of a key business goal – carbon reduction.
- **The project trained 97 environmental representatives**, resulting in changes to workplace structures and the formation of environmental committees/forums. This highlighted the importance of improving green skills in the workplace and building the confidence to encourage behavioural change. This was achieved by focusing not only on technical skills but also on the more generic skills of influence and persuasion, and communication skills.
- **All projects were effective in building capacity to extend the trade union consultation agenda** to cover environmental issues and were union-led. Pilot projects demonstrated the key role that trade unions can play in mobilising workplace concern over the challenge of climate change.
- **Improved communication was evident in all projects**, with those quick to set up formal structures being especially successful in linking top-down management approaches to union-led bottom-up approaches.

Lessons learned

- **Employers need to see unions as part of the solution**. Union involvement can lead to business benefits through improved environmental performance.
- **Involving reps and members from a wide range of occupations** expands the wealth of worker expertise.
- **There is no one-size-fits-all approach** for engaging in greening the workplace projects. Different employers will have different environmental strategies in place (if any) and different networks for communications, and varied mechanisms for staff consultation can exist across different sectors and unions. Projects involve a great deal of work, effort and commitment to generate success.

Best practice identified

- **Joint union approach**. By approaching management jointly, unions were able to encourage good industrial relations.
- **Senior management buy-in**. Active engagement from senior management is crucial to project success, in terms of both delivering results and convincing stakeholders that the project can succeed.
- **Union involvement and establishing environmental committees**. Evidence from the UMF project demonstrates that putting in place formal structures and obtaining time off for green reps to carry out environmental duties is essential to achieving quick progress and building effective campaigns.
- **A commitment to make the environment a union priority** is needed to ensure success and changes to environmental working practices.
- **A strong union identity** increases staff involvement in surveys, events and training.



Next steps

TUC GreenWorkplaces pilot projects and affiliate greening the workplace initiatives demonstrate that the TUC's work with affiliated unions has reached a tipping point. The TUC's development model is based on capacity building in demonstration projects, with training courses, training materials, and other support activities. It has helped to set standards and ensure the spontaneous development of many other green workplace projects throughout the UK.

Looking ahead, the point has now been reached where there is so much environmental activity out there that coordinating a network of union green reps and developing the resources to support it must form the next stage of the Greening the Workplace programme. This would exploit the true potential of workplace engagement in climate change. The TUC is seeking funding to take this work forward.

Section 1: Introduction



In 2008, the TUC gained funding from the Union Modernisation Fund (UMF) through the Department for Business, Innovation and Skills (formerly Business, Enterprise and Regulatory Reform) for two years to support union initiatives at a range of pilot workplaces aimed at making these workplaces 'greener'. This UMF-funded round of projects builds on the capacity created and lessons learned from a previous round of TUC GreenWorkplaces demonstration projects funded by the Carbon Trust. These earlier pilot projects showed how union involvement resulted in actual or potential energy or carbon reduction in the workplace.

The UMF supports projects that contribute to or explore the potential for a 'transformational change' in the organisational efficiency or effectiveness of unions. This is a planned change that involves a lasting alteration to the structure, processes, culture or strategy of a union.

The TUC's decision in 2007 to bid for UMF funding to support a GreenWorkplaces initiative reflects its recognition of the challenge of climate change as a TUC strategic priority. Climate change and the environment was the centrepiece of its 2006 Congress. This included presentations from Al Gore, former US Vice President, and the then Environment Secretary, David Miliband MP and a plenary debate on the workplace context. The 2006 Congress also called for more environmental action at workplace level to assist with the transition to a low-carbon economy. This presented a unique challenge and opportunity for unions to contribute meaningfully to an issue that is revolutionising the very meaning of 'operational efficiency' within a modern economy.

The TUC's GreenWorkplaces initiatives are now reflected in Government climate change and energy strategy. "Sustainable consumption and production" is a strategic objective of the Department for Environment, Food and Rural Affairs' (Defra) *Sustainable Development Action Plan 2009–2011* to boost resource efficiency of business operations and processes. The Plan also states that "strengthening employee engagement is a priority" to ensure that staff are involved in delivery.

Meanwhile, the Department of Energy and Climate Change's (DECC) *Low Carbon Transition Plan* (the 2009 White Paper) noted that workplaces were responsible for 20 per cent of UK emissions: "The changes we need to make to 2020 and beyond will transform our workplaces and our whole economy … The plan to 2020 will cut emissions from our workplaces by 13 per cent on 2008 levels, and build the UK's position as a global centre of green manufacturing in low carbon sectors."

The TUC noted in its UMF bid that: "The funding sought would enable the TUC to develop its knowledge of how best to deploy the union movement's resources to meet the challenges laid out above. The project would transform the TUC's capacity to provide support and advice to unions to identify problems and work with employers to develop and implement solutions", such as: improving energy efficiency; improving waste disposal and recycling; and dealing with travel to work issues. Working with our affiliates, the project would seed demonstrations of joint union-management-membership initiatives.

Funding was secured in autumn 2007, and the project commenced in April 2008 following the appointment of Sarah Pearce as UMF Project Leader. Sarah's two-year appointment was facilitated by a two-year secondment from UNISON, for which the TUC would wish to express its appreciation.

The TUC's environmental education courses and other resources provided by unionlearn and the Trade Union Education Department at Stow College played a key role in laying solid foundations for the GreenWorkplaces projects assessed here (see Appendix).

The TUC established an internal management team to advise on the implementation of the GreenWorkplaces project. Led by Frances O'Grady, TUC Deputy General Secretary, the team included the Head of the TUC's Economic and Social Affairs Department as project coordinator, a TUC Senior Policy Officer adviser, the Trade Union Education Manager at unionlearn to provide advice on training, the TUC Finance Manager, the Head of TUC Campaigns and Communications Department to advise on media and conference arrangements, and a representative of the TUC's regional staff to advise on candidate projects.

The project was overseen by a UMF advisory group chaired by Paul Noon, General Secretary of Prospect, with membership drawn from members of the Trade Union Sustainable Development Advisory Committee (TUSDAC).

A process of open advertising among TUC affiliates drew a number of first-round project proposals. Original bids to the TUC's UMF programme were assessed on the evidence that projects could contribute to the transformational changes underpinning the UMF philosophy. Taking the two years 2008–2010 as a whole, the GreenWorkplaces project supported projects proposed by affiliates at British Telecom, Great Ormond Street Hospital for Children, Leicester City Council, the National Library of Scotland, National Museums Liverpool, the National Union of Teachers (NUT) and United Utilities.

Project aims

The aims of the project were:

- to develop good practice in workplace environmental activities
- the provision of environmental training for workplace 'green reps', supported by training materials, a workbook for reps and other materials covering best practice and relevant legislation
- to support and provide advice for union reps and officers that would aid consultations with employers
- to raise awareness within the trade union movement, business and the wider population of the union role in environmental issues.

In addition, the TUC was committed to holding a national conference to showcase the project at Congress House, London, on 15 March 2010, chaired by Paul Noon, General Secretary of Prospect.

The process of identifying candidate projects for inclusion in this round of GreenWorkplaces projects was undertaken by the TUC in consultation with affiliates, with applications assessed by the UMF advisory group. Potential pilot projects showed the potential for 'transformational change' through activities such as:

- enhancing union understanding of energy efficiency and cutting carbon emissions as a key business practice
- expanding union experience of partnership working with management on a key business goal
- increasing the capacity of union officials to extend the consultation agenda to include new and emerging issues relating to the environment
- sustained engagement and dialogue between employees and management on environmental issues that will help to transform employees' understanding of the workplace as a focus of action on climate change and help to secure lasting changes to union-management relations.

The UMF project aimed to develop good environmental practice in 10–15 workplace projects. However, some of the successful bids were multi-site initiatives, the largest being United Utilities, which encompassed union representatives from several hundred installations across the north-west. Union reps from more than 20 sites, many with multi-site responsibilities, attended the launch of the project at UU and, similarly, reps from nearly 20 sites attended both workshops. The

project at Leicester City Council also expanded beyond its original remit of focusing on a handful of city centre administration blocks to canvassing staff from over a hundred sites across the city.

In total, 17 workplaces were identified that demonstrated the potential to be included in this round of GreenWorkplaces projects and 14 scoped in detail. Projects that were not able to go ahead this time, in sectors such as the newspaper industry, higher education, the civil service and prison service, still have the potential to emerge as successful initiatives.

This report summarises the activities and outcomes at the workplaces involved, detailing progress made at each of the seven pilot projects. Section 3 presents an evaluation of the impact of the GreenWorkplaces projects, assessing their success against the original aims and objectives, and providing evidence that the pilot projects demonstrate 'transformational potential'. Finally, it gives an overview of lessons learned and best practice identified.

Trade unions participating in the pilot projects were BDA, BMA, Connect (now merged with Prospect), CSP, CWU, GMB, NUT, PCS, Prospect, RCN, UNISON and Unite.

Acknowledgements

The TUC wishes to thank Graham Peterson, TUC Tutor at South Thames College, London, author of *Targeting Climate Change*, a TUC Education workbook for union reps produced as part of the GreenWorkplaces project; and George Waldron, TUC Tutor at Stow College, Glasgow, who designed and delivered training workshops for all the GreenWorkplaces projects featured in this report.

For further information on TUC GreenWorkplaces visit: **www.tuc.org/environment**



Section 2: Case studies



British Telecom, Adastral Park, Ipswich

Adastral Park is British Telecom's (BT) research and development headquarters as well as housing more than thirty other companies. BT plans to redevelop the park to create "a sustainable community" with homes as well as jobs on site and a renewable energy plant providing heat and power. The whole site uses 75MKwH of electricity, which is the biggest contributor to CO_2 emissions of approximately 45,000 tonnes per year. In addition, there is the commuting travel impact of the site's 4,000 employees. The company has a target to reduce CO_2 emissions by 80 per cent compared with those in 1996.

The GreenWorkplaces project offers an opportunity for unions to play a crucial role in improving workforce engagement at a time when redevelopment plans point to an expansion in the BT workforce. There are more than 3,500 BT staff plus 500 non-BT employees at Adastral Park, and union members belong to both Prospect (formerly Connect) and CWU.

> *"Our vision is to create an innovation centre that is truly sustainable and fit for the 21st century. True sustainability is a team effort and cannot be achieved without the active co-operation and interest of all. The unions have a strong history of helping BT and its people in meeting the challenges brought about by our modern world. I am pleased to see their active involvement in the challenge of making a significant reduction in our carbon footprint."*
>
> **Phil Dance, Managing Director, Adastral Park, BT**

The main goal of the TUC's project at BT is to involve the workforce in a bottom-up approach to greening BT, initially by engaging staff in site-wide carbon impact assessments covering energy, water and waste.

Nationally, BT currently has an extensive, largely top-down approach to managing environmental issues. To complement this approach, it has set up a network of 'carbon clubs' that now have more than a thousand members. Some of these clubs are union-led. The clubs are aimed at "bringing colleagues together to discuss climate change issues and help make a difference" at work, at home and in the local community.

Following extensive scoping to identify a project within the ICT sector, the GreenWorkplaces project at Adastral Park was kick-started in October 2009, providing an opportunity to extend staff engagement by offering trade union training to any member of staff keen enough to get involved. Consultations followed between onsite Connect and CWU reps, senior management and the TUC Tutor during November 2009 on organising a union environment day and a TUC workshop at the end of the month to coincide with a 'Connect week' and a range of union activities.

As the project was a joint undertaking between BT and the unions, agreement was reached for BT's own environmental policies and procedures to be included in the training pack for course participants. Advertising and enrolment for the training course was distributed to union members through Connect and CWU, and to all other workers, including non-BT staff, via the Adastral Park's intranet. For BT staff, agreement was reached that participation could be registered as an official BT volunteering activity, with hours included in staff personal development plans.

On union environment day, employees were able to visit the Energy Saving Trust's 'energy doctor' for one-to-one advice and to try out a driving simulator to practise eco-driving techniques. Union stands provided further green advice and books, plus an energy-efficient light bulb and energy meter try-it-before-you-buy-it service.

The day-long training workshop began with a welcome and message of support from the Managing Director of Adastral Park explaining why he felt union involvement in environmental workplace issues was important for the business. This was followed by a presentation from a union member covering how BT's environmental strategy is governed, the company's environmental management system, its climate change targets and a list of key management contacts for every environmental aspect of the business.

Eleven members of staff took part in the training, including one non-BT employee. Two key suggestions arising from the workshop were to formalise the environmental agenda to boost frontline employee involvement and to increase employee ownership through greater union participation. There was a general consensus among the group that BT should build on the existing carbon club structure, and solutions discussed included setting up an environmental forum linking the new bottom-up approach with the existing top-down one. One participant commented in the course evaluation: "I want to participate in the environment forum and get further involved as a union environment rep."

The first meeting of the Adastral Park environmental forum took place in mid-January and consultations will continue to negotiate its role and responsibilities with the site management team. This work complements that of the union health and safety reps who are operating in conjunction with both unions on site.

All staff who registered for the training have joined the forum, and carbon impact assessments are underway. Following a review by union environmental reps, a plan has been approved to replace 59 bottled water units with plumbed-in tap water chillers, avoiding the need to produce, deliver, store and lift more than 3,500 18 litre water bottles a year.

With support and training from the union, the lead union environment rep has been able to expand his role and become the official site-wide sustainability champion on behalf of senior managers.

Union carbon club events and seminars will be held regularly. Meanwhile, the lead Prospect (formerly Connect) environmental rep has been invited by the Department for Transport to address an international conference on "harnessing and building on the power of the people". The event will be attended by local and regional government staff, sustainable transport professionals and the private sector, and provides the first opportunity to disseminate lessons learned at Adastral Park and introduce the work of the TUC GreenWorkplaces project.

"I have found the union support and resources invaluable for my own personal development and awareness on environmental matters, which has directly fed into my employment activities. The full range of union resources has been used, from online information feeds, training events, local, national and even international conferences, green camps and booklets through to local branch representation and support."

Andrew Cassy, Prospect (formerly Connect), union environment rep, BT

Great Ormond Street Hospital for Children, London

Great Ormond Street Hospital for Children NHS Trust (GOSH) is a national centre of excellence in the provision of specialist children's healthcare that employs approximately 3,595 people. In line with the NHS carbon management programme, the hospital has set an initial target of a 15 per cent reduction in its carbon emissions between 2008 and 2012, equivalent to 2,124 tonnes of carbon. This is in addition to a 62 per cent emissions reduction resulting from the installation of two combined heat and power units.

The hospital project was instigated at the request of the UNISON branch at Great Ormond Street Hospital, where union members identified the potential for a more systematic approach to energy saving and cutting resource use in the workplace. With work underway to redevelop and refurbish the hospital site, the project presented an opportunity to ensure workforce engagement in the hospital's sustainability strategy. In March 2009, the UNISON branch submitted a project brief to the staff involvement forum (SIF), the chief joint negotiating body at GOSH, and the initiative won the support of all other unions and professional bodies – the British Dietetic Association, the British Medical Association, the Chartered Society of Physiotherapy, RCN and Unite – as well as the Chief Executive of the NHS trust.

Within weeks, joint consultations with the Environmental Services Manager were underway to design a staff survey aimed at raising the profile of environmental issues and uncovering relevant training themes. The survey included sections to assess staff awareness of the trust's existing environmental policies, its carbon reduction strategy and the effectiveness of its own scheme for workplace engagement, a network of 'environmental prefects'. The questionnaire provided staff with an opportunity to voice their opinion on workplace environmental issues.

> *"Great Ormond Street Hospital emits 14,160 tonnes of CO_2 per year, including energy, water, waste, transport and staff commuting (2005 –2006 baseline)."*
>
> **Carbon Management Strategy and Implementation Plan, March 2008.**

> *"If the NHS shaved 15 per cent off its energy consumption, it would save £50 million per year on its energy bills or the equivalent of 7,000 heart by-pass operations."*
>
> **Sarah Lewis, UNISON branch secretary, GOSH**

The survey revealed that an astonishing 90 per cent of respondents showed an interest in becoming environmentally active through attending training or conducting energy walk-rounds of their departments. Two-thirds of respondents felt recycling could be better handled in terms of its organisation, publicity and the range of items covered, while 67 per cent of respondents also believed that their department could be more proactive in ensuring that lights, computers and televisions were switched off when not in use. One in five also requested more support for walking- or cycling-to-work schemes.

With regard to employee engagement on environmental issues in the workplace, 54 per cent of survey respondents were unaware of the trust's environmental policy and only 10 per cent knew of the environmental prefect scheme. Survey results also reflected that environmental action was new to the unions at GOSH, with only four per cent of

respondents being aware of union activity on green issues. This reflected the fact that the GOSH project had not yet been officially launched. These findings point to the potential for the project to engage with employees. Commenting on the survey results, UNISON green rep David Bones said: "There's an awful lot there that can be achieved by changing staff attitudes rather than relying on expensive schemes."

Within a month of the survey being issued, a green fair was held in May 2009. The event featured keynote speeches from the Chief Executive of GOSH NHS Trust and Dave Prentis, General Secretary of UNISON. The Energy Saving Trust and Camden Climate Change Alliance also took part. The TUC GreenWorkplaces Project Manager offered examples of best practice in other TUC GreenWorkplaces in Camden. With more than 100 staff dropping in on the launch event, the 40 available training places were quickly oversubscribed.

Crucial to the success of the training day, held in August 2009, was the participation of senior managers, such as the Chief Operating Officer. The advantages of this joint approach were highlighted throughout the two days' training, with the tutor reporting that: "When criticisms on procurement policy were raised by the group in general, they were able to be dispelled by representatives from procurement management. Also, the added value of having frontline workers involved was evident from the quality of technical, clinical and medical knowledge these participants were able to offer to the environmental discussions." The tutor's report says: "The discussions embodied a partnership approach, with top-down [management] meeting a bottom-up [frontline workforce] to work together on the environmental agenda."

Feedback was positive on course evaluation forms: "The course put down solid foundations for each of us to build on, both together in the workplace and individually" and "I can take the ideas into work and set up a group to discuss/have support systems to implement ideas".

Building on recommendations from the workshop report and ongoing workplace consultations at SIF, a new joint environment committee (JEC), including senior management and union representation, has been established. It meets every six to eight weeks. The 30-member committee is chaired by the UNISON branch secretary and includes people from a range of occupations: IT, procurement, estates, finance, patient and staff safety, human resources, radiology, housekeeping and portering. With its remit agreed by the trust's management board, all members are granted reasonable time off to conduct official committee business during work hours and carry out environmental audits. During inductions for new employees, which cover approximately 75 to 100 members of staff at a time, union reps are now citing the JEC's work as an example of unions working in partnership with management. To help spread the environmental message in a fun, child-friendly manner, the JEC has relaunched the hospital's children's mascot – 'Envirolump' (pictured on page 30). With Envirolump's help, committee members have given presentations on the GreenWorkplaces project to staff at department away days.

Looking ahead, a further environmental awareness day is planned for the hospital's staff, patients and visitors. A competition for children at the GOSH-based school and staff crèche is underway to design posters and leaflets for the day. In the meantime, the JEC is creating environmental checklists to be used to audit the trust. JEC members will visit all wards, departments and units over the next few months. Its representatives on the hospital's environmental strategy team will work closely at the highest level to help develop the trust's overall green strategy.

Leicester City Council

Leicester City Council has won Beacon status in recognition of excellence in its work on the environment and during the 1990s Leicester became the UK's first Environment City. The council has targets across a number of environmental issues, with key ones being to reduce both its CO_2 emissions and its energy use by half by 2025 compared with 1990 levels.

The council's Eco Management and Audit Scheme (EMAS) provides a positive setting for the recognised unions (GMB, UNISON and Unite) to develop a GreenWorkplaces pilot project. There is considerable potential to widen the reach of the project to cover all aspects of the council's service delivery and provide an opportunity for further union collaboration.

The UMF project proposal, initiated by the UNISON branch, stated that an approach to working closely with management at a workplace level, while not without its challenges in the context of widespread public spending cuts, presented an opportunity for union members to play a vital role in engaging the 15,000-strong workforce with EMAS. With the project approved in early 2008, both the GMB and Unite were invited to join forces early on in the project to demonstrate a joint approach.

Preliminary meetings were held in October 2008 with the UNISON branch secretary and the branch convenor (who had taken on green rep responsibilities for the project), as well as regional and national UNISON officers, to assess the potential for resource savings from the project. During November and December, there were ongoing discussions with the other unions and the environment team at Leicester, and work progressed on creating a project proposal to put to the joint management and trade union side.

In February 2009, with cross-union support, a brief was submitted to and approved by senior management. The following month, the TUC Project Manager, the council's Director of Regeneration, Highways and Transportation, representatives from both the council's environment and energy teams, and all three unions met to discuss in more detail the breadth of the council's work on sustainability, including mapping its network of 62 environmental reps. These Environment Network Representatives are council volunteers who act as environmental champions in the workplace.

The following few months saw further meetings with union reps and the environment team to discuss the project's potential reach and agree content for an all-staff survey to be led by the unions. Although preliminary discussions considered the idea of a project focused initially on administration blocks in the city centre, it soon became apparent through talks with the environment team that the council's greatest challenge was in raising environmental awareness among hard-to-reach staff operating remotely or on outlying sites, such as parks and housing depots. Following extensive collaboration, the TUC produced a joint union-management leaflet to raise the project's profile in isolated locations and at multi-site union meetings.

In August, training was given to union branch staff on setting up an online survey and further meetings took place with the energy and environment teams to get an overview of the council's extensive environmental monitoring and management work taking place as part of EMAS.

> *"Leicester City Council produces approximately 66,184 tonnes of CO_2 per year, equivalent to that produced by 11,000 households."*
>
> **Duncan Bell, Senior Environmental Consultant, Leicester City Council, TUC workshop, November 2009**

For the first time, arrangements got underway for a union stand at a lunchtime event organised by the council as part of its annual Big Switch Off campaign. The event was aimed at raising staff awareness of energy use at council premises across the city. The union stand proved extremely popular: in just an hour, more than twenty people pledged to become more active in greening the workplace.

The Big Switch Off event was followed by the unions' staff survey. During November, more than 260 people responded from across a wide range of council services covering over a hundred sites across the city. Staff provided feedback on where they thought the council was performing well, and where further improvements could be made. Of those who responded, 70 per cent were union members.

The survey demonstrated a high level of awareness of the council's environmental policy, with 88 per cent reporting that they were aware of it. However, when asked about the council's effectiveness at reducing its environmental impact in the workplace, for example its energy use, travel, handling of waste/rubbish and water use, 44 per cent ranked its performance as "average" and 27 per cent as "not very good"; 25 per cent thought the council's performance was "quite good", with 2.3 per cent rating it as "very good". When asked: "How good do you think the union is at tackling environmental issues?", 41 per cent ticked the option "don't know". Only 3 per cent felt the union was "very good"; 19 per cent responded "quite good", 25 per cent "average" and 12 per cent "not very good". These findings, prior to the project's launch, reflect an important baseline at the start of the initiative that acknowledges that greening the workplace was new territory for the unions. Also, it indicates potential for the council to greatly increase awareness of its considerable work on reducing its environmental impact among union members and staff generally.

Interestingly, there was a general perception that things were improving, with 46 per cent stating that they felt the council had improved its environmental performance over the last year, 44 per cent responding that their own particular workplace/office had improved, and an astonishing 72 per cent indicating that they had improved their personal environmental performance at work. Eighty-eight people said that they were interested in making their workplace greener, for example by attending an on-site training workshop – enough participants to fill five workshops. A further 107 people stated that they may be interested in becoming more involved. These findings point to the potential for active employee engagement through behavioural change. They also indicate that there is an opportunity to build capacity to engage with employees above and beyond the council's own network of voluntary Environment Network Representatives. Expanding employee engagement, by capturing the obvious enthusiasm demonstrated by union reps and members, appears key.

Coupled with an awareness of the potential to improve environmental performance, the survey also revealed an appreciation that staff have an important role to play in this – "We are such a large group of employees, together we CAN and SHOULD make a difference" – and that workplace issues have "implications for the environment, but also for budgets and later our council tax, which has to be raised to cover the cost of waste". Comments highlighted the links between resource waste, service efficiency and job security. There was no shortage of ideas to make the council greener, with 94 per cent of respondents providing additional suggestions on how to reduce energy use.

Preliminary findings from the survey and the project itself were launched at a green event in the city centre in November 2009. Senior councillors and other local authority representatives spoke at the launch about the importance of a shared approach to improving environmental performance and stated their commitment to the pilot.

Discussions on training course design continued with the Senior Environmental Consultant, unions and TUC tutor, and an approach was agreed to ensure that workshop discussions could take place in the context

of both the council's current work programme and the results from the union survey. Such an approach laid solid foundations for an evaluation of the council's progress on staff engagement and on how the unions could add value to the work already taking place.

A joint workshop was held at the end of November for union reps, representatives from the council's environment, energy and waste management teams and staff from an assortment of outlying sites. The day started with a presentation on the current management structure for dealing with environmental issues, and contact details and policy documents were included in course materials.

The main issues arising from the day were: how a network of GreenWorkplaces union reps would work in practice; how to ensure union reps could feed issues up to senior management; and how barriers to active employee participation could be broken down.

The tutor concluded in his report that the survey responses and the council's existing energy monitoring, often on a day-by-day and building-by-building basis, offered potential for the unions and the environment, energy and waste teams to work together to produce a "highly effective campaign". The campaign could be focused on issues that achieved the most staff buy-in and target those areas that current monitoring data show as priorities.

Comments in the course evaluation highlighted the day's partnership approach. When asked "What, if anything, do you feel that you have gained that you did not expect at the outset?", responses included "that we can break away from a traditional union approach – more organic, less autocratic" and "a better understanding of the union perspective on issues, and how staff perceived what the council has done so far on the environment".

Following the training, an energy audit using the TUC checklists has been piloted at the Western Housing Depot in Leicester by union reps and members of the council's energy and waste teams, all of whom participated in the training workshop. A waste audit has also been carried out at the depot and ways to increase recycling on the site are being investigated. In addition, the unions have been invited to write articles on the project for the council website and for Leicester Link, a bulletin distributed to all households in the city. Following negotiations, the Deputy Chief Executive has asked the unions to put together a proposal for union involvement in the council's environmental management activities. The unions plan to build a network of green reps across council services and are engaged in negotiations with the employer for facility time for green reps.

The project offers a huge opportunity for the unions to work with the council to improve environmental performance, with resource efficiency providing an alternative to service and budget cuts.

> *"While we can all set our sights on safeguarding the environment, the project encourages employees to work with managers to identify areas where a reduction in CO_2 emissions can be achieved without sacrificing employees' jobs, pay and conditions."*
>
> **Phil Thompson, UNISON branch convenor and green rep, Leicester City Council**

National Library of Scotland, Edinburgh

The National Library of Scotland (NLS) is an internationally important reference library housing millions of books, manuscripts, examples of sheet music and maps. NLS employs approximately 340 people at four sites in Edinburgh. Almost two-thirds of the workforce are members of the Prospect branch and there are also PCS and FDA members.

Initial meetings took place in July 2008 with Prospect union reps, who instigated the project, senior management and members of the library's ad hoc green group – a small, informal group of motivated individuals made up of union and non-union members.

With agreement reached for staff to have time off work to attend an extended lunchtime launch event and a one-day workshop, union reps, union members and members of the green group joined together to organise a green fair to incorporate talks and stands from outside environmental organisations.



Agreement was reached with the senior management team to create a sustainability steering group (SSG), with representation from senior management, the Director of Corporate Services, Prospect's green rep and members of the green group and staff from estates, security, procurement and ICT as required.

The green fair got underway with an introduction from the Director of Corporate Services, before staff watched climate change films made available by Oxfam, listened to talks from the Energy Saving Trust, Tradefair and Edinburgh City Council and visited stands. Staff at the launch completed questionnaires giving feedback and providing suggestions on making NLS greener. Of those who completed feedback forms, 91 per cent said they found the day educational and 82 per cent pledged to change their own behaviour as a result of the launch. The event ended with an impromptu brainstorming session with staff pinning up ideas for greening NLS. Half of those attending the green fair volunteered for the training workshop.

Following the launch, joint discussions took place to design a bespoke TUC workshop for NLS, incorporating an evaluation of the library's sustainability policy and practice, as well as staff suggestions from the launch.

Staff attending the training covered a range of occupations and NLS workplaces. One comment on a course evaluation form said that "getting people together with similar goals and different skills means we are more likely to succeed", highlighting the ability for these projects to make the most of workforce expertise. Another participant said: "I'd like to see this happening in every organisation."

Within a month of the training session, a meeting was held to agree a plan to build on the success of the workshop. Tours were conducted by the estates architect to show staff how the plant room at NLS worked. This activity came directly from

workshop discussions recognising that staff needed to understand how the buildings actually functioned and appreciate the link between energy production, use and behavioural change.

Successes

- A bike-to-work scheme has been introduced.
- A comprehensive recycling scheme has begun, incorporating 18 different waste streams, resulting in a 60 per cent recycling rate.
- New recycling waste streams have been introduced including: food waste composted via social enterprise CORE; craft materials sent to Bits and Bobs, another social enterprise; used Perspex returned to the manufacturer and made into new Perspex; and acid-free cardboard recycling.
- A new recycling guide tells staff what to recycle and what happens to it; and A3 posters explaining what can be recycled were introduced at recycling points, along with can crushers.
- Fair Trade products were introduced in the NLS cafe.

NLS has signed up to a 30 per cent cut in carbon emissions over the next five years through the Carbon Trust's Carbonlite programme and has joined the 10:10 campaign, under which organisations pledge to reduce carbon emissions by 10 per cent during 2010.

With final meetings with the TUC being held towards the end of 2009, consultations continue on improving NLS environmental policies and communication strategies, and advice was provided on running campaigns and designing surveys. A combined survey and quiz was issued to staff in December 2009 to identify energy waste, find out what motivates staff to save energy and gauge knowledge on energy use and costs at NLS. Nearly half of employees responded and staff identified a host of issues to be incorporated into checklists for a programme of energy audits that will feed into the Carbonlite programme. Volunteers have offered to conduct energy audits in their areas and become recycling champions.

Looking ahead, analysis of survey results has led to recommendations including: more visual images being incorporated into the campaign; the development of a more thorough communication plan linked to environmental policies; running energy awareness sessions for staff; and launching a myth-busting campaign on green misconceptions. Strikingly, most respondents commented that reducing the library's contribution to global warming was the most important reason for cutting gas and electricity use. This finding has important implications for motivating staff to change behaviour.

The next campaign focuses on behavioural change with the launch of an I'm Switching Off campaign, an email address for staff to send in green suggestions and an environmental newsletter. Articles on the campaign are planned for inclusion in NLS's magazine *Discover*, available at the library and in some public libraries. With the focus on workforce engagement, presentations to keep all union reps up-to-date are timetabled into the plan.

Future plans involve staff conducting workplace audits and the publication of a full carbon reduction strategy in late April 2010. The possibility of introducing energy-efficient lighting is being investigated, as is the potential to work with other Edinburgh-based organisations on joint heating/cooling schemes. Lastly, the group is to look into ways of reducing the amount of material that enters the library.

> *"NLS consumed 7.5 million kWh of energy during 2008–9. Utility costs for the same period were equal to half of the total Collection Purchase Fund for the same period or 32 staff employed at grade band 3 (including salary, pension and national insurance contributions)."*
>
> **NLS Carbon Management Programme, 2009**

National Museums Liverpool

National Museums Liverpool (NML) is a group of museums and galleries comprising eight venues. A ninth, the Museum of Liverpool, which is due to open in 2011, is aiming for strong environmental credentials, including a combined heat and power plant and rainwater harvesting system. NML employs more than 600 staff at its eight existing venues plus additional sites across the city. Staff are represented by PCS and Prospect unions.

This initiative was a late-starting project, with an application being made initially by Prospect to the UMF advisory group during June 2009. The TUC Project Manager and Prospect's National Head of Research met with reps from the Prospect branch at NML to scope the potential for a GreenWorkplaces project. Consultations followed with PCS at a national level and the union agreed to join forces with Prospect. In September, the Prospect branch made initial approaches to human resources at NML supported by the Prospect regional officer.

In October 2009, a meeting was set up between the TUC Project Manager, NML Finance Director, human resources management, Prospect union reps and the PCS branch secretary and a strong business case was made by the union side for setting up a GreenWorkplaces initiative. A project brief was submitted to NML finance and human resources, and the NML management team approached the executive team for approval. This was given in early November.

Unions and management worked jointly to organise a staff awareness event at the end of November 2009. The event attracted management and frontline workers at NML, along with GMB, PCS and UNISON reps from outside organisations such as Liverpool City Council and civil service departments. One PCS rep employed by Her Majesty's Revenue and Customs gave a talk at the event, providing an insight into her role as a union green rep. With presentations from the TUC on best practice in workplace engagement and from the Director of Estates Management on electricity, gas and water consumption, as well as NML energy costs, outside visitors congratulated both unions and management on embarking on a joined-up approach to addressing environmental workplace issues and staff engagement.

People enrolled at the event for training to be held in early December, and consultations with management enabled training resources to include NML environmental policies alongside the TUC course activities. Course participants were drawn from human resources, museums, art galleries, administration, collections management, information systems and energy and facilities management. The Director of Exhibitions, who had recently started work on a sustainability action plan for NML, also took part. In light of this, it was felt that the timing was perfect for coordinating this work across the organisation and engaging the workforce on green issues through union involvement. As one participant stated in the course evaluation form, the workshop had "drawn attention to trade union bottom-up approaches".

It was generally felt that staff ownership of the project and the development of a bottom-up approach to tackling workplace environmental issues was key to breaking down barriers to workforce involvement. One proposal to achieve staff buy-in was to carry out a survey followed by a campaign on the issues it identified. In the final workshop activity, participants reviewed action points arising from the previous activities and discussions. Participants agreed to undertake an environmental audit of their own areas as a short-term action plan.

Participant feedback stated that the workshop "will greatly assist plans for increased sustainability in all NML venues" and one participant commented that they had "realised that NML has made some progress" and that they were "surprised at the level of interest and enthusiasm for this topic".

Both unions at NML are working together to follow up on the success of the training day, leading on sourcing more recycling bins from NML's waste management company and contacting the charity Groundwork Merseyside for information on joining its waste minimisation scheme.

Other training participants have set up a central meeting for admin staff across NML sites and included green issues on the agenda. The intention is to obtain staff feedback on recycling arrangements that can be fed into sustainability plans.

Initial successes include:

- a switch-off campaign, focusing particularly on NML's back office functions at its site in Dale Street
- computers in the Development and Communications Directorate being set to automatically print on both sides of paper and the Human Resources Department's photocopier set to double-sided copying.
- investigations into best practice relating to print and publications, for example using recycled paper for printing.

However, following on from the recommendations from the training day, NML has demonstrated further commitment to the GreenWorkplaces project and is in the process of setting up a green forum with representatives from management and unions, and key representatives from across the workforce, including staff of different grades and from different departments. The forum will be chaired by the Executive Director of Finance.

There are plans underway to conduct a joint management/union staff survey, while the human resources department at NML has requested a model survey from the TUC. One of the first tasks for the forum will be to discuss the survey, review its results and identify organisational priorities on sustainability. The group will also consider NML's draft sustainability action plan. Future tasks include producing a green policy and considering NML's internal and external communication strategy, as well as reviewing the action plan and setting targets. NML's human resources and union reps have been provided with the contact details for other museum-based TUC GreenWorkplaces projects.

NML plans to appoint an executive team champion and has secured a place on the Green Champions leadership programme funded by Renaissance Northwest.

During project evaluation, NML commented that it was aware that it cannot do everything overnight, but that the project has highlighted how much has already been achieved with a network of energy champions in place and through the excellent work of the museums' Estates Department. NML achieved re-accreditation from the Carbon Trust for its achievements in energy efficiency and, following the training session, there is recognition of the need to better communicate and publicise those achievements.

> *"This project offers an exciting opportunity to see unions, management and staff working together to harness the knowledge and enthusiasm of staff across the organisation in terms of the green agenda."*
>
> **Maxine Carden, Director of Human Resources, NML**

National Union of Teachers

The National Union of Teachers (NUT) employs approximately 240 staff at its headquarters in Camden, London, the Wales office and eight regional locations. The workforce is represented by the union Unite.

The NUT applied to join the UMF round of projects following meetings during summer 2008 between its Acting General Secretary, Christine Blower (now General Secretary), the TUC's Project Manager and Unite and management representatives. The aim was to build upon the resolution on climate change and sustainable development carried at the NUT's Conference in 2007 to green the union's own operations as an employer. Work to scope the potential for resource savings continued during 2008 and early 2009.

The project got underway in March 2009, with TUC and Unite presentations to the health and safety committee and staff negotiating committee achieving crucial buy-in from facilities management and the chair of the NUT's own executive members' committee.

Advice was provided on survey design and, in May 2009, a joint Unite/NUT opinion survey was issued to all staff. Almost a third of the total workforce responded with ideas for greening their workplaces and the union in general. Obvious enthusiasm was evident, with 39 per cent of respondents registering an interest in becoming more involved (such as by attending training) and a further 47 per cent stating that they may be interested in being more involved.

In June, a green fair, opened by the General Secretary, was held at the London headquarters to mark World Environment Day. In addition to talks and stands, there were screenings of Oxfam films on the global impacts of climate change. One personal story of how a primary school teacher working in Hackney, east London, engaged her pupils in climate campaigning and action, raised issues for discussion on the wider role of the union in boosting awareness among its membership.

Staff volunteered to undertake environmental training and, following course design jointly discussed with union and management, two workshops took place in September and November 2009, involving environmental audit training.

In November's workshop, participants reviewed the previous workshop report and carried out another audit covering the same office areas but using updated checklists based on earlier findings. The report found that "improvements had been made from the previous course walk round ...very good practice was observed", with evidence of staff engagement, use of 'switch off' stickers by light switches and electrical equipment, and the start of a 'switch off' initiative. Feedback was positive: "I have gained ideas from the tutors and from colleagues that I may not have thought of on my own, and can now put into practice." One evaluation form commented that the workshop had provided "a clear view of what we have to do at the NUT".

The workshops also identified the need to formalise the environmental agenda and, although regional staff were present at both sessions, the need to increase regional involvement was recognised as a priority. The tutor commented on the "highly active course participation" and "high level of discussion and input" in his reports. Course evaluation shows that all participants rated the tutor support and group support they received as "very good" or "good".

During the project, NUT headquarters underwent a major refurbishment involving periods of ongoing office and staff relocation. Such upheaval makes embedding a culture of behavioural change in an organisation more challenging. However, one training participant has already remarked that: "The survey, launch and training sessions have had an impact. It is gradually becoming socially unacceptable to leave lights and PCs on."

Furthermore, despite these challenges, the NUT has signed up to the 10:10 campaign, and is committed to reducing carbon emissions by 10 per cent during 2010. Baseline information on energy use is being established and the senior management team at the NUT will be provided with regular updates. In the meantime, the Unite green rep and designated management lead on the project have met with a new facilities manager. Discussions are positive, with proposals to install further energy-efficient lighting following findings from the first audit, to install doors on delivery entrances to prevent heat loss, to power down IT equipment overnight and, crucially, to widen the reach of workforce engagement across NUT staff and involve tenants at headquarters. Motion sensor lighting is now in place in toilets and stairwells, light switches have been labelled and a switching-off culture encouraged.

Looking ahead, the NUT and Unite are working towards developing a network of green reps in head office departments and regional offices, a switch-off campaign is underway, and plans are being made to deliver the union's 10:10 commitments.

> *"Reducing the union's carbon emissions as part of the 10:10 campaign will be a priority during 2010."*
>
> **Report of the NUT Executive, January 2010**



United Utilities

United Utilities (UU) is the UK's largest listed water company, operating water and wastewater networks for seven million customers across the north west of England. It operates 582 wastewater treatment works. UU also manages electricity and gas distribution networks across the country. The group employs approximately 9,000 people. The recognised unions are the GMB, Prospect, UNISON and Unite.

The project was instigated by UNISON, with a view to focusing initial action at the company's headquarters at Lingley Mere, Warrington. Preliminary meetings took place with UNISON national and branch-based negotiators in June 2008, and then with United Utilities' Head of Sustainability, UNISON national negotiators and the UNISON lead steward in August. The project was agreed in principle and a presentation given to the joint trade union forum, where support was gained from all four unions, with the UNISON lead steward being designated as union lead on the project.

In September 2008, a project briefing was submitted to the firm's human resources department and senior management, outlining a joint approach, project aims and a provisional timetable. In November, a meeting took place between the TUC Project Manager, United Utilities' Head of Sustainability, the company's Carbon Manager, a UU Sustainability Adviser, the



union lead and TUC Tutor to discuss content for the pilot course. A union-led bottom-up approach had the potential to complement and build upon UU's own programme of Think Carbon leadership workshops targeted at middle managers and the company's network of about 40 carbon champions across the group's business units. Discussions focused on the potential for increasing staff involvement in green issues by engaging with the network of several hundred union reps.

In joint discussions, it became evident that the company was keen to explore the potential for expanding the project to involve union reps from across its operational sites in the north of England and Wales.

To promote a partnership approach, a presentation was given by UU's Head of Sustainability and the TUC Project Manager to the joint trade union forum in January 2009. The union side was given an overview of UU's environmental strategy and updated on project progress. In addition to a lively question and answer session, union stewards provided first-hand expertise and feedback on how resource savings could be made in the field. The unions agreed to elect a lead official for the project from each union.

The following month saw further joint management-union meetings with the Project Manager and TUC Tutor to design training for union reps on operational sites in the North West and for stewards at headquarters. The company shared lists of its carbon champions with the unions and mapping of union reps began.

During March and April, arrangements were made for a launch event at UU headquarters involving management and local, regional and national officials from all four unions.

However, during early 2009, the company went through a period of re-structuring and a number of job losses that directly affected key members of the GreenWorkplaces project team on the management side. Under the circumstances, the launch was postponed at the company's request.

The company restated its commitment to the project and consultations continued with management and human resources management to agree a launch event later in summer 2009.

In August 2009, a one-day launch event duly took place, involving a range of outside speakers including the Carbon Trust, unions and management, supported by information stands and publicity materials from environmental organisations. Trade union reps from all four unions and from nearly 20 different work sites across the North West and North Wales attended. Stewards were present from the water, gas and electricity side of UU operations. There was an open-to-all drop-in session across the lunch hour and staff and carbon champions were also invited to an afternoon session. The commitment demonstrated by the unions was clear, with some reps travelling 150 to 200 miles to attend from sites in Wales, Carlisle, Leeds, Middlesbrough and Kendal. All 30 union reps signed up to participate in one of two TUC training workshops. Additionally, there was enough interest indicated from non-union reps on the day to have run a third training workshop had resources been available.

During autumn 2009, course design was reviewed and agreed with management and unions. In October, the joint trade union forum agreed to work with UU on issuing a joint statement on the environment.

Two workshops were held in November and December 2009, and 21 union reps were trained from a range of work sites, UU businesses and occupations. At the sessions, management gave a presentation setting the training in the context of UU's current environmental activities and strategies, and provided key contact details for further information.

At the first training workshop, in November, UU's Head of Sustainability joined the group in the afternoon to take part in a question and answer session. The union reps discussed how union green reps could fit into current reporting structures at UU. Chris Matthews, Head of Sustainability at UU, stated that: "Climate change is changing the rules and I think

that extends to industrial relations. Green reps need to be enthused and empowered and be willing to convince colleagues to take action whether the formal structure exists or not."

The tutor's report from both workshops reflects that union reps felt very strongly that a review was needed on current structures and practices to enable more union involvement in environmental issues. Course participants agreed that the role of green reps would be difficult to fulfil without some form of joint environmental committee. It was also seen as key that environmental representatives have a designated slot in team briefings to enable them to disseminate positive environmental messages to a large number of people.

Both workshops identified low-cost and cost-free options that could be implemented in their workplaces to produce reasonably quick energy efficiency and/or waste reduction savings. The tutor's report commented that "many of the discussions over the two days offered practical workplace examples of simple on-the-job changes that would lead to efficiency savings and were examples of very good environmental practice".

Evaluation of the training session was positive, with one rep reporting that the workshop had provided "a firm start in delivering sustainability in my area". Participants commented on future priorities such as: "to get company and members on board"; "to carry out workshop inspections and team briefings"; and "to raise this issue as a standing agenda item on UU forums". All course participants agreed to undertake an environmental audit of their own areas.

Currently, the company is undergoing a significant programme of restructuring and has undertaken a cost-saving programme, primarily in response to new pricing guidelines from regulator Ofwat, involving several hundred redundancies. Nevertheless, the project has continued to make progress, with senior stewards reporting that they have raised environmental issues at business forums where senior reps from all unions, senior managers and human resources managers are present, and with senior stewards aiming to get green issues placed as standing items on agendas within the new UU governance structures. UNISON's health and safety branch officer has also set up a 'Go Green' section on UU UNISON's website. The site includes an overview of climate change issues and provides access to TUC and UNISON resources on greening the workplace.

Prior to the workshop sessions, in October 2009, the joint trade union forum agreed to work jointly with UU on issuing a statement on the environment. Following the workshops, the Head of Sustainability at UU confirmed that he remains committed to agreeing an environmental statement with the unions. The company is currently revising its carbon strategy and has reaffirmed its commitment to employee engagement.

> *"United Utilities' total greenhouse gas emissions in 2008/2009 added up to 2,228,561 tonnes of CO_2 equivalent, 1,676,731 tonnes from contracts operated on behalf of third parties and 551,830 tonnes of direct emissions. The company is committed to reducing carbon emissions by 26 per cent by 2012."*
>
> **UU Corporate Responsibility Report, June 2009**



Section 3: Evaluation report



The following section provides an overall evaluation of this round of GreenWorkplaces projects. All projects funded through the Union Modernisation Fund are required to provide an evaluation report.

Project impact

This round of UMF-funded GreenWorkplaces projects followed a separate group of GreenWorkplaces projects funded by the Carbon Trust in 2006–7, as described in the *TUC GreenWorkplaces Project 2006–7: Objectives and outcomes* report, 2007. However, where the earlier projects aimed to reduce carbon emissions, this new GreenWorkplaces project focused on how environmental action at work could contribute to the potential for a 'transformational change' in the organisational efficiency or effectiveness of unions. In other words, to alter the structure, processes, culture or strategy of the unions involved. In this respect, each workplace project entered new territory.

Each pilot project was established upon a principle of cooperation between management and unions, and this has enabled a range of initiatives around resource saving and energy reduction to take place. Mutual appreciation of the material impact that these projects can have on reducing carbon emissions has fostered improved industrial relations. This has expanded union experience of a key business goal: carbon reduction.

The Macleod report *Engaging for Success: Enhancing performance through employee engagement* (July 2009), endorsed by the CBI and TUC, acknowledged that 'employee voice' is a key enabler in increasing employee engagement and thereby improving business performance.

'Employee voice' is defined in Macleod as: "Employees' views are sought out; they are listened to and [employees can] see that their opinions count and make a difference. They speak out and challenge when appropriate. A strong sense of listening and of responsiveness permeates the organisation, enabled by effective communication." The outcomes from this round of pilot projects, however, demonstrates the added value to business performance when employees are empowered to suggest and lead on new initiatives to management.

Extending the trade union agenda

All projects were effective in building capacity to extend the trade union consultation agenda to cover environmental issues. The UMF project trained 97 environmental representatives, resulting in changes to workplace structures, with at least three new environmental committees/forums (at BT, GOSH and NLS), and agreement reached to set up a fourth joint environment committee at NML.

Examples include:

At Great Ormond Street Hospital, the project has resulted in the establishment of a joint union-management environment committee, with reasonable time off granted to conduct official committee business.

Following on from the workshop at NLS and support given to the Prospect green rep, consultations continue on improving NLS environmental policies and its communication strategy. Setting up a sustainability steering group with strong links to a green working party signifies a significant change in structures from

the outset of the project. At the start, the health and safety committee and ad-hoc green group acted as the only vehicles for environmental discussions. A now defunct safety and environmental focus team was formed in 2004, but it met only infrequently.

Cultural change

For unions at branch level, considering the environmental agenda as a core trade union issue was relatively new territory for many union reps and staff attending project events and workshops. Consultations with management through project meetings and at training courses often provided the first opportunity to discuss union involvement on climate change with representatives from management, facility, energy or environment teams.

The fact that unions managed to progress projects in the context of a recession, budget cuts and job losses provides an insight into the potential for these projects to sustain dialogue within the workplace at times when industrial relations are potentially strained. Discussions on largely non-adversarial topics, such as energy efficiency, offer an opportunity to maintain lines of communication on all sides. The business advice and consultancy firm Croner, which specialises in "best practice in the areas of human resources, health and safety and environmental management", commented in an online article in June 2009 how the project at GOSH "will unite trade unions and hospital management in a bid to make the hospital even more environmentally aware" (**www.croner.co.uk**).



The union-management environment committee at Great Ormond Street Hospital show off their environmental mascot 'Envirolump'

Projects also broke down the cultural barriers that can exist between staff and technical environmental experts. Having experts from environmental teams participating in workshops allowed participants to gain an appreciation of technical issues such as the relationship between energy production and CO_2. Participants also learned the value of more generic skills such as the use of influence and persuasion. In addition, the training helped to get staff and management working together. One participant on the Leicester workshop said in the course evaluation that there had been "good contributions from everybody. [It is] refreshing to hear managers and staff agree."

The pilot projects also acted as vehicles for union renewal, attracting non-active union members on to training courses. The branch membership officer at NLS commented at the project's workshop on how refreshing it was to see new faces participating in union activity.

Improved communication

All projects led to an improvement in communication between management, unions and staff through activities such as establishing newsletters (NLS), designing posters (Leicester City Council) and the establishment of intranet pages on the UNISON branch website at UU.

Those projects that have set up formal structures for union involvement have been able to put in place a process that will enable greater staff consultation in the workplace by linking top-down management approaches to union-led bottom-up approaches.

A general pattern emerged across the projects. Following feedback from staff surveys, project events and training courses, frontline staff were often unaware of the scale and detail of current employer work programmes to reduce the environmental impacts of their business. One workshop report states that the employer had "in place a very well established top-down side for the management of environmental issues ... course participants did know most of the individuals within the management chain. However, despite the recognition of the individuals, very few course participants were aware of environmental policies, objectives and targets. The main improvement recommendations from the group were the need for effective communication and some development of a bottom-up approach."

Likewise, for employers involved in the project, the involvement of trade unions in energy efficiency and resource saving activity was often seen as a new departure in their workplaces.

In order to attain the highly positive evaluation that the training workshops received (see Appendix), it was necessary to break down any cultural preconceptions or suspicions that course participants, union or management representatives may bring with them into the training room. The safe learning environment created through the participatory approach of trade union educational methods has laid the foundations for meaningful joint working and rapid development of campaign initiatives at pilot projects such as Great Ormond Street Hospital and National Museums Liverpool.

Project success against aims and objectives

The aims of the UMF project are listed below, along with a summary assessment of how successful the overall round of workplace initiatives have been.

a. Development of good practice in workplace environmental activities

Pilots involved the following examples of good practice:

- Detailed scoping exercises were introduced to assess support and the potential for resource savings at local and national level undertaken at all projects. Numerous consultations took place with management and unions at all workplaces.

- Joint work took place between unions and environmental, facility, energy or finance teams that helped build a strong business case in each project for a union role in the workplace environmental agenda. Case studies from previous TUC GreenWorkplaces projects proved invaluable here, for example providing both NLS and NML management with solid examples of previous good practice within the museum and gallery sector.
- Worker expertise was used to identify potential resource savings via staff surveys (GOSH, Leicester City Council, NLS, NUT) or intranet discussion boards (BT).
- Activities took place to raise awareness of union involvement in environmental issues through green fairs or events at all projects, along with quizzes, surveys or environmental seminars.

b. Support and advice for reps and officers to support environmental consultations with employers

The UMF project produced a range of support materials and advice for union representatives and union officers.

Environmental workbook for trade unionists: The production of a new environmental workbook, *Targeting Climate Change*, for use on union environmental training courses proved invaluable as a resource and provided activities and supporting materials for workplace-based training sessions. The book offers an overview of key environmental issues, policy, best practice case studies and relevant legislation. One training participant at GOSH commented that: "Again, the booklet given was easy and useful to read, without having too many facts and figures." More than 6,000 copies have been distributed for use on environmental courses and for branch and workplace activities.

The environmental checklists for workplace inspections within the workbook were used on a number of the later workshops. The checklists were useful for branch and workplace activities, with copies being provided to NLS as a resource ahead of the Carbonlite programme, and used extensively during GOSH joint environmental committee meetings to help design audit checklists.

Web based support: As part of the project, the greening the workplace and environmental pages of the TUC website (**www.tuc.org.uk**) were relaunched, providing reps and officers with up-to-date policy news, online access to TUC resources and a monthly *GreenWorkplaces Newsletter*, featuring articles, news on training events and best practice examples from the pilot projects and other union initiatives. Since the start of the UMF project, an astonishing 9,000 copies of the TUC reps' handbook *Go Green at Work*, also available online, have been requested by TUC affiliates.

Guides and resources: The TUC Project Manager ensured that other resources were made available to reps and officers, such as the findings from the 2009 LRD survey of union reps, *A Guide to Unions and Climate Change*, previous reports from the earlier TUC Carbon Trust-funded round of GreenWorkplaces projects and general evidence to support the case for union involvement. The joint CBI, BERR and TUC publication, *Reps in Action: How Workplaces Can Gain from Modern Union Representation* (May 2009) proved particularly useful in negotiations with management. The report outlines the considerable reduction in energy consumption attributed to an earlier GreenWorkplaces project at the British Museum.

Networks for reps: Putting union reps in touch with other reps in similar sectors also helped build networks of support for projects. Union green reps from outside organisations attended the launch event at NML and reps from Leicester City Council have been put in touch with unions at Bristol City Council, who signed a joint union-management environmental agreement in 2009. Meanwhile, union reps at NLS and NLM have been given the contact details of the union lead at the TUC's GreenWorkplaces project at the British Museum.

Additional training: Reps at BT and NLS were also able to participate in the TUC's online environmental training course and the lead union rep at the NUT was successfully placed on a three-day TUC Unions and the Environment Course held in London prior to project commencement.

Case files: each project has been provided with its own case file documenting the outcomes and achievements of the project along with details of key contacts.

c. Raised awareness among unions

The UMF project has undoubtedly led to an increased awareness of the role of trade unions in environmental issues. The huge level of response to the LRD survey of union reps on climate change and environmental issues in 2009 reflects the growing momentum in the union movement on these issues. More than 1,300 union reps responded to the survey, providing details of thousands of examples of reps greening their workplaces.

The successful application by the Climate Outreach Information Network (COIN) to Defra's Greener Living Fund to support union environmental initiatives in the workplace and in communities is further evidence of a rapid increase in union activity on climate change. This Climate Solidarity project, launched in June 2009, is aimed at mobilising thousands of trade union members to cut carbon emissions in the workplace. Unions involved are TUC affiliates CWU, NUT, PCS and UCU.



The TUC has experienced a rapid increase in the level of requests to speak at national and international union and business conferences on greening the workplace issues. These have included officer seminars and union conferences, presentations at regional TUC and national and regional unionlearn conferences, and business events.

There has been an increase in green motions at union conferences, environmental fringe events and the number of trade union environmental courses on offer through TUC unionlearn. Interest in the Tolpuddle Green Camp received a healthy boost in participant numbers following a highly successful and well-attended TUC GreenWorkplaces day in June 2009.

The resources and support made available by affiliates to union members has increased steadily during the period of the project, with unions such as UCU and UNISON producing their own environmental newsletters, and affiliates such as PCS, Prospect and UNISON providing online resources to aid negotiations on greening the workplace. In 2009, UCU held its first environment conference.

Hard on the heels of Prospect, which opened a new green head office in 2007, other affiliates are also greening their workplaces, with UNISON due to relocate to new eco offices in autumn 2010 and the CWU having redeveloped its Alvescot residential education and training centre near Oxford. The centre features solar heating, ground-source heat pumps and even an on-site allotment. The 1,200 union reps and members who pass through Alvescot every year return to their workplaces with a greater awareness of environmental issues. The union now also holds an annual green camp and ran its first course for environmental reps this year.

Unions are also greening their own operations as employers. UNISON has a green taskforce, with union representation allowing staff to discuss and address environmental issues with the General Secretary. PCS has also set up a joint union–management environment committee (JEC) with GMB reps who represent PCS staff. The JEC will be piloting joint environmental audits and are looking to introduce training on how to carry out audits and on raising wider awareness for a network of green reps across departments and regions.

The TUC now receives regular enquiries from union officials for information on how to obtain funding to set up GreenWorkplaces projects, reflecting an increasing demand for these types of initiatives.

d. Raised awareness among business and the wider population

The pilot projects have attracted interest from beyond the trade union movement. Good practice at Great Ormond Street Hospital is being disseminated via the NHS Sustainable Development Unit to the NHS Regional Sustainability Networks.



The project has gained publicity in a wide variety of articles outside the union movement such as in *Nursing Times*, the *Chartered Institute of Water* and *Environment Magazine, Gov Today* and on the Energy Saving Trust's website and the web pages of Croner HR (a business consultancy dealing with best practice in human resources).

The TUC was invited to address the sixth annual conference of the *Ius Laboris* (Just Law) lawyers' network on the theme of 'A greener workplace', in London in February 2010. The invitation reflects a growing awareness of green workplace issues among HR professionals and corporate labour lawyers. The event attracted more than a hundred delegates from across the EU and US. The TUC gave a presentation on the main aims of its GreenWorkplaces projects, what it is currently doing to promote them and the wider effects of the projects on improving industrial relations and employer-employee understanding of taking forward energy savings and other joint initiatives. Other speakers from industry and service sectors referred to working with their recognised unions, both to raise awareness and to encourage behavioural change. These initiatives included car pool, energy efficiency and recycling schemes, and volunteer programmes.

Lessons learned

Below are a selection of key lessons learned from the UMF project.

- **There is a need to continue the development of relationships between project partners**. The trade union educational methodology used to deliver the workshops, involving participatory and activity-based methods, created a safe, informal learning environment. This generated genuine and frank evaluations of the strengths and weaknesses of current environmental management practices and allowed options for improving environmental performance to be identified. It is essential to set up regular networks to communicate with participants following workshops, meetings and events in order to cultivate positive industrial relations. One course participant commented that they intended to "sit down with union reps to work out how the project can develop and how the environment team can support it". It is crucial that this momentum is maintained.
- **Employers need to see unions as part of the solution**. Union involvement can lead to business benefits through improved environmental performance and GreenWorkplaces projects offer considerable opportunity to deliver cost savings. Employers should not delay involvement in these projects until more favourable economic conditions prevail. Feedback from union reps involved in the projects points to a need to raise awareness of the considerable savings that can be made through GreenWorkplaces projects. One green rep stated during project evaluation that "pushing the financial benefits of green policies helps open many doors at management level".

  The Carbon Trust has calculated that, for most organisations, a 20 per cent energy efficiency saving would have an equivalent cost benefit to a 5 per cent increase in sales, and that the 20 per cent saving can be delivered through a combination of low-cost and cost-free measures. Critically, the Carbon Trust states that achieving these savings is reliant on employee engagement. Evidence from the pilot projects demonstrates that union involvement increases the level of employee engagement.
- **Employers involved in the GreenWorkplaces project were generally aware that bottom-up approaches to staff involvement needed expanding** and were quick to recognise the added value that unions offer in encouraging employee participation and giving environmental policy credibility among the frontline workforce. This is evident at NML where, within two months of the training workshop, management agreed to the setting up of a joint management/union/staff environmental committee.

- **Use government legislation to your advantage.** During assessment of the project at NLS, the union green rep Tom Proudfoot commented: "We have benefited from a two-pronged approach, the targets and policies coming down from the UK and Scottish Governments have meant that we can get these items into policy documents through the sustainability steering group. The second prong is to get people involved through the library's green group and union."
- **Recognition of the value that unions add to greening initiatives needs to be fed back to staff.** The Chief Executive of GOSH has given her personal thanks to members of the new joint environment committee.
- **Involving reps and members from a wide range of occupations** is essential as it expands the wealth of worker expertise. One rep commented: "Having porters, cleaners and security on your side is very, very beneficial ... they are great eyes and ears as they see every corner of the workplace especially outside of the 9 to 5 day."
- **There is no one-size-fits-all approach** to engaging in greening the workplace projects. Different employers will have different environmental strategies in place (if any) and different networks for communications, and there are varied mechanisms for staff consultation across different sectors and unions. Projects involve a great deal of work, effort and commitment to generate success.

Best practice identified

The TUC's GreenWorkplaces model has demonstrated its flexibility by adapting to a wide variety of contexts. It has shown that it is possible to identify examples of best practice and disseminate them to unions and employers across sectors.

Joint union approach: By approaching management jointly with a clear project brief and action plan, unions on the projects were able to overcome any cultural preconceptions by management of union culture and see the projects as non-adversarial initiatives with the potential to improve industrial relations.

Senior management buy-in: Projects involving senior management in launch events and training workshops, such as attendance by the Director of Adastral Park at the BT training session, and of the General Secretary of the NUT at the project's launch event, sent a clear message to staff that the project was being taken seriously by those with the power to affect change. All training materials for projects incorporated employer policies and information on environmental strategies and most projects had presentations and overviews provided by management at the training sessions.

Union involvement and establishing environmental committees: Evidence from the UMF project demonstrates that putting in place formal structures and obtaining time off to carry out environmental duties is essential to achieving quick progress and building effective campaigns. All the workshop reports cover the importance of setting up formal structures to encourage employee participation and consultation. All tutor reports reflect the general consensus among training participants that one of the most effective ways to overcome barriers to employee participation in greening the workplace is to raise environmental awareness through a highly visual, highly effective campaign strategy. Running effective campaigns requires union green reps to be granted adequate time off and facilities.

A realistic evaluation of the work programme and a commitment to make the environment a union priority: Projects involve a great deal of time, effort and commitment to generate success. During the evaluation phase of the pilot projects, Sarah Lewis, UNISON branch secretary at Great Ormond Street Hospital, emphasised the importance of gradually building capacity and not overwhelming new union green reps with too many tasks. Maintaining

enthusiasm through regular communication and updates is crucial, as is making campaigns fun. At the Hospital, committee members have been encouraged to take part in an environmental quiz, with answers announced at the following committee meeting to maintain interest and keep meetings lively.

A strong union identity: Union-led initiatives such as surveys and events increase staff participation in the project. Staff perceive their union as a 'trusted friend' in the workplace and are more likely to attend events with a union identity. This led to launch events and green fairs being well attended, surveys having high response rates and well-subscribed courses.

Many of the projects had a management-led initiative, such as networks of company environmental champions, in place to encourage frontline workforce engagement. However, it was evident from joint discussions with management at many of the projects that workers on the frontline were often unaware of these initiatives. Staff are more likely to be aware of union environmental reps who have a formal status and are answerable to the union membership. Furthermore, union communication networks and consultative arrangements can offer ready-made communication links with employees on the ground that employers find hard to reach.

Lastly, efforts to save energy that are driven by management with no union involvement can be perceived by the workforce as purely cost-saving initiatives. Yet findings from staff opinion surveys undertaken during this project point to tackling climate change as a primary motivation for employee engagement.



Appendix



TUC green workplaces
part of the CARBON PARTNERSHIPS

unionlearn
with TUC Education

Appendix

TUC Stow College
Partnership Projects Report

unionlearn
with TUC Education in Scotland

STOW COLLEGE

unionlearn
with the TUC

UMF environmental project workplace workshops

Executive summary

Unionlearn / TUC Education / TUC GreenWorkplaces / Stow College Partnership Projects Report

The following report is a final evaluation of the partnership project work undertaken by the Trade Union Education Department at Stow College in conjunction with unionlearn, TUC Education and TUC GreenWorkplaces. The seven projects included in the final analysis are a series of one- and two- day workshops with British Telecom (BT), Great Ormond Street Hospital for Children (GOSH), Leicester City Council (LCC), National Library of Scotland (NLS), National Museums Liverpool (NML), National Union of Teachers (NUT) and United Utilities (UU). The trade unions involved in the partnership were: BDA, BMA, Connect, CSP, CWU, GMB, NUT, PCS, Prospect, RCN, UNISON and Unite.

All 11 workshops were delivered between 23 March and 14 December 2009, across Britain. Locations included Edinburgh, Ipswich, Leicester, Liverpool, Chorley and London. The total number of participants was 97.

The UMF project leader and co-ordinator was Sarah Pearce for the TUC GreenWorkplaces. The organiser of the day-to-day delivery of the workshops, on behalf of Unionlearn, TUC Education and the Trade Union Education Department at Stow College, was George Waldron. The development of workshop activities, materials and resources was supported by Brain Corrigan, Mark Pollitt and Gus Grubb from the Trade Union Education Department at Stow College. George Waldron was the workshop tutor, and delivered the training using TUC teaching and learning methodologies.

The aims of the workshops were to build on and support the initial partnership development undertaken by project leader Sarah Pearce, and to lay the foundation for the wider project aim of 'transformational change in the organisational efficiency or effectiveness of unions'. Although each workshop was customised to meet the needs of the unions, employers and the organisations involved, they all:

- were introduced with a discussion on the challenges of climate change
- had a practical and active environmental element (an environmental walk-round/inspection)
- introduced problem-solving techniques related to energy efficiency, waste disposal, recycling and travel to work
- evaluated the measures required to make a lasting change in greening the workplace
- concluded with a set of short- and medium-term actions to make lasting alterations in the workplace.

The workshop activities, activity resources and supporting materials were customised through consultation with project leader Sarah Pearce, the Trade Union Education Department at Stow College, the unions and the employers of the organisations involved. The partnership approach to workshop building saw the introduction into the training materials of the organisations':

- environmental policy documents
- internal environmental structures, such as environmental management systems, green groups, carbon clubs
- internal environmental contact lists

- environmental audit checklists
- logos and branding for workshop materials.

The customisation of workshop materials also had a dynamic element due to the consultation and partnership approach, especially for workshops following a two-day model. This led to:

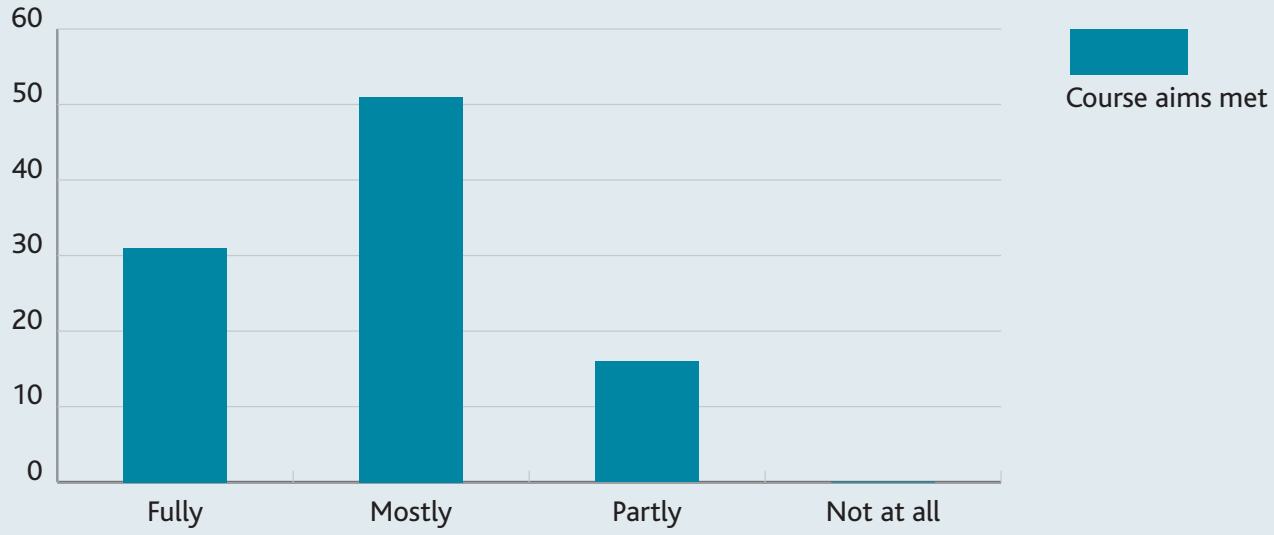
- the development of customised checklists for NUT
- environmental questionnaire design for NLS
- day one workshop reports as discussion papers for day two at NUT, GOSH, NLS and UU.

In developing the workshop materials, those from the previous round of GreenWorkplaces projects, funded through the Carbon Trust, provided a solid base. These were supplemented by union and TUC publications and materials. The TUC publication *Targeting Climate* Change proved particularly useful to the development of activities, activity resources and supporting materials. This provided invaluable advice and guidance and supported the development of the customised checklists for the NUT. The customised checklists were then integrated to support all of the workshops that followed. In effect, this created a generic environmental tool that could be used across all types of organisations.

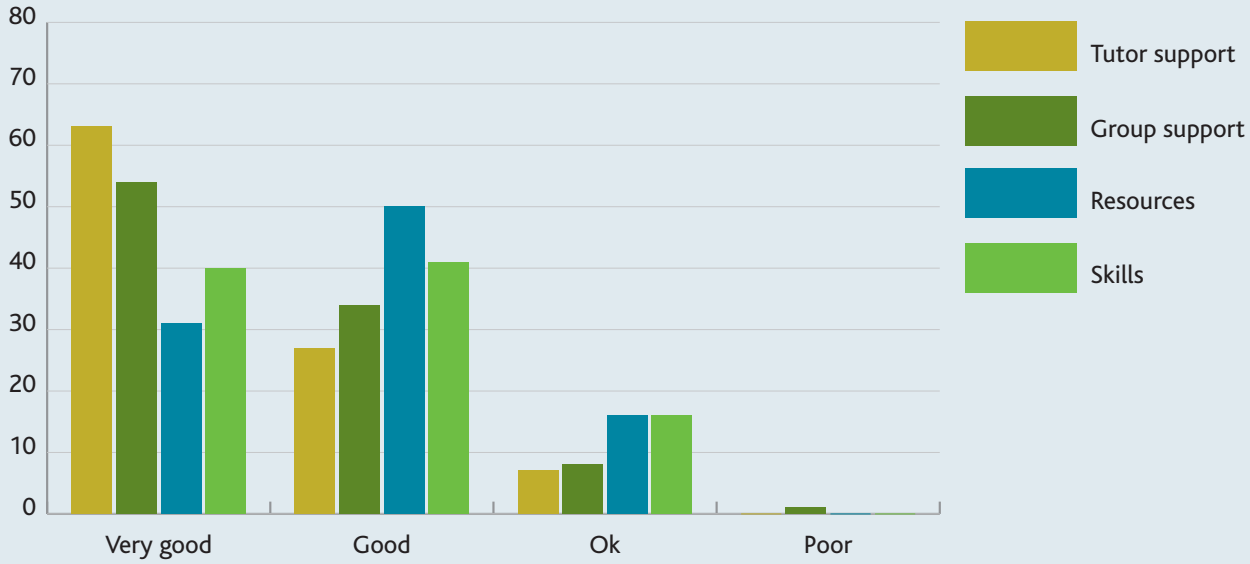
Workshop evaluation summary

Separate evaluation reports for all seven projects are presented later in this Appendix. The following data analysis is a combination of participant evaluations for all seven projects. From 97 participants, all 97 evaluation forms were completed.

Course aims met



For the question: **"What were your aims/expectations for the course?"**, 81 responded that they were mostly or fully met, with 16 responding that their aims were partly met.



For the question: **"How would you rate the support you have had?"**, 90 responded that the tutor support was good or very good, with seven responding that tutor support was OK. Eighty-eight said that group support was good or very good, with eight responding that group support was OK and one that group support was poor. Eighty-one responded that the resources were good to very good, with 16 saying they were OK. Eighty-one responded that skills development was good or very good, with 16 responding that skills development was OK.



For the question **"How did you find the teaching and learning methods used?"**, 90 responded that the group reports were useful or very useful, with seven saying that the group reports were OK. Eighty-nine responded that the group discussions were useful or very useful, with nine responding that they were OK. Eighty-seven responded that the worksheets were useful or very useful, with nine responding that they were OK and one responding that worksheets were not very useful.

Workshop evaluation: building workplace organisation

Other areas of the evaluation form relied on individual value judgements, and the following responses to questions offer a balanced summary of the most commonly quoted references.

"How do you think what you got out of the course will help you in your work/ union?"

In responding, union representatives made links between the green agenda and their role as shop stewards or health and safety representatives. Many saw the opportunities to build stronger workplace organisation as the best way to tackle the many new environmental issues at work.

- It will enable me to take up environmental issues as part of my trade union role.
- I want to participate in the environmental forum and get further involved as a union environmental representative.
- Recruiting for the union and negotiating with management.
- Will help to organise around this issue by incorporating it as part of others in the workplace.
- Getting people together with similar goals and different skills means we are more likely to succeed.
- I will be doing an environmental walk-round of my workplace to see what can be done.
- I can take the ideas into work and set up a group to discuss/have support systems to implement ideas.
- The course today put down solid foundations for each of us to build on, both together in the workplace and individually by passing on information to our colleagues.
- Motivation kick-start and buy-in from a broader group of people.
- It will prove invaluable.

"Having successfully completed your course, what are your learning priorities now?"

In responding, union representatives commented that they would now want to learn more about energy saving and other ways to green the workplace environment, and to explore the possibilities for making practical change.

- To learn to put it into a formal setting and work alongside others to gain the most out of it.
- I want to learn more about the workplace environment, read materials on how to implement ideas and ways in which this can be done.
- I would like to learn the best techniques for passing on information in a fun and interactive way rather than just by formal presentations.
- Understand more issues of what carbon clubs and offsetting are meant to solve.
- Hope to learn more ways of saving energy and helping the environment.
- Gain more insight into legislation/guidelines relative to the issues raised.
- Find out what the possibilities are for making a practical change.

"Any other comments?"

In responding, union representatives were delighted that their union and the TUC were taking a proactive and pro-education approach to environmental issues at work. Constant reference was made to the high quality and standard of union and TUC environmental publications.

- Excellent materials, good group discussions.
- Very constructive day with many useful suggestions.
- Very thought provoking.
- I'd like to see this happening in every organisation.
- TUC booklets very good.
- This was a valuable course – an unexpected opportunity, appreciated.
- Great to see the union taking a proactive approach to environmental issues.
- Very good teaching methods for a diverse group – covered everything.
- Good content in thinking through the role.
- Enjoyed the course very much and it would appear from the day's discussions the whole group did, thanks.
- Very good tutoring, experienced and knowledgeable.
- Awareness is a key stepping stone to understanding environmental issues, but it is only through implementation of policy, procedure and practice you can see the effects.
- Want to know more, would like to help somehow.

Summary of main successes and lessons learned

In general, the evaluations clearly demonstrate a major success in the teaching and learning methodology adopted, and indicate overall course satisfaction among participants. Course satisfaction can also be measured in terms of the teaching and learning environment, and venue organisers played a key role in facilitating the workshops through accommodation, training facilities and venue staff support.

Some of the more obvious project successes include:

- Ninety-seven trained environmental representatives/champions.
- The development of trade union education materials that support and add to environmental education provision.
- The partnership between TUC GreenWorkplaces, unionlearn, TUC Education, the affiliate unions, employers and the Trade Union Education Department, Stow College.
- The project delivery across the UK, which gave access to trade union environmental representatives.
- At least two new environmental committees in organisations where none previously existed.

Some of the less obvious project successes include:

- The dissemination of information that has or will result from the workshops, and a stimulus to the trade union environmental agenda at workplace and branch level.
- The longer-term impact of an established environmental course for trade union representatives.

One lesson to be learned from the project evaluations is the need for the continuing development of the relationship between the partners involved in the overall success of the environmental projects. The delivery of the workshops was only one aspect of the wider project initiatives, and through the partnership were focused, relevant and in accord with the project aims and objectives overall.

Another clear lesson to be learned is that the work, effort and commitment that is required to generate and maintain successful projects is an ongoing task, and weaknesses can be found in any successful initiative. It is the role of everyone involved to evaluate, improve and build on the firm foundations set out in the report above.

UMF environmental project workplace workshops

Tutor and learner evaluation reports

British Telecom

Great Ormond Street Hospital for Children

Leicester City Council

National Library of Scotland

National Museums Liverpool

National Union of Teachers

United Utilities

TUC green workplaces
part of the CARBON PARTNERSHIPS

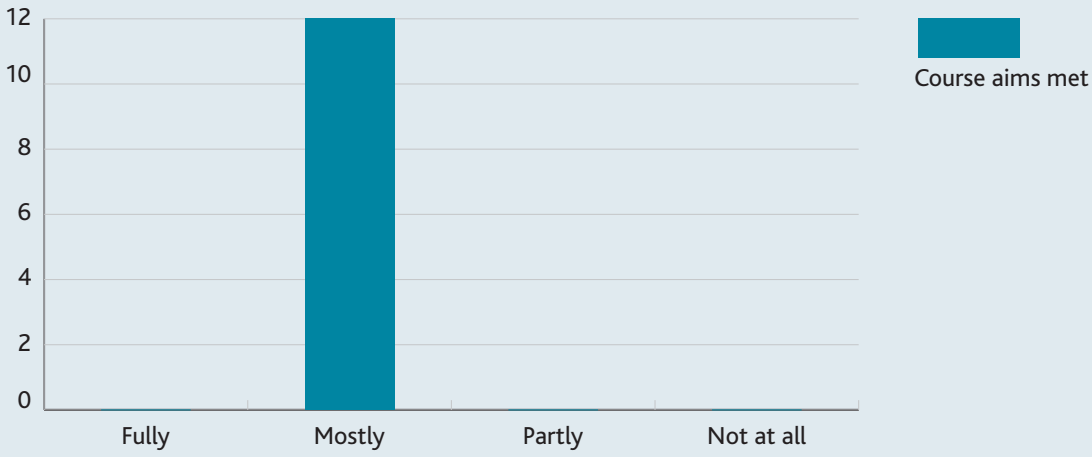
unionlearn
with TUC Education

Tutor evaluation report

Course name: BT GreenWorkplaces Project
Course start date: 25/11/09
Course end date: 25/11/09
Course tutor: George Waldron
Course numbers: 11 + Tom Farnhill from the University of York

Note: This course was held at BT training facilities Adastral Park, near Ipswich, and is part of the TUC GreenWorkplaces project.

Point 2 ***Extent to which aims have been met***

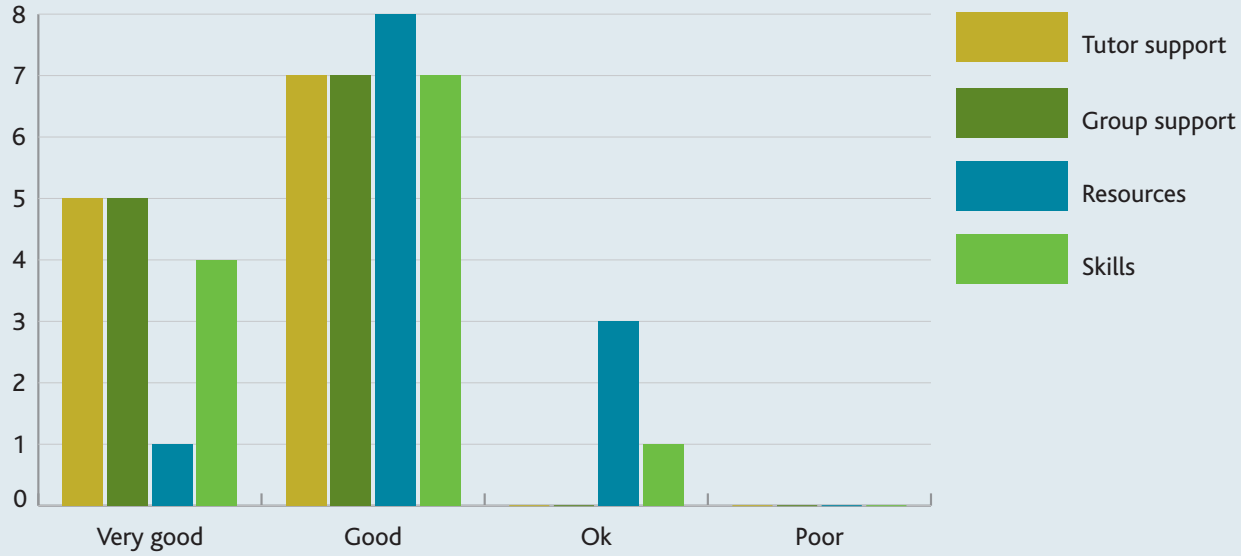


Point 3 ***What, if anything, do you feel that you have gained that you did not expect at the outset?***

- A platform to focus on change and start on practical activities – an environment forum should have more clout than a Carbon Club.
- Practical methods to raise awareness and encourage changes i.e. websites/stats showing staff in buildings their energy use, making it competitive and offering incentives like vouchers and certificates.
- Found out that there is support from senior management.
- Learned new areas where environmental savings can be made.
- What we have available within BT.
- Contacts for progressing issues and solutions.
- Input from TUC training team – valuable activities, overview and recommendations.

- I can see how activities might fit in with my existing union safety rep activities.
- An understanding of the breadth and scope of what needs to be covered when addressing the environment in the workplace, e.g. strategies for how to engage the workforce.

Point 4 ***How would you rate the support that you received?***



Point 5 ***How did you find the teaching and learning methods used on the course?***



Point 6 ***How will course help in workplace/union?***

- I want to participate in the environment forum and get further involved as a union environment rep.
- I think it has given me techniques to encourage my colleagues to be more energy efficient, while also giving a positive impression of these changes to a variety of mindsets.
- I can share information learned with my colleagues on site and with my wider team.
- Practical advice on setting up and running an environmental forum.
- Motivation kick start and buy in from broader group of people.
- Outside of work, I hope the insight gained into how to engage people will assist me in my involvement with the Transition Movement (Transition Ipswich).
- It will prove invaluable.

Point 7 ***Future learning priorities?***

- To follow up with environment forum.
- Hope to learn more ways of saving energy and helping the environment.
- Progress with environmental forum team.
- Understand more issues of what Carbon Clubs and offsetting are meant to solve.
- To feed back to our carbon reduction management project team some of the good practice raised in this workshop.

Point 8 ***Any other comments?***

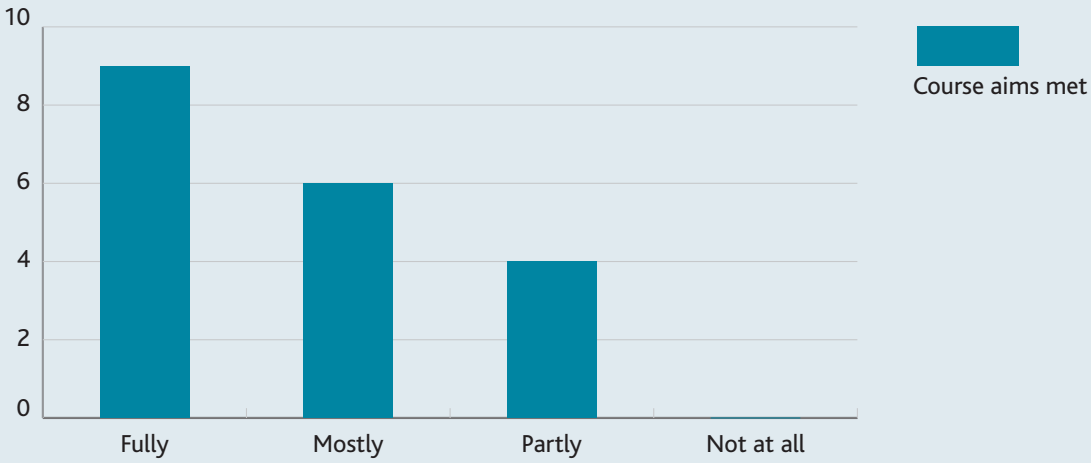
- Although the group was small I thought we worked well together as a team.
- TUC booklets very good.
- This was a valuable course – an unexpected opportunity, appreciated.
- Group discussion was very helpful.
- Great to see the union taking a proactive approach to environmental issues.

Tutor evaluation report

Course name: GOSH GreenWorkplaces Project (2 x 1 Day)
Course start date: 24/08/09
Course end date: 25/08/09
Course tutor: George Waldron
Course numbers: 19

Note: This course was held at GOSH London, and is part of the TUC Green Workplaces project.

Point 2 ***Extent to which aims have been met***

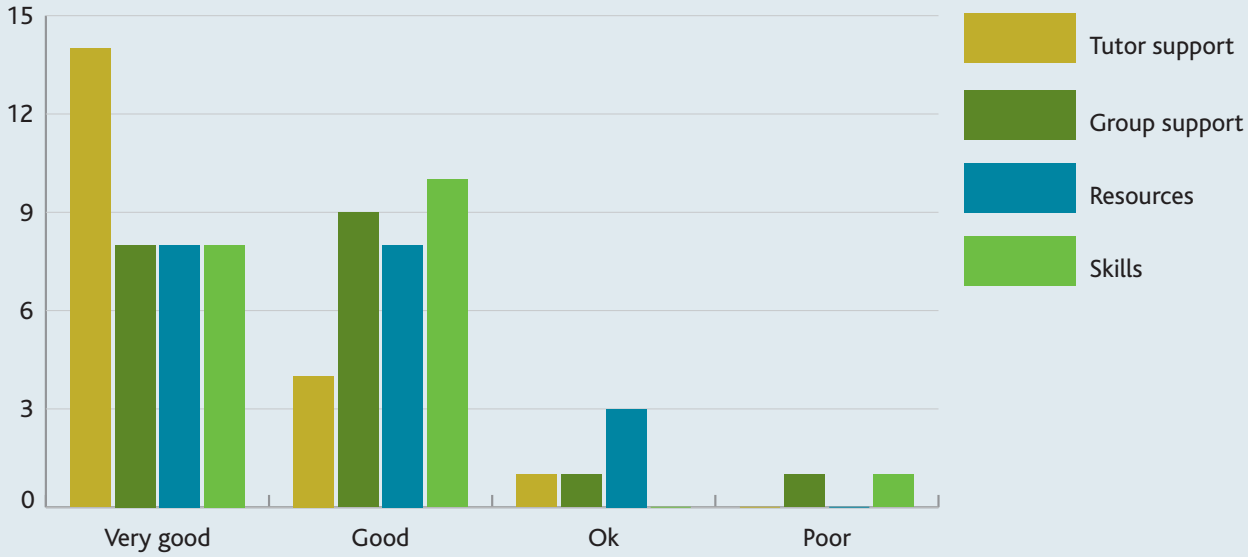


Point 3 ***What, if anything, do you feel that you have gained that you did not expect at the outset?***

- The course was an eye opener to other parts and not just recycling.
- What I have gained is a different outlook and what GOSH needs to be able to fulfil the role of an environmental rep.
- Ideas around environment issues trust wide and how environment reps can help.
- My role as an environmental rep.
- How to go about finding where you are, how to move forward, where to turn for help and how to get people on board.
- Learned more about the carbon trust plan, where the trust have achieved and where they intend going.

- Going on the walk-round helped identify issues I would not even have thought about.
- Not only did we cover the skills needed to improve work areas, we also put them into practice which gave us confidence.
- Being more vigilant around the office and thinking through solutions.
- Yes, insightful, educational, no longer insular or narrow-minded on environmental issues.

Point 4 ***How would you rate the support that you received?***



Point 5 ***How did you find the teaching and learning methods used on the course?***



Point 6 ***How will course help in workplace/union?***

- It has put the onus on myself to do my bit for the environment.
- It will help towards energy reductions at work.
- Will definitely be more aware of environmental issues in my work area/department.
- I will help to make my department greener and work toward contributing to the trust as a whole.
- I can take the ideas into work and set up a group to discuss/have support systems to implement ideas.
- Hopefully we will establish a committee of people to move forward on the agenda.
- Now have a means to contribute.
- The course today put down solid foundations for each of us to build on, both together in the workplace and individually by passing on information to our colleagues.

Point 7 ***Future learning priorities?***

- To find out more.
- Do a degree.
- Wider reading and involvement in environmental strategy.
- I want to learn more about workplace environment, read materials on how to implement ideas and ways in which these can be done.
- To develop an action plan to take forward the issues and barriers discussed.
- I would like to learn the best techniques for passing on information in a fun and interactive way rather than just by formal presentations.

Point 8 ***Any other comments?***

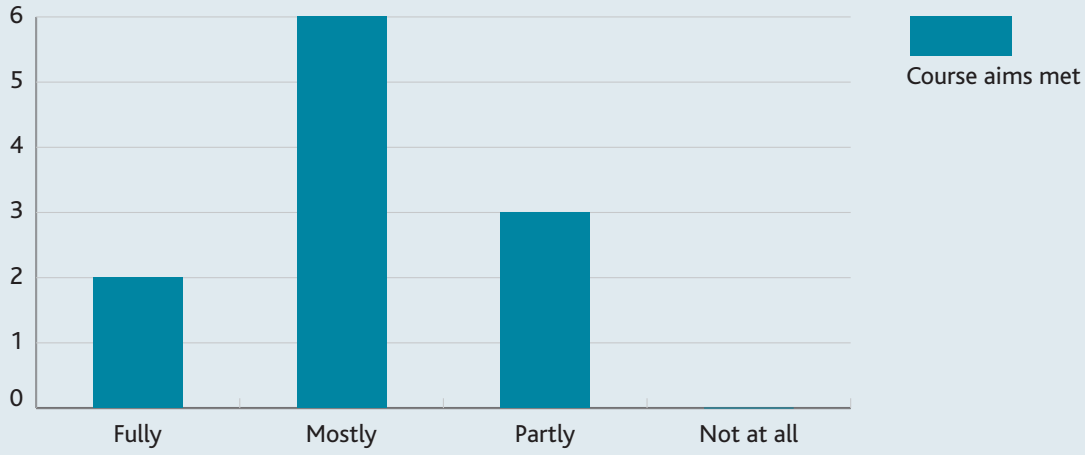
- The carbon checklist was very helpful and highlighted the need for one to be created.
- A lot of valuable information was discussed and handed out.
- The course was interesting and informative.
- The course was very enjoyable, thank you.
- Should be about 3–4 days training.
- Different activities made the day interesting and educational.
- The topics covered created good group discussion and got people thinking in a different way.
- We have created ideas and when we send a full report of the two days we will have an objective for the committee to start working on.
- Enjoyed the course very much and it would appear from the day's discussions the whole group did, thanks.
- I found the group discussions very useful with good suggestions raised.
- Again the booklet given was easy and useful to read, without having too many facts and figures.
- I found it very enjoyable and liked to listen to other members of staff I would not normally meet.
- Awareness is a key stepping stone to understanding environmental issues, but only through implementation of policy, procedure and practice can you see the effects.

Tutor evaluation report

Course name: LCC GreenWorkplaces Project
Course start date: 30/11/09
Course end date: 30/11/09
Course tutor: George Waldron
Course numbers: 11

Note: This course was held at the UNISON Office, Leicester City Branch, and is part of the TUC Green Workplaces project.

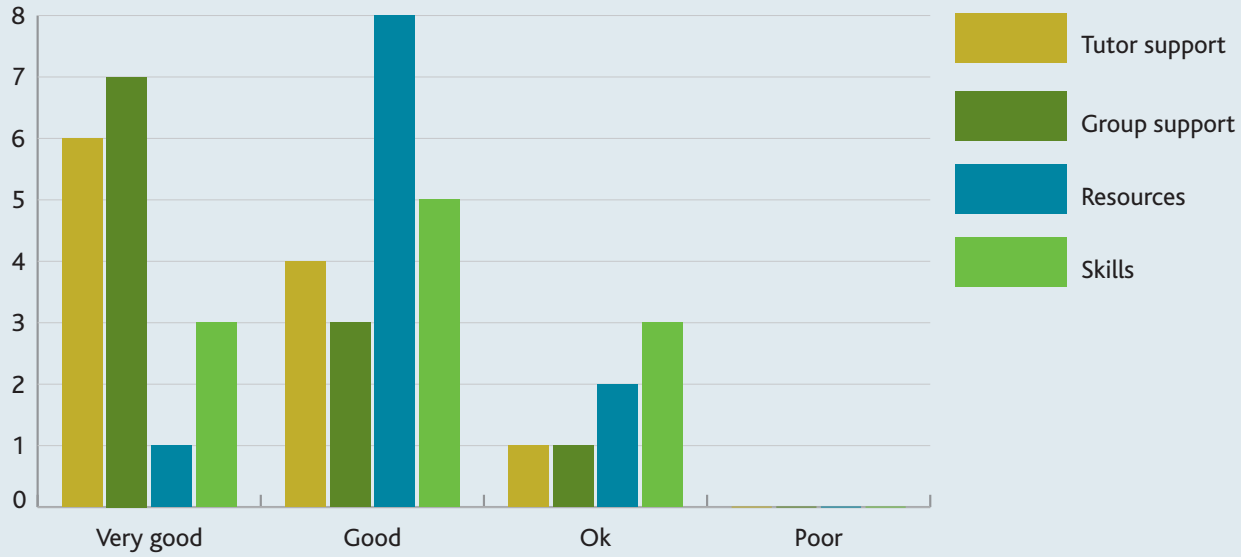
Point 2 ***Extent to which aims have been met***



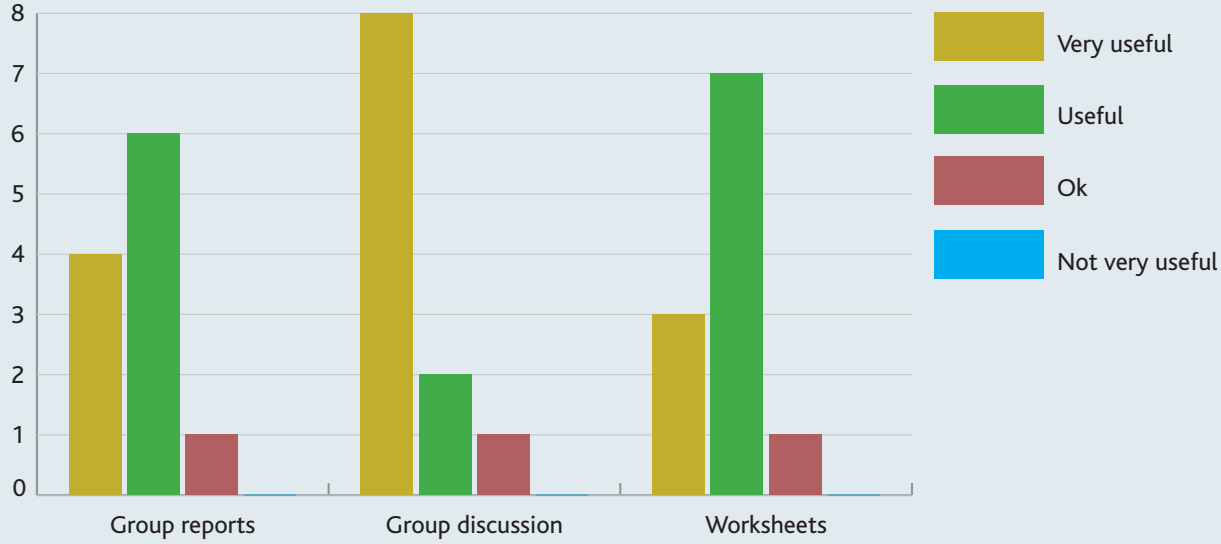
Point 3 ***What, if anything, do you feel that you have gained that you did not expect at the outset?***

- Better understanding of union perspective on the issues, and how staff perceive what the council has done so far on the environment.
- The environmental knowledge of the TUC and UNISON.
- More knowledge of green ways of running the workplace.
- Learned about the contacts in other areas of the council.
- More confident that it won't be a waste of time.
- How to conduct formal inspections.
- A greater awareness of who involved, information involved, information available, barriers etc. that I need to overcome.

Point 4 ***How would you rate the support that you received?***



Point 5 ***How did you find the teaching and learning methods used on the course?***



Point 6 ***How will course help in workplace/union?***

- It will help me with everything.
- Will enable me to take up environmental issues as part of my TU role.
- Will help us support the widening of involvement in green issues in the council.
- I will be doing a walk-round of my workplace to see what can be done.
- Knowledge and contacts which I can rely on.
- More of a focused idea on what can be achieved.

Point 7 ***Future learning priorities?***

- Sit down with union reps to work out how the project can develop and how the environment team can support.
- Behavioural change in the office and other items to tackle (identify areas for improvement).
- To use the knowledge gained in my workplace.
- Get used to what I've learned and see what happens after.
- Learn to put it into a formal setting and work alongside others to gain the most out of it.
- Educating reps on how to use energy data.

Point 8 ***Any other comments?***

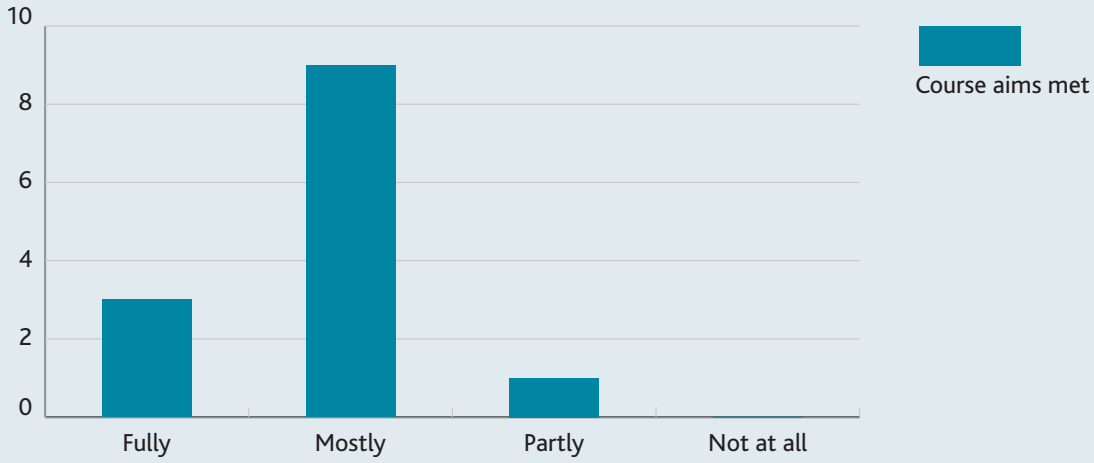
- Thought about different ways of progressing the project.
- Good contributions from everybody; refreshing to hear managers and staff agree on environmental initiatives.
- Very good teaching methods for a diverse group – covered everything.
- Thanks for your support and enthusiasm.
- Good content in terms of thinking through the role.
- Great training and committed group.
- Group activities very productive.
- What was brought up that I was not aware of is the formal set up, i.e. role and responsibilities – how different it can be.
- I think I prefer title of 'Green Rep'.
- Very good discussions around all aspects of greening workplaces.

Tutor evaluation report

Course name: NLS GreenWorkplaces Project
Course start date: 23/03/09
Course end date: 23/03/09
Course tutor: George Waldron
Course numbers: 13

Note: This course was held at NLS Edinburgh, and is part of the TUC Green Workplaces project.

Point 2 ***Extent to which aims have been met***

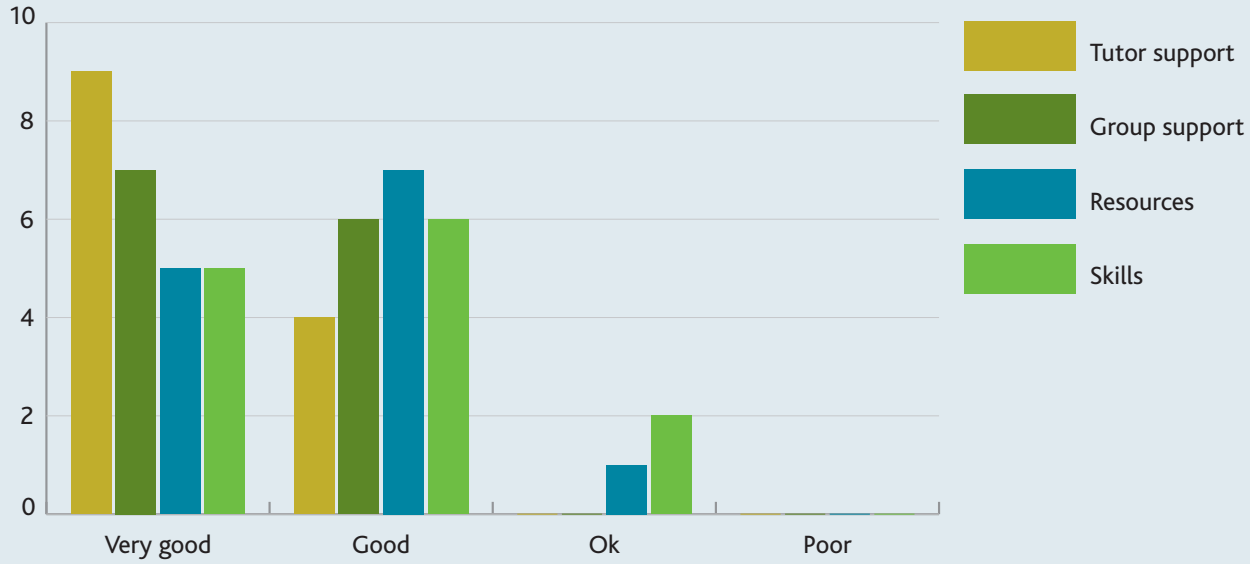


Point 3 ***What, if anything, do you feel that you have gained that you did not expect at the outset?***

- Better knowledge of the possibilities for action we have.
- Encouragement.
- Information and ideas.
- Confidence to tackle the issues.
- Commitment from colleagues and affirmation of shared values and initial ideas in taking these forward.
- Feeling that there is a lot that can be done.
- Ideas to carry forward, i.e. policy making.
- Got feedback from other members of NLS staff.
- I'm impressed by my colleagues' ideas and thoughtfulness.
- Different ways of persuading other staff that green issues are important at work as well as at home.

- What we can do as part of a Green Group.
- Increased confidence in setting up a more useful Green Group.
- Awareness of where NLS is in green terms.

Point 4 ***How would you rate the support that you received?***



Point 5 ***How did you find the teaching and learning methods used on the course?***



Point 6 ***How will course help in workplace/union?***

- Getting people together with similar goals and different skills means we are more likely to succeed.
- Raise awareness amongst my colleagues.
- I see a very useful link between the green group and estates.
- Better organised green group.
- It is a really good jumping off point for getting more involved in green issues in the library.
- Wider range of ideas that I wouldn't have thought of.
- Will sharpen focus.
- Better knowledge of who is doing what in the workplace, and who to approach for support, information and advice.
- We will be more pro-active.

Point 7 ***Future learning priorities?***

- Know more about the library's figures on environment issues.
- Widening awareness and working with green group colleagues.
- Implement ideas created in brainstorming group discussions.
- Helping unite the newsletter, spread the word and dispel the myths.
- Find out what the possibilities are for making a practical change.
- To become more involved and informed.

Point 8 ***Any other comments?***

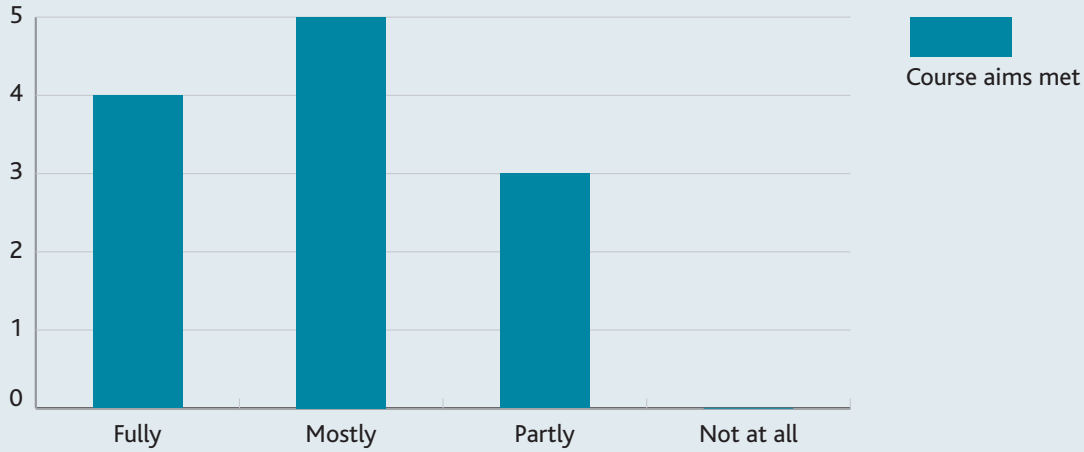
- Very positive, encouraging day.
- Should be split into two days.
- I'd like to see this happening in every organisation.
- Need to capitalise on the day ASAP to prevent loss of momentum.

Tutor evaluation report

Course name: NML GreenWorkplaces Project
Course start date: 04/12/09
Course end date: 04/12/09
Course tutor: George Waldron
Course numbers: 12

Note: This course was held at NML training facilities, Liverpool, and is part of the TUC Green Workplaces project.

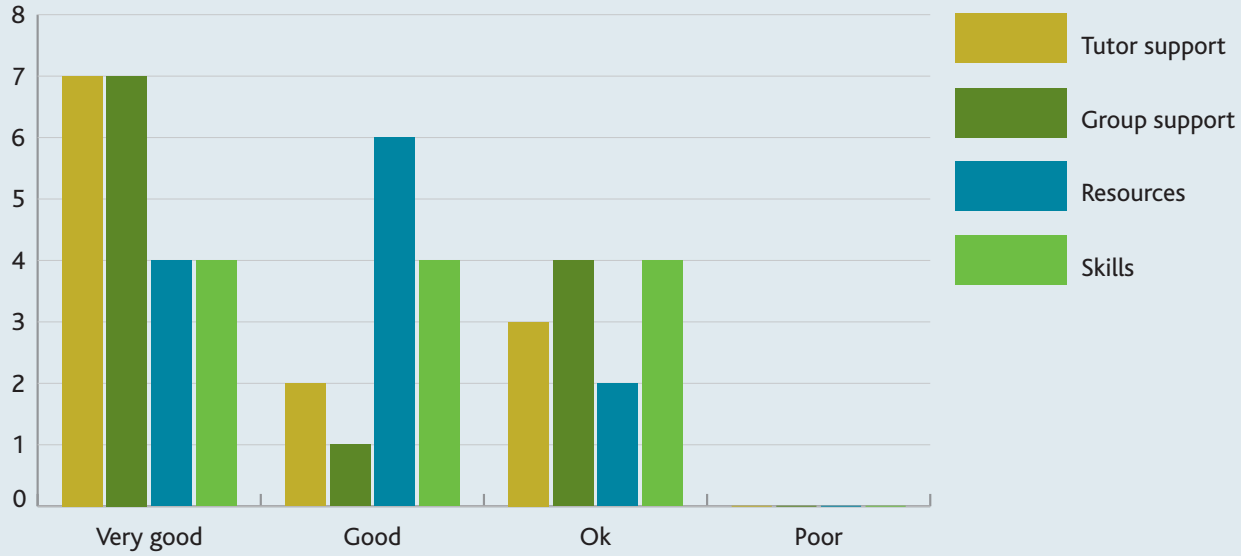
Point 2 ***Extent to which aims have been met***



Point 3 ***What, if anything, do you feel that you have gained that you did not expect at the outset?***

- I would like to include cleaning staff as Energy Champions.
- I think it has brought together a lot of ideas for going forward.
- Aware of importance/value of bottom up approach.
- Have realised that NML have made some progress and have been surprised at the level of interest and enthusiasm for this topic.
- Power of individuals in making change – ideas to build upon.
- Better knowledge of what other institutions are doing about sustainability and the direction we should take.
- To communicate with other departments my concerns with office equipment. To read up/ research into solutions to these problems.
- We all have the same concerns and have the staff who are willing to be proactive in achieving our aims.

Point 4 ***How would you rate the support that you received?***



Point 5 ***How did you find the teaching and learning methods used on the course?***



Point 6 ***How will course help in workplace/union?***

- Will benefit in how I work, make me think more about implementing ideas thoroughly.
- Carrying out green checklists/audits.
- Will feed into sustainability group.
- Idea of what steps need to begin with in introducing green issues to workforce.

- I now know how to go forward concerning green workplace issues, and whether or not expectations are realistic.
- I think today's events and records will greatly assist plans for increased sustainability in all NML venues.
- Recruiting for the union.
- I need to research into supplies, transport and good working office practice in terms of energy efficiency.
- Will help me answer a lot of questions asked by staff on how to tackle reducing waste and consumption.

Point 7 *Future learning priorities?*

- Keep energy and green issues going, get more people involved.
- Follow up ideas and actions discussed in workshop
- To put what I have learned into practice in the workplace and see if it can be taken further.
- To help shape green champions future.
- Looking at recycling companies and what actually happens to our recycling.
- Gain more insight into legislation/guidelines relative to issues raised.
- Researching green issues in more depth, fact finding about greening the workplace in the British Museum.

Point 8 *Any other comments?*

- I feel a lot of work has already been achieved towards saving energy. I would like to think any other improvements can be dovetailed on to what has already been achieved.
- Clear idea of key issues for NML.
- Excellent materials, good group discussions.
- Found it really interesting.
- Very constructive day with many useful suggestions.
- Very useful day and good to meet like-minded colleagues.
- Good discussions, workshops and walk-round.
- Group discussion was the key.
- Good project but it is only the start.
- Feedback has been given to me on what were expecting in terms of stationary, office machine improvements, green products, source, locate and price.
- Very informative, educational.
- Very thought provoking.

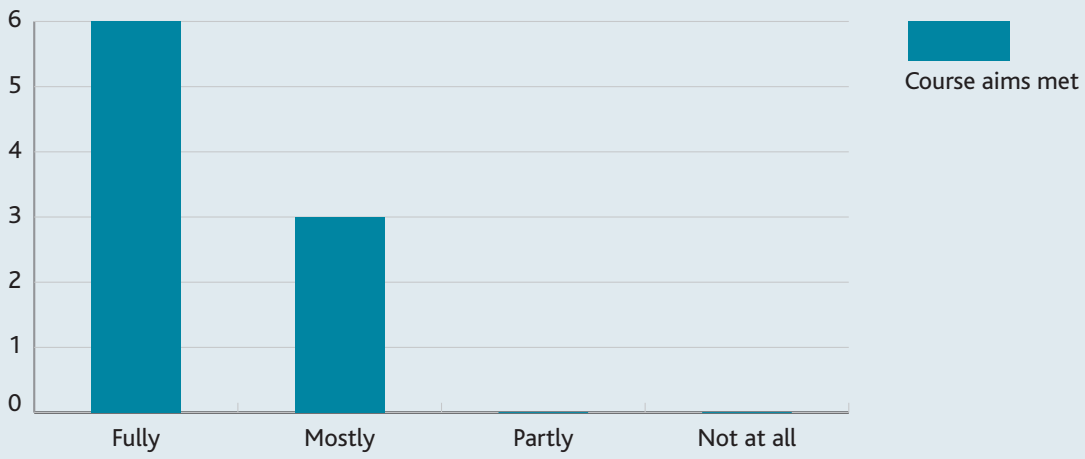
Tutor evaluation report

(updated to include 6/11/09 workshop)

Course name: NUT/UNITE GreenWorkplaces Project
Course start date: 21/09/09
Course end date: 6/11/09
Course tutor: George Waldron
Course numbers: 9 (6 + 3)

Note: This course was held at NUT Headquarters, London, and is part of the TUC Green Workplaces project.

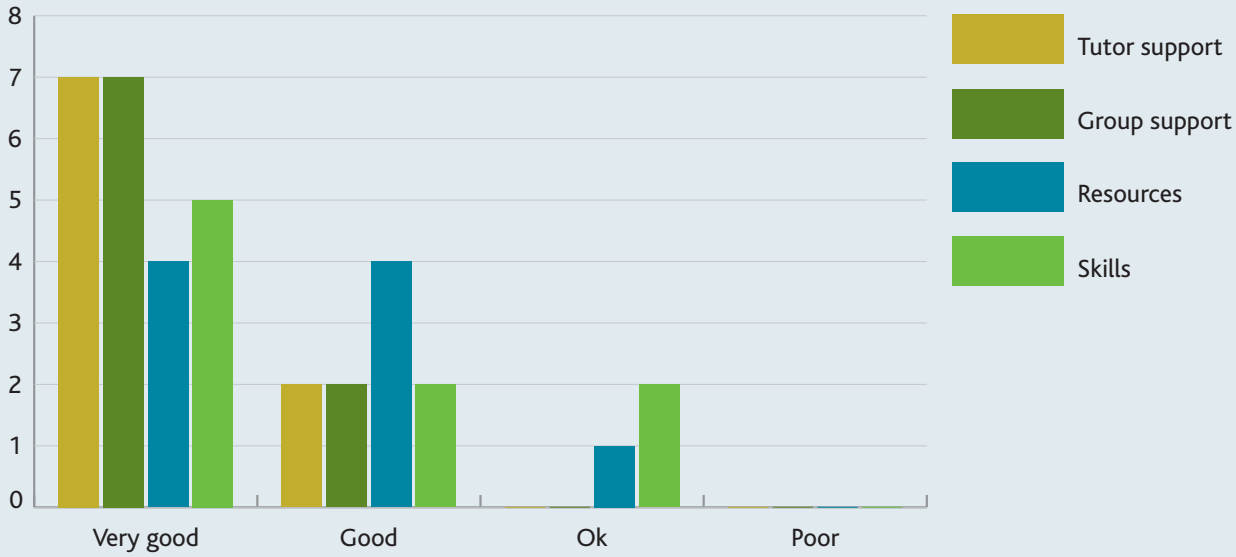
Point 2 ***Extent to which aims have been met***



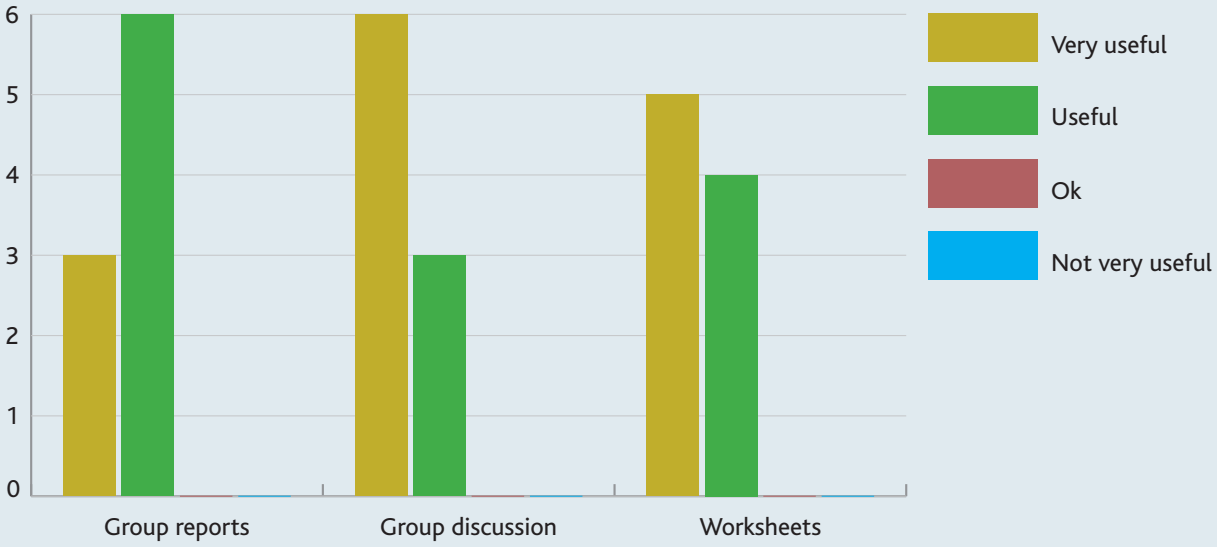
Point 3 ***What, if anything, do you feel that you have gained that you did not expect at the outset?***

- A way (several ways actually) of progressing the issues within the union.
- Contacts who are passionate about the issue.
- Better understanding.
- I have gained ideas from the tutors and from colleagues which I may not have thought of on my own, and can now put into practice.
- The feeling that I am not alone in wanting to improve energy efficiency etc. in the workplace.
- A clear view of what we have to do at the NUT.
- An idea of how we can proceed at work realistically.
- That others have the same views as my own.
- Discovered more colleagues who are well informed and keen to be more involved.

Point 4 ***How would you rate the support that you received?***



Point 5 ***How did you find the teaching and learning methods used on the course?***



Point 6 ***How will course help in workplace/union?***

- How to start a new initiative.
- The importance of being realistic.
- It will help the NUT/Unite GreenWorkplaces project.
- I now have a greater knowledge to implement change.
- The small steps that I do individually and as part of a team will help benefit the union in energy saving and reducing costs.
- I have made contact with people who share my views and hopefully we can now make progress together.
- Help me to work in an environmentally friendly way.
- It's helped a lot to focus on how to take things forward.

Point 7 ***Future learning priorities?***

- Review website – environment sites.
- I need to walk around our building to assess our environmental impact and put up further notices.
- To learn more about measuring and monitoring and to find out more about NUT's heating system.
- Investigate ways to save more energy.

Point 8 ***Any other comments?***

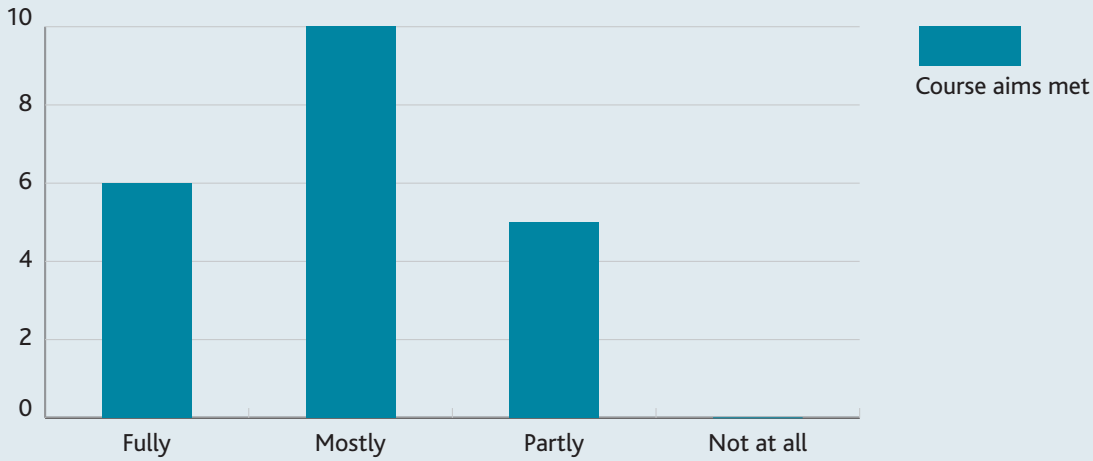
- Interesting to hear various viewpoints.
- Very interesting to hear about energy saving devices such as eco-buttons and intel-plug .
- Run more training so others can help spread the word on the environment.
- Enjoyed the course, good discussions.
- Good information, main issue is the future of the human race and our planet. Needs to be taken seriously from small steps to massive change.
- Want to know more, would like to help somehow.
- Really interesting day.

Tutor evaluation report

Course name: UU GreenWorkplaces Project
Course start date: 16/11/09
Course end date: 10/12/09
Course tutor: George Waldron
Course numbers: 21 (14 + 7)

Note: These two one-day workshops were held at UU Anderton Centre training facilities, Chorley, and are part of the TUC Green Workplaces project.

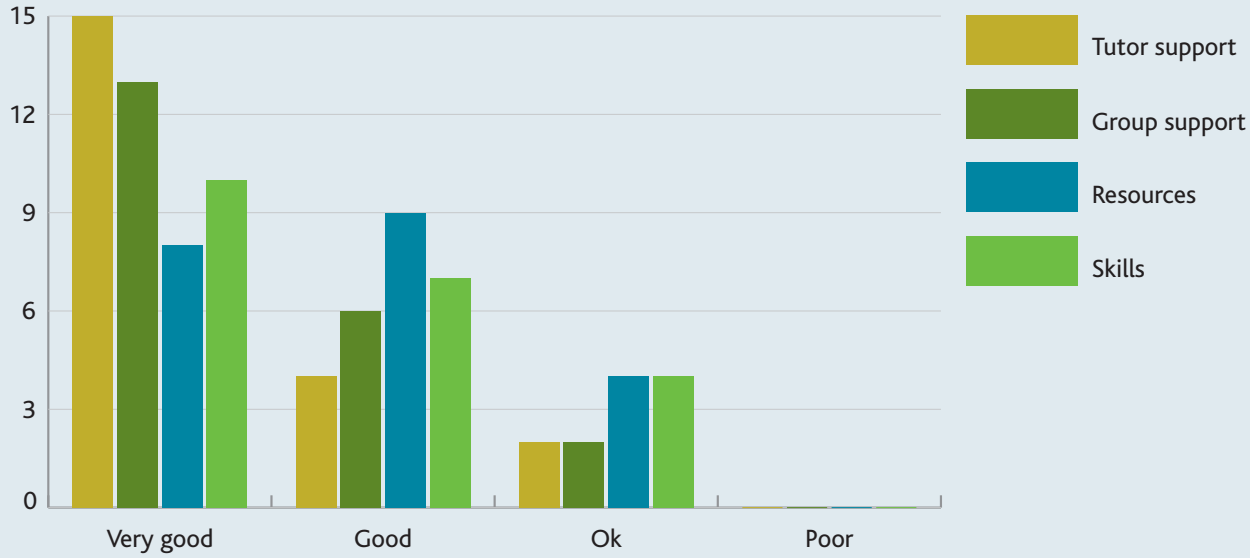
Point 2 ***Extent to which aims have been met***



Point 3 ***What, if anything, do you feel that you have gained that you did not expect at the outset?***

- An insight into greening campaigning.
- Made me more aware.
- What needs to be done as individuals and how I can get other activists to take part.
- Knowledge of rep requirements/role.
- A firm sense of direction.
- I have realised that there should be environmental reps as well as health and safety reps in the workplace.
- Confidence in raising awareness.
- Quite a lot, both about pursuing a more active sustainability policy in UU, and who and whom is doing it at the moment.
- How UU and myself can gain from these issues.
- Learned that the company had a department working on energy reduction.

Point 4 ***How would you rate the support that you received?***



Point 5 ***How did you find the teaching and learning methods used on the course?***



Point 6 ***How will course help in workplace/union?***

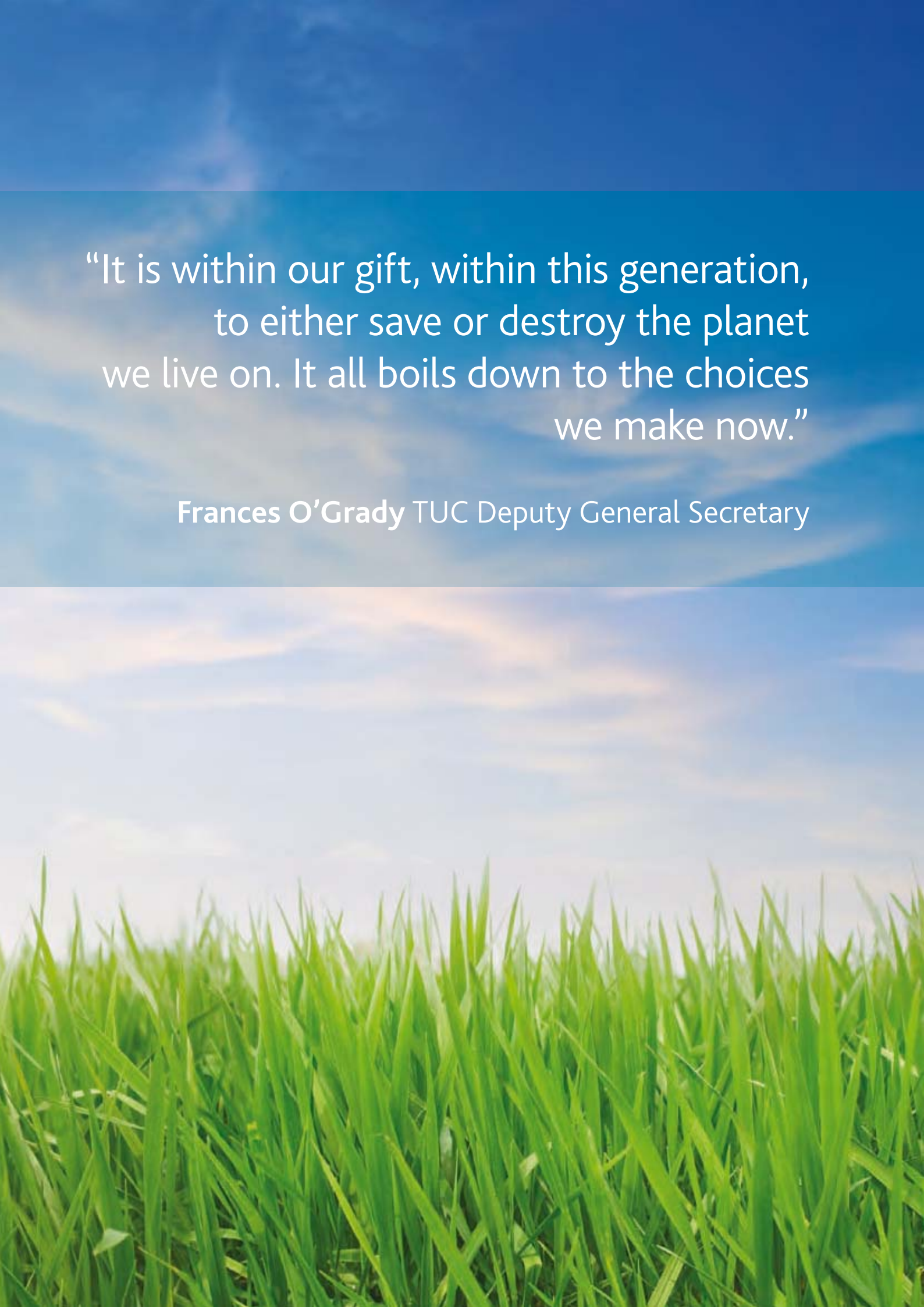
- All of the course was relevant.
- Aware of environmental issues.
- Will help to organise around this issue by incorporating it as part of others in the workplace.
- Implement change.
- A firm start in delivering sustainability in my area.
- Use best practice determined on the day.
- Promote green issues to help company/world future.

Point 7 ***Future learning priorities?***

- To improve knowledge.
- To educate others and save waste of all descriptions.
- Gain more information.
- To further and develop my skills.
- To carry out workshop inspections and team briefings.
- To get more people on board with these issues.
- Try to work together with management to implement green policy.

Point 8 ***Any other comments?***

- Very good tutoring, experienced and knowledgeable.
- Very positive and helpful.
- I will raise this issue as a standing agenda item on UU forums.
- Hopefully the course can be followed up by positive action within UU.
- Very worthwhile and enjoyable, thank you.
- Well presented and not in a pen/paper exercise.



"It is within our gift, within this generation, to either save or destroy the planet we live on. It all boils down to the choices we make now."

Frances O'Grady TUC Deputy General Secretary





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