



Furniture Recycling Network

Appliance Re-use and Recycling in the Community

The FRN waste electrical and
electronic equipment strategy

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Introduction

This report sets out a strategy for implementing the future work practices of community sector domestic appliance re-use organisations in the UK, as set out in the FRN's "fit for re-use" guide.

The "Appliance Re-use and Recycling in the Community" (ARRC) strategy will design and create the local and regional service infrastructure, in the light of forthcoming Waste Electrical and Electronic Equipment (WEEE) legislation in 2004.

The FRN is implementing these new practices described in "fit for re-use" so that its members can continue passing on reusable electrical appliances to people in need. To continue this vital service, professional standards must be raised and all organisations must work to an accredited manner.

The re-use of whole equipment is being positively encouraged by the WEEE legislation as an environmentally sensitive method of waste reduction. In 2007/2008, after data has been collated, new targets will be set by the European Commission and member states for the 're-use' of whole appliances, which FRN member organisations will be required to achieve.

Managers and Technicians within re-use organisations will need a sound understanding of the implications of the WEEE legislation and the changes taking place after 2004. Any organisation that currently supplies and/or repairs appliances will be subject to the requirements of the WEEE legislation and to the procedures stipulated by individual countries, regulators and producers.

To prepare for the significant changes in 2004, a number of new practices will be developed. These include: new procedures and conditions for operation, new systems to handle appliances whether as waste or for refurbishment, new reporting methods and audit streams. Ultimately we are looking at a whole new way of working for re-use organisations.

Re-use organisations will be required to gain accreditation to manage an appliance re-use operation and handle waste appliances. The way an appliance refurbishment/repair workshop is operated will also be regulated. Staff supervising and running a workshop will need to prove they are qualified domestic appliance technicians. Individuals with no formal training will need to get qualified before their workshop can be accredited. This will be a legal requirement and therefore this strategy will illustrate the methods by which the FRN will work over the coming years to aid the community sector's compliance with all WEEE requirements.

Choices and changes to be made

Those organisations that do not comply will be forced to cease appliance re-use operations once the legislation is in force. There are three clear choices, which organisations have to make before 2004:

1. Seek accreditation and continue to supply appliances to the public
2. Ensure that appliances are tested by another (perhaps regionally based) accredited and qualified technician
3. Stop supplying appliances altogether

If organisations are willing to adopt the new criteria and codes of practice, set out by the FRN in its "fit for re-use" guide, they will need to find and establish greater resources and space to make these developments possible. New procedures and equipment will be required for the refurbishment operations and for the storage of components, hazardous materials and products.

Many appliance re-use organisations are concerned that they already have limited resources and WEEE legislation may be perceived as a threat rather than an opportunity.

The sector's response to ensure consistency

The uncertainty of what the practical outcomes of the legislation will be is another major concern for appliance re-use organisations and for the FRN itself. Much depends on the decisions of industry and Government and how they translate the targets and criteria into how they manage the waste. The FRN will continue to work closely with manufacturers, local authorities, waste companies, the recycling industry, regulators, the Government and the retail sector. We need more information about the hazardous waste implications of our current and future activities such as CFC, HCFC and PCB recovery and the containment of other pollutants and hazardous material when dismantling appliances.

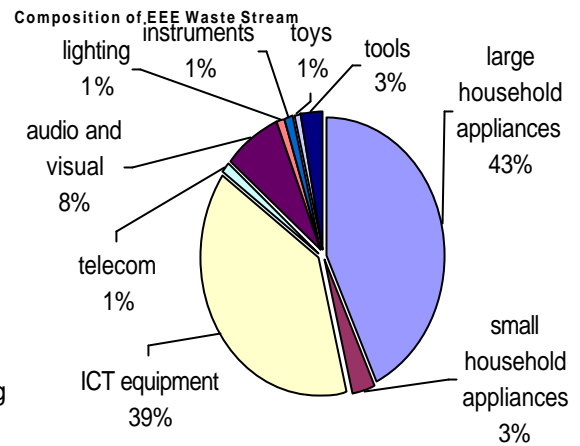
By developing a national strategy for appliance re-use organisations in this sector, and as a result of these organisations implementing and operating new procedures and activities, we will bring support for their re-use initiatives and subsequently bring about opportunities for service level, contractual agreements with local authorities and industry to handle waste appliances.

The prime concern for re-use organisations is that if they do not improve their operations, they will lose their supply of appliances as they will no longer be permitted to handle and reuse equipment categorised as WEEE. The re-use sector needs to establish itself as a major player within the management of WEEE, or lose out completely as total material recycling is, after all, the only option for the vast majority of waste equipment and this will control the development of new national and regional systems for the management of WEEE.

The scope of the challenge

165 million items of waste electrical and electronic equipment are discarded in the UK every year - equal to 915,000 tonnes of electrical and electronic scrap (1.ICER). We already know, from the FRN's research that up to 30% of that which is currently discarded can be reused. The number of single occupancy households in the UK has grown and this is further augmented by ownership of more than one of each item. As a result demand for each type of item increases and consequently waste increases. The problem is only set to grow.

Of this total, over 10 million large household appliances are discarded each year - equal to over 392,000 tonnes (1.ICER). We also know that 88% of large household appliances are already being recycled (1. ICER). So the UK is already meeting the recycling target set by the WEEE Directive, but we are not meeting the criteria set for how it is to be processed. Bulky household waste is high on local authority waste agendas and the FRN is being consulted to help meet targets for reducing this waste through the re-use of appliances.



The scope of our opportunity

Published figures suggest that an estimated 50,000 (2500 tonnes) appliances are reused each year (1.&2. ICER/Cooper & Mayers). This figure does not take account of the FRN's figures which stands at over 100,000 appliances a year and, in addition to this, many appliances are exported to developing countries (3. FRN).

Appliance re-use organisations are currently only able to meet approximately 50% of the demand for appliances needed by low-income people (3.FR.N). The more essential the item - the higher the demand. From this we can conclude that the type of appliance that FRN members deal with, are found to be the most necessary items for any household.

From our research it is suggested that the current 100,000 appliances can be immediately doubled, if the ideal supply of waste appliances can be found. The FRN will set a target of reusing 200,000 appliances by 2006.

The research also illustrates that with a marked increase in the promotion and marketing of the current services of the individual FRN organisations, in conjunction with the establishment of new re-use organisations in areas of the UK where no such service currently exists, we will reach our target of reusing 350,000 appliances each year by 2008.

Community re-use organisations are currently reusing and repairing over 30% of the waste appliances recovered, from the small portion of the waste stream that they collect from (3.FR.N). Product quality could be vastly improved if organisations were given access to a more significant part of the waste stream. The WEEE Directive supports re-use of whole appliances and will implement measures to ensure that future targets are set.



Figures from

1. Industry council for Electronic Equipment Recycling (ICER) UK. Status Report on Waste from electrical and electronic equipment.
2. Cooper Tim & Mayers Keiren, E-SCOPE. Prospects for Household Appliances, 2000.
3. Anderson Craig, FRN. fit for re-use. 2001

The Operations

The following is a list of the various processes required for the management of WEEE with various options for how these processes could be implemented.

Collection—Separate collection routes for WEEE

- Household collection (bulk waste collection)
- Retail take-back
- Bring systems (local collection points)
- Intermediate containment and storage

Storage—Containment of products prior to re-use or recycling

- Local sites
- Regional sites
- Retail and producer establishments

Assessment & Segregation—Criteria to decide on process route

- Assess and decide on product disposal/process route
- Product separation for re-use or recycling

Re-use of whole equipment—Activities for products deemed reusable or repairable upon assessment

- Repair or faults and/or damage
- Total refurbishment of product
- Test for safety and function
- Re-use through social economy

Pre-treatment—Activities to be carried out prior to final reprocessing

- Dismantling and de-manufacture
- Hazardous substance recovery (CFCs, PCBs, etc.)
- Disassembly for re-use, high value material recovery, or reprocessing
- Containment of product, components and material
- Material separation

Product, Material and Component Processing—Final recovery of product, component and/or material

- Re-use of components
- Dismantling or
- Shredding
- Material recycling (high value and low grade)
- Material recovery and re-use

Evidence of need

The FRN has researched and identified the requirements of our sector and its involvement in the implementation and management of waste electrical and electronic equipment. This extensive research carried out at a local, regional, national and European level resulted in the publication in November 2001, of "fit for re-use" - a guide to the repair, refurbishment and re-use of domestic electrical appliances. The guide set procedures for over 300 community organisations to follow when setting up, operating and managing an electrical appliance re-use and recycling service. The work also highlighted the need for national co-ordination. The next phase of the FRN's work includes the implementation of the "fit for re-use" procedures, the development of management systems, and a national strategy - all of which must be implemented in readiness for the forthcoming WEEE legislation.

In July 2001, the FRN set up a UK WEEE Stakeholder Meeting involving all sectors to determine the role of the community sector in the management of WEEE. The outcomes of this meeting have informed this strategy report, which sets out the development work for the next two years.

The sector must build into its current and future operations, the accreditation and qualifications that will be a legal requirement under the new legislation and regulated codes of practice. Organisations must be competent to operate and manage an electrical appliance refurbishment workshop.

Consultation through internal and external appraisal

Because the directive text is still not finalised, there are still opportunities for consultation and lobbying for our interests to be addressed and incorporated. The FRN will continue to work with its European counterparts through the *Rreuse* network of organisations, submitting consultation documents calling for these issues to be addressed. To date all submissions have been successful and all our recommendations for amendment have been included in the revised versions of the directive. The revised directive text now states that all member state countries must enable and encourage the re-use of whole equipment by ensuring systems are in place to allow for items to be assessed and separated for re-use upon collection, prior to any treatment. Five years after the legislation has been in force the member state should determine and set specific targets for the re-use of whole equipment.

The UK Government supports the Directive text and has stated that we can expect to see the volume of material and products increase. The Government has also stated that the UK needs to urgently set up these new systems if we are to achieve the targets set in the WEEE Directive and the planned targets to be set in 2007/8 for the re-use of whole equipment.

- A step change is required to meet recovery and recycling targets.
- The Government has identified the difficulty of collating data on the collection and recovery of WEEE.
- The Government fully supports the current and future work of the FRN and realises the spin off benefits for local authorities and the recycling sector as a whole.

The definition of what's reusable currently varies between re-use organisations. For the FRN to be an effective partner in the management of WEEE, assessment procedures will need to be standardised nationally.

All organisations consulted stipulated that current local re-use activities must be supported and benefit from whatever process is finally decided upon. Currently, members of the public who are aware of their own local scheme are predominantly those donating unwanted appliances to organisations. Improved marketing both nationally and locally is essential.

SWOT outcomes

Stakeholders were unanimous in their agreement that community sector re-use organisations should be involved in certain aspects of the management of WEEE. Stakeholders emphasised that for the community sector to have any role in the management of WEEE, it will be required to raise and standardise its codes of practice.

Since this consultation took place, the FRN has published its guide to the repair, refurbishment and re-use of electrical domestic appliances – “fit for re-use”. These codes of practice will be adopted by community sector organisations intending to reuse and manage WEEE after 2004. Many are already implementing the procedures within the guide. The strategy will indicate that the FRN will help establish and manage these procedures and develop national management systems to ensure that all organisations working to these codes of practice are audited and accountable.

Please see Appendix for further details.

Stakeholders agreed that the community sector does have a role to play. What is certain is that partnership will be key, so that the re-use sector complements the work of other organisations managing WEEE.

The role of the community sector

Collection

The consultation process determined that the method of collection most suited to the community sector was that of collection direct from the householder. This will ensure items are collected in the manner required for reusability and that those deemed reusable, can be separated at source. It was felt that haulage of bulked up WEEE should be carried out by the private sector. In contradiction to this however a few re-use organisations are already offering this service. The community sector has experience and knowledge of this specific waste stream and therefore staff are used to collecting, storing, inspecting, assessing and pre-treating these appliances.

In order to establish viable contracts and relationships with LAs and other partners in WEEE, the community sector needs to set up model contracts for LA and/or waste service contractors. These could perhaps be based on 'post code tendering' to operate a segregated collection service for the local authority, through the retail take back system or at CAS bring sites. The quantities reused and recycled can then be used to achieve the statutory targets for recycling and reducing waste to landfill.

LA contracts are being led by tonnage. Organisations must give clear indication by weight of WEEE re-used, parts recovered, and material recycled. This is a niche market and is not being exploited by any other sector.

Storage and Assessment

Community re-use organisations have a wealth of experience and knowledge of the products in this waste stream. It is logical therefore that they are best suited to take on some of the responsibility for assessment, inspection and separation of WEEE for storage. This service should be set up in partnership with all sectors through CA Sites, regional sites, and centralised reprocessing facilities. Re-use organisations are able to offer other, complementary services to partners, such as inspection of appliance waste and recovery of certain components or hazardous materials offered as a service to local authorities and as a pretreatment service for reprocessors, therein offering a more attractive service overall.

Those organisations consulted have concluded that the storage and assessment criteria will be product specific after 2004. The required storage and assessment techniques will most probably be dependant upon the scale of the final processing required and the risk of creating pollution and any undue energy use at the localised site. The level of storage and assessment will also be dependent upon the issues specific to the local site; local knowledge, service response, local tolerance to site, transport movement and licensing.

In 2004, the UK will be required to have waste strategies that are specific to each type of product determined by their material and substance content, design and technique of manufacture.

Re-use

There are over 300 community organisations across the UK supplying household effects to people in need. Many of them also offer training, work experience and other opportunities to counteract social exclusion. About half of these organisations find electrical appliances are top of the list when it comes to what customers want. As a result there has been a huge increase in the number of organisations either running or wanting to run re-use workshops. Members of the FRN currently recondition around 100,000 domestic appliances each year. Members of the public donate the majority of appliances entering these

organisations. With a direct supply from industry, and local authority bulky household waste streams, this figure is set to treble. It is therefore imperative that the FRN and the individual organisations develop the infrastructure of national operations to ensure demands are being met for re-usable appliances and that they are processed in compliance with national standards and all legislated requirements.

The additional value to society by operating this service must be promoted. The potential for increased employment opportunities and training initiatives, and also the social benefits to the low-income user, must all be quantified and disseminated to ensure an indication of the true value of the re-use of appliances is understood and supported by all partners.

Pre-treatment

These activities should be viewed as a complementary service to re-use, collection, inspection and assessment. Organisations should focus on the dismantling and demanufacture of certain types of WEEE. Certain small-scale pre-treatment services that organisations may tender for are battery removal, component removal, containment of hazardous material and components such as ozone depleting substances and PCBs in capacitors. These types of activity are very labour intensive and for this reason should be best suited to the community sector.

The community sector needs to determine whether the producers and/or reproducers wish to contract on such pre-treatment activities. Whether the pre-treatment activities will require licensing is dependant upon the size of the operation and the material and substances recovered. The activities will be associated with a very complicated audit trail and community sector organisations must comply with health and safety and other such requirements deemed necessary. Accountability and traceability will be stringent. Over the next three years organisations must determine what type and quantity of pre-treatment will be required and resolve to set up either local, sub-regional or regional operations.

The pre-treatment activities will be implemented alongside the sector's infrastructure for collection and assessment activities.

Processing

It has previously been commented that the community sector is only likely to operate in the areas of the collection and re-use of whole appliances, component re-use, dismantling, and pre-treatment of specific types of appliance. It was suggested that this might limit the role of the community sector. Smaller electrical and electronic equipment requires processing and if the sector could derive solutions for other types of equipment, this could prove a good opportunity and provide increased support for the sector.

The possibility of the directive encouraging individual responsibility could pose a threat to the sector and to many individual private sector contracts. There is still a risk from legislation that is not yet finalised.

Re-use organisations within the community sector need to improve data collection and the management of operations for the re-use of whole equipment and components and any other activities they carry out.

Accountability is key; work carried out on each appliance must be recorded, reported and traceable. Standardised testing and safety procedures are paramount. And the quality of the repaired and tested product and aftersales service must conform to all consumer protection regulations.

Priorities for the next two years

The stakeholders consulted identified the following priority actions that the community sector must put into action over the next two years in preparation for the implementation of WEEE legislation.

Standards and quality

Codes of practice need to be implemented and managed. The FRN has identified and published national guidelines describing the operational requirements, which will meet with future industry codes of practice and comply with future regulatory requirements. The Industry Council for Electronic Equipment Recycling, has recently launched industry standards for recycling IT equipment, and is shortly to develop and set similar standards for other products such as large domestic appliances. The community sector will be required to work with the official and regulatory requirements set by industry and the Government and regulated by agencies, still to be identified, and therefore needs to adapt its codes of practice to fit with the eventual accredited requirements. The Government and producers will be responsible for setting the standards for the management of WEEE, while organisations such as ICER and perhaps the FRN will manage and ensure the standards are met by all organisations.

For this to be implemented and operated correctly, the community sector must have a lead body that sets and imposes the standard. The FRN is the obvious organisation to take on this role as it has already set the operational standard and is about to begin implementing the new procedures. Training programmes will help establish these standards.

All partners must be assured that any service offered to them or product supplied to the public by the community sector comes with an assurance of quality. Recent alterations in funding conditions and management structures have already led to widespread improvements in management systems within the sector, but any quality criteria systems for managing quality used for the re-use of domestic electrical appliances by the community sector should be standardised and adopted throughout the UK.

Other issues to address

In addition to immediate actions, a number of other issues and policies need to be determined. Stakeholders recommended that these areas of research need to be prioritised and funded and undertaken by a number of organisations with specific interest in the various issues.

Greater understanding and awareness of the true “value” of the sector's involvement is required. Much of the actual benefits to society that the sector offers are not quantified in economic and environmental terms.

The sector currently has a bias towards larger domestic appliances, ICT and some audio-visual equipment. If the sector is to offer a truly comprehensive and valuable service to the management of WEEE, it must devise methods for handling other products categorised as WEEE including, other large household appliances, ICT and consumer equipment, small household appliances, lighting, tools, toys and leisure and sport equipment.

The sector needs to be more robust in structure and application, if it is to participate. The sector must package the service and market it. The issues prevalent in the social economy should be set in context and be embraced alongside issues such as health and education. A closer working relationship with the Social Exclusion Unit should be a first step. The sector must raise awareness and get the public involved in the correct disposal of WEEE.

The FRN must consult and work more closely with all organisations involved with WEEE to ensure the sector is represented and prepared for future responsibilities.

The FRN must standardise operations, develop management systems, a national database and a tracking system to ensure that the sector is accountable and professional.

Opportunities, competencies and responsibilities

The Furniture Recycling Network will become the lead body and take the initiative to inform and organise members, and then facilitate the planning and setting up of the required operations. The most viable strategy for getting this off the ground is by co-ordinating a consortium of organisations at a regional level. The FRN would ensure that each consortium works within the criteria and conditions set by the FRN, regulatory bodies and meets the requirements of other partners. The profile and identity of the FRN must represent members in a professional manner, acting as a national voice and representative of the sector.

A common and co-operative infrastructure

The realisation of the eventual systems required for handling WEEE, the quantity of waste equipment arising and the responsibilities of our sector, which is predominantly made up of localised organisations, has led the FRN to conclude the following; that the best and most viable way forward for our inclusion in handling WEEE, is to work with community organisations at a local level and to develop regional resources that can undertake the level of service needed. A regionally based consortium of organisations will administer codes of practice and manage the training and resources required in their own particular region.

To ensure re-use organisations can continue to supply refurbished domestic appliances to those on low-income a UK-wide infrastructure of regional networks will need to be set up. As well as responding to the immediate concerns about appliance re-use, the regional networks may also be the setting for local organisations to train staff, to identify local issues and share workshops, goods supply and warehousing.

The regional networks will offer responses to issues of “codes of practice”, “regulatory compliance”, “licensing”, “reporting”, “audits” and other conditions set by regulations, with the FRN as a supervisory body.

FRN members have expressed that they are keen to work with other organisations in their areas and set up regional resources.

New systems

The creation of regional networks will ensure that organisations adhere to common codes of practice. External regulators will require proof that all organisations and consortia that operate a re-use, refurbishment workshop or any other activity dealing with WEEE, are working to accredited standards.

Ultimately, and in many cases currently, these organisations are required to set up Quality and Environmental Management Systems to meet set criteria, and to report on their achievements and the meeting of productivity and recycling targets. The FRN will work to achieve standards of operation that will become accredited by the “British Quality Foundation”. In order to manage the quality, the environment, waste, re-use, de-manufacturing and pre-treatment operations of community sector organisations across the UK, a comprehensive auditing system will be developed and set in place.

All re-use organisations are, and will be increasingly accountable to external bodies, such as local authorities through “duty of care” and industry regulators, once the WEEE legislation is implemented, but the sector must also prepare for self-regulation. The FRN and the regional networks will share responsibility for setting up auditing systems, which will be administered by the FRN itself. This will enable

the FRN and the Regional Networks to self govern their operations or to ensure they meet national codes of practice and can demonstrate this when audited.

This self-governance, competency and professionalism will result in the support of external partners such as the local authority departments, waste disposal and collection authorities, the waste industry, manufacturers, retailers, regulatory bodies, and training organisations, amongst others.

The FRN will ensure that a national, standardised recording system is adopted and that we are confident that we meet our regulatory requirements, work to accredited codes of practice and offer trace-ability for our operations, products and targets.

The FRN will develop long-term measures to enable all community organisations to achieve high standards of service to meet all regulatory codes of practice and to work in partnership with all sectors involved in the management of WEEE.

The ARRC Strategy

Mission statement

The FRN will establish a national infrastructure of facilities and resources for a domestic appliance re-use, refurbishment, pre-treatment and recycling service, run by the community sector and other partners as a major contribution to achieving UK waste re-use and recycling targets for waste electrical and electronic equipment and meeting the requirements of the partners from the recycling, manufacturing, retail, governmental, regulatory and waste management sectors.

Aim

To establish a national infrastructure for the UK's community appliance electrical appliance re-use sector, covering the following specific objectives:

Objectives

1. Implementing codes of practice

Design and set up a national system for co-ordinating the implementation of the “fit for re-use” standardised codes of practice for community sector appliance waste operations, ensuring that the community sector is reaching an accredited standard of operation. Implement accredited re-use practices at a regional and local level and implement practicable accredited appliance pre-treatment and recycling procedures. Undertake national training programme.

2. Partnership

Continue to build partnerships between community, waste management, recycling, manufacturing, retail, local authority, regulatory and academic sectors involved in electrical equipment waste management; developing a viable strategy for the community sector's involvement in the management of electrical equipment waste, through the re-use, pre-treatment and recycling of domestic electrical appliances. Ascertain the future level of support and potential for service level agreements in the management of domestic electrical appliances.

3. Regional resources

Work with and expand upon the current development of regional centres, aiding the establishment of common systems and procedures that can be implemented throughout the UK. Acquire resources for the national co-ordination of organisations. Facilitate the co-ordination of community organisations at a regional level, encouraging regional partnership with relevant local organisations from various sectors. Secure support and financial resources for regional centres.

4. Achieving accreditation

Design specific quality and environmental management systems to meet future regulations and accreditation schemes for appliance re-use and pre-treatment. To develop in conjunction with these systems, a national and regional management, auditing and accounting system to ensure common practices are adhered to by all organisations and that these organisations are accountable through the recording, reporting, monitoring and auditing of all its operations. Undertake national training programme.

Objective 1: Implementing codes of practice—co-ordination for re-use and pre-treatment

The FRN will design and set up a national system for the implementation of standardised codes of practice for community sector appliance waste operations. We will implement the FRN's "fit for re-use" codes of practice at a regional and local level and implement practicable accredited pre-treatment and recycling procedures. To ensure this takes place the FRN will undertake a national training programme.

By 2004 the FRN will obtain resources for the national co-ordination of its 300 member organisations. It is imperative that the FRN leads its members in national policy, operations and services. Members have authorized the FRN at the national conference in December 2001, to deliver a strategy to enable the growth of the re-use sector in the UK. It has become clear that individual local organisations are, and will find it increasingly difficult to win support and partnership with other bodies, given their limited resources. Also, to improve representation and partnership, co-operation between organisations on a regional level is required. Co-ordinated and common responses to issues and opportunities will be required. The FRN will take the lead in establishing these working practices.

The "fit for re-use" guidelines will need to be complemented by quality and environment management systems and data systems to be devised over the next two years. The FRN will also secure support and financial resources for regional centres and individual organisations. Funds and resources are being targeted towards national and regional initiatives. The FRN can act as a conduit to channel these funds and resources to individual organisations and regional networks.

The FRN is keen to support organisations that are looking to expand their services. The FRN is therefore to develop and implement accredited pre-treatment procedures. Additional services and criteria will be required of the FRN members operating re-use workshops. Whether choosing to operate extra services in the management of WEEE or not, these organisations will be deemed as treating and handling waste and will therefore need to adhere to regulated procedures for handling hazardous substances and material waste. The FRN will therefore develop and implement accredited procedural guidelines based upon the research undertaken for "fit for re-use".

Codes of Practice Target

The FRN will compile data on the workshop facilities, the operations and the systems required by all organisations and will then establish a system for training and enabling the implementation of the codes of practice. *(Completion January 2004)*

Twenty five individual re-use organisations will be using the FRN codes of practice by the end of 2003 and many more working towards reaching the operational requirements. As previously mentioned these practices will be achieved and complemented by managements systems and we expect that six regional centres and another ten individual organisations will be using the full operational system.

- Stage 1. The FRN will evaluate the organisations currently using the "fit for re-use" codes of practice. The system for implementing and eventually monitoring these codes will be determined and evaluated by setting benchmarks for codes of practice accomplished and each organisation's status of performance. It is envisaged that a significant proportion of community organisations will either be working to or working toward the procedures laid out in the FRN's codes of practice by the end of 2003. *(Completion April 2003)*
- Stage 2. Organise regional training events for community organisations in the codes of practice set out in the "fit for re-use" guide and to introduce the complementary management systems to be implemented in 2004. *(Completion April 2003)*
- Stage 3. Collate information on local and regional capacity, and determine how the codes of practice and management systems will be implemented. *(Completion January 2003)*

- Stage 4. Devise a development strategy to aid the implementation of the new codes of practice and from this a plan to co-ordinate the take up of the new management systems and to establish a national plan to co-ordinate all UK community sector appliance re-use operations. *(Completion January 2004)*
- Stage 5. Implement the strategy to allow for these new systems to be set up in local organisations and to be undertaken by their regional facilities. Therefore regional facilities will be able to offer training programmes to their local organisations. *(Completion April 2004)*

Objective 2: Partnership—resources, support, and services

Over the next two years the FRN will increase its partnership working with the community sector, waste management companies, recyclers and reprocessors, manufacturers, retailers, the national and local government, regulatory bodies and academia, all of who have a stake in electrical equipment waste management. The FRN will develop a plan for the community sector's involvement and role in the management of electrical equipment waste, through the re-use, pre-treatment and recycling of domestic electrical appliances. The FRN will determine the potential for service level agreements in the management of domestic electrical appliances.

The FRN will ensure all potential partners adopt a common policy on re-use of whole appliances. Partners will ensure resources and staff are in place to manage the development of the partnership and deliver all outputs. An understanding between the re-use sector and all others dealing with the management of WEEE will ensure measures are implemented to encourage re-use, while recognising its social, economic and environmental benefits.

Many of the partner organisations will have dealt with the implementation of such waste legislation before, and will recognise that much UK policy has been reactive. It is extremely important that all partners understand that there is no restriction to starting to develop and work towards a national and regional policy as soon as possible.

A forum-based structure will facilitate partnership working and that this forum should develop policy that involves social, economic, waste and environmental concerns. Resources will be required at each region to facilitate and aid the final implementation of a regional WEEE policy while co-ordinating, managing and directing all partners. The FRN will facilitate and assist in the establishment of a framework for the partnership working.

Partnership Target.

The FRN will determine and influence the role of the community sector working in partnership with all sectors to determine a policy and operational plan, and will find the resources to implement the final operations. *(Completion April 2004)*

Certain partnerships have already been brokered with retailers and local authorities within the current regional networks. It is our aim that at least six regional partnerships will be in place by 2004, operating appliance re-use centres as part of their WEEE management plan.

- Stage 1. The FRN will determine the operational areas and criteria of WEEE management that will be available to the sector and feasible for the community sector to implement. Based on this, the ongoing changes in legislative policy and all consultation, the FRN and the partners will compile a WEEE strategy paper for each regional partnership. *(Completion October 2002)*
- Stage 2. Advice and recommendations will be taken through consultation at a series of partnership/ stakeholder meetings. The outcome will determine the final systems and resource requirements for the community sector operations. *(Completion June 2003)*
- Stage 3. A final report will detail the service to be offered, the resources required, the location and premises needed, and all financial considerations. *(Completion April 2004)*

Objective 3: Regions—regional centres, co-ordination, capacity and resources

The FRN will work with the current regional consortia and centres, advising on common systems and procedures that will be implemented throughout the UK. There are currently four regional initiatives involving community organisations that are implementing contracted service agreements, to varying degrees, with the retail and local authority sector. The FRN will work with these partnerships to ensure common and accredited practices are implemented throughout. The FRN will help establish regional partnerships by working with other relevant local organisations from various sectors. Member organisations will need to co-operate and combine their resources to work effectively.

Apart from the overall challenge of determining the correct methods for implementing regional centres and finding resources to carry this out, a major challenge will be removing any barriers to co-operation between the community organisations within the regions boundaries. Although there are apparent commonalities between these organisations, each one has been established with their own particular charitable objectives, methods of financing *and* varying operational structures. All involved must understand these differences, and a satisfactory method for all organisations to co-direct the regional resources must be found.

The geographical boundaries of the regions need to be established at an early stage. Many community organisations, in such areas as Scotland, Wales, East Midlands, Devon (SW England tba) and London have already set up regional “networks” and wish to continue and expand these. It may be more practicable to establish regional resources that offer greater links with established financial and supportive bodies such as the Regional Development Agencies who have overall responsibility for strategic decisions. Policy driven opportunities through the RDAs will help establish the resources through partnership with public and private sectors. The aims of the regional networks will result in operations that meet with the agendas being worked to by the RDAs incorporating economic development, regeneration, the environment and sustainable development.

The regional networks may need to be further subdivided, where certain local authorities and counties set up their own infrastructures, but these should still remain active within the regional networks and devise a common strategy that is inclusive and offers regional solutions. It should be noted that some of these RDA regions already have existing regions within themselves e.g. Scotland and Wales.

UK Regions

1. Wales
2. Scotland
3. Northern Ireland
4. North East England
5. North West England
6. Yorkshire and Humberside
7. East Midlands
8. West Midlands
9. Eastern England
10. London
11. South East England
12. South West England

The FRN will arrange meetings with all organisations and partners in these regions. The final location for these regional centres and resources will be dependent upon the outcome of the WEEE legislation and the final decisions of industry and the government on what WEEE management infrastructure is required

and where it should be located. The regional networks will determine and develop the most workable solution. Current commercial and amenity sites for the storage, containment and processing of refrigeration are possible future locations for handling all WEEE after 2004.

Regions Target.

The FRN will establish regional resources and a national infrastructure to help local organisations within these regional boundaries meet the regulatory and service requirements of the WEEE legislation.

(Completion April 2004)

At least six regional partnerships will be set up by 2004. Each will have implemented an appliance re-use development plan and will be setting up their regional resources and facilities. A couple of these will have their infrastructures in place by the end of 2002.

- Stage 1. The FRN will investigate, work with and expand upon the current development of regional centres, determining and evaluating the most practicable options. The evaluation will be carried out through meetings and training events within the regions, bringing together all interested organisations. *(Completion December 2002)*
- Stage 2. The FRN will facilitate the co-ordination of community organisations at a regional level, encouraging regional partnership with relevant regional bodies and local organisations from various sectors. The partners brought together at these meetings will be responsible for directing the development of their regional operations and local community organisations will be responsible for managing these meetings. These meetings will also aid the establishment of common systems and procedures within community sector in those regions. *(Completion July 2003)*
- Stage 3. Each region will devise its own development plan for setting up regional operations, in conjunction with other regional partners with the assistance of the FRN. Each plan will incorporate the requirements for that region, detailing rationale for decisions made on regarding requirements for plant, process, infrastructure and site of resources and/or facilities. The FRN will ensure that each regional plan complies with all regulatory and industry requirements and follows the principles of the FRN codes of practice. *(Completion November 2003)*
- Stage 4. The FRN will determine and source the resources required for the national and regional co-ordination of community re-use organisations. The FRN will secure support and financial resources for regional centres. *(Completion April 2004)*

Objective 4: Achieving accreditation—operations, quality and environmental management

The FRN will design sector-specific quality and environmental management systems for appliance re-use and pre-treatment, and develop a national and regional management, auditing and accounting system to ensure common practices are adhered to by all organisations and that these organisations are accountable through the recording, reporting, monitoring and auditing of all their operations. In order to ensure the application of these management systems the FRN will undertake a national training programme.

Repair and testing procedures must be carried out in a competent manner and all staff, trainees and volunteers must work to the agreed procedures. The national implementation of an accreditation scheme set by the government and industry for this purpose remains undecided. The FRN will follow all developments in this area, working with industry and regulators to devise a system that is informed and workable.

Quality and Environment

To complement the publication and implementation of the FRN's codes of practice detailed in "fit for re-use", the FRN will, over the next two years, design quality and environmental management systems for appliance re-use and pre-treatment. These systems will be used to ensure a set quality standards for product and service delivery is reached and measures are put in place to reduce and eliminate the environmental impacts of the service operated and the product passed on. These quality and environmental management systems will be a fundamental requirement of the eventual accreditation systems implemented in the UK for all aspects of managing WEEE and will therefore apply to all re-use operations.

To be effective, both quality and environmental management systems require: commitment, teamwork, communication, organisation, control and monitoring, planning, and inventory control.

Operations

To operate re-use facilities, all community sector operations must be traceable and accountable and therefore the FRN will develop a national and regional operational management and auditing system. The FRN will ensure that a "national, standardised recording system" is adopted and that we meet our requirements to meet "codes of practice" and "best practice", and offer "trace-ability" for re-use operations and targets.

We must record, report and monitor information relating to: product source, product data (weight and number of units), work carried out, repair procedures, pre-treatment procedures, destination/end user.

Creating new management systems alone would not be sufficient to ensure compliance. The FRN will develop a national information/data system that supports every community organisations' operations and reports, controls, accounts for, and quantifies the turnover, productivity, procedures, waste and management of domestic appliance re-use and recycling operations.

Accreditation Target.

The FRN will develop systems for all community organisations to implement operational criteria, which ensure that common practices are adopted by all organisations and that quality and the environment are fundamental to their operations. *(Completion April 2004)*

These systems will be operated by six regional partnerships and up to ten individual organisations, which are outside of any established regional network, by April 2004.

- Stage 1. The FRN will review current operations within the community sector and within partner organisations and we will form a committee to identify and quantify all aspects of operation for future development, to consult on the ongoing development of these management systems. And a policy will be developed for each of the management criteria (operations, quality and environment). *(Completion December 2002)*
- Stage 2. All aspects of operation will be assessed in terms of quality and environment and a programme of how to manage these requirements will be identified and reported. Data requirements for operational accountability and product tracking will be identified and possible solutions reported. *(Completion April 2003)*
- Stage 3. The FRN will develop a report for implementing quality and environmental management, control, audits and reviews. The FRN will determine specifications for data management systems that can be incorporated and used by all community organisations. *(Completion September 2003)*
- Stage 4. The quality and environmental management systems will be published in a manual to be adopted by all organisations in 2004. A computer-based data system will record and report on all operational procedures and productivity. This will include localised workshop-based recording, regional networks reporting on waste handled and waste diversion, mass-balance data, and national auditing of operations to ensure accreditation criteria are reached. *(Completion April 2004)*

Undertaking, monitoring and directing the strategy

The workplan for the initial two years will establish intermediate milestones, which will be evaluated at quarterly intervals by a Development Steering Committee. The Steering Committee will comprise members of the FRN Executive Committee, representatives from the fund providers, and representatives from other stakeholders.

These milestones will be used as benchmarks for the direction and success of the final outcomes of the project.

In addition to the knowledge and resources available through the FRN's staff, executive committee and member organisations, the FRN has set up a consultation group with representatives from the DTI, DEFRA, and the waste, manufacturing, recycling and retail sectors, and also the expertise of consultants, other community groups and academia. This group will work with the FRN throughout the strategy and beyond, to devise a feasible national system and infrastructure for the management of electrical appliance waste, and help determine the final role and responsibilities of the community sector.

With the infrastructure and resources of over 300 established community organisations, the FRN is confident that no other organisation would be able to undertake such a project as effectively. The systems, operations and partnerships required can only be implemented at a national level and therefore each and every individual local organisation needs the advice and co-ordination of a national lead body.

Based on the success of past research and development work and the previous work of the organisation's staff, the FRN is extremely confident that the strategic work can be managed to the standard and timetable specified. The FRN's current work has been directed through a steering committee, which evaluates the direction and quality of the work on a quarterly basis. The work carried out has consistently met and exceeded expectations.

The FRN has developed an organisational development plan for the next five years to be implemented in 2002. Included in this plan is finance for a full time fundraiser. This person will source core finances for the continuation of all posts within the FRN. In addition it is anticipated that this project will be extended by a further two years. These two years will be used to deliver the final national appliance re-use and recycling business plan; set up regional facilities and services, and implement all management systems requirements. The funds for the third and fourth year will be secured by March 2003.

Hierarchy of roles and responsibilities

The FRN will help get the resources needed to develop regional strategies and networks. Local organisations will co-manage the regional facilities/centres under the guidance of the FRN. The role of the regional networks is to act as a consortium bringing a common understanding and accredited practices through regional meetings, and to co-operate and manage resources and warehousing through its regional centres. Each member of the regional network will work to set codes of practice, but will keep their own identity. Resources will be found to help organisations develop and implement new systems within their operations. The Regional Network will bring benefits to each and every project small or large, whether wishing to develop or not, organisations will still benefit through supply, guidance and support.

The FRN must emphasise that the role and involvement of the individual organisations is of paramount importance in this strategy.

The role, action and resources of the FRN

As lead body, the FRN will help regional centres and individual projects to develop and implement a strategy, achieve accreditation to handle appliances and set up best practice procedures to refurbish and re-use appliances

A regional consortium of organisations will help develop best practice and manage the training and resources required in their own particular region. The FRN would ensure that the development and ongoing operations of each consortium is continually working within the criteria and conditions set by external drivers and regulatory bodies. The FRN and the regional consortia must also evaluate the feasibility of setting up and managing co-directed regional workshops.

One issue is whether the development of regional workshops would mean the redundancy of individual workshops or would the individual organisations benefit from a better quality and increased supply of appliances. Re-use organisations believe that it is possible to incorporate “new recycling activities” into their current operations, but a clearer definition of what these new activities would entail is needed.

New measures that will deliver the role and responsibilities of these new activities will be available in 2004 when the final legislation is adopted in each member state. In order for the FRN and organisations to understand what is incorporated in the “new” activities the FRN must set up or co-operate in pre-treatment pilot research schemes and disseminate the findings and recommendations to all. All re-use organisations will need to embrace the waste management of domestic appliances and all these organisations will need to adopt and adhere to a common code of practice.

The role, action and resources of the regions

Setting up a UK-wide infrastructure of regional networks is the best way to ensure re-use organisations can continue supplying domestic appliances to those people on a low-income. The regional networks would offer co-ordinated responses to issues of “codes of practice”, “regulatory agreements”, “reporting”, “audits” and other conditions set by external bodies. As well as responding to the immediate concerns about appliance re-use, the regional networks may also be seen as a forum for organisations to train staff to an agreed level of qualification, to share resources, identify local issues and create facilities to co-ordinate workshops, goods supply and warehousing.

Appliance re-use organisations are keen to work with other organisations in their areas and adhere to the systems determined by that network. Organisations that do not wish to join a network may find it difficult to continue. However, this strategy would not only bring benefits to those organisations with the greater resources or the desire to develop and grow, but would also reap benefits for those with no intention to take on a practical role in their network. Those with no wish to participate will still gain a supply of appliances and other equipment from their regional network centre.

The regional networks would be a local resource for sharing and adopting best practice and for the communication of advice and information based on national and regional implications. The regional networks will be ideal for ensuring that organisations adhere to national common codes of practice. Regions would be responsible for directly implementing the procedures and practices, and for setting up management systems to ensure they are met.

The networks and the FRN must organise training courses for all technicians and supervisory staff. The qualifications gained must ensure that all staff will be competent to operate and manage an electrical appliance refurbishment workshop and to supervise support staff. The “Electrical and Electronic Servicing Training Council” will accredit these qualifications.

Training must be arranged through LSCs (Learning and Skills Council), colleges and other training organisations. The sector must also attempt to get technicians qualified as “Vocational Trainers”. Organisations will then be able to offer vocational placements for people wishing to take up domestic appliance servicing, perhaps working in partnership with the organisations’ local LSCs.

With the additional systems and qualifications for managing quality, the environment, waste, refurbishment, de-manufacturing and pre-treatment, an auditing system must be arranged for each and every system. At present we are unsure what shape this will take and who will carry out the audits, but we must ensure we prepare for increased responsibility for recording, reporting and monitoring these systems and procedures. Organisations are likely to be directly accountable to external bodies, but we must also prepare to self-regulate our operations. The FRN and the regional networks will share responsibility for setting up systems to audit our UK network.

The role, action and resources of the individual re-use organisations

We must stress that we need the co-operation of all local re-use organisations. The FRN and any regional staff available will ensure that the standards, systems and partnerships are developed and co-ordinated. Resources will be sought to free up some of the local organisations’ time but these organisations must realise that for this strategy to work, their full commitment is required.

Initially, we will require them to quantify their current activities and operational turnover and report this to the FRN. They must also communicate their current and future plans for development and restructuring. It is extremely important that we identify and quantify the benefits that each organisation brings to its own local community and to promote the added value of working in partnership with the sector.

Each organisation will need to illustrate the commonalities and the differences between themselves and their neighbouring organisations, detailing their objectives and their methods of operation. These are key to gaining a full understanding of the implications for co-operation and how the regional group will eventually work together. Many local organisations will decide not to become involved at the regional level, but may still wish to benefit from any increased supply of reusable appliances. This should be supported.

Organisations must link their priorities for developing an appliance re-use operation to the regional strategy and plan. Individual organisations will need to commit to working with other organisations in the region to source funds and pool resources, and to being involved in determining a regional strategy and developing an appliance re-use and recycling business plan for the region.

Summary

The FRN will design and implement a national development plan, which will provide the UK's community re-use sector with an efficient transition to operating an accredited service of domestic appliance re-use and recycling after the introduction of the WEEE Directive in 2004. The three hundred FRN member organisations from across the UK will be required to upgrade their operations to conform to future regulations. These organisations have authorized the FRN to design and implement systems and standards to enable this. The work proposed for the next two years will build upon the FRN's pioneering work that has taken place over the last eighteen months; work that has set up "fit for re-use", accredited procedures and best practice guidelines for the re-use and refurbishment of domestic appliances (launched on 30th November 2001), and has initiated cross-sectoral consultation, endeavouring to develop a national strategy for domestic appliance waste management. Over the next two years the FRN will design and develop the systems and infrastructure requirements for our participation in the management of WEEE. In the third year the FRN will collect all the resources required and will implement and launch the new operations.

The initial two-year strategic workplan is a central strand of the FRN's vision and development. In addition to the development of these operations pertaining to appliance re-use, the FRN is also currently finalising and implementing its overall national development plan, which will respond to all-encompassing issues relating to; national operational standards, advice and guidance, setting up criteria for membership, implementing accreditation systems; increasing membership support, setting up regional networks and resources, and increased marketing and publicity; delivering a finance package; and by setting up a national lead body headquarters and staffing structure with satellite regional offices.

The WEEE legislation in its current form states that appliances collected from householders must be assessed for re-usability as a whole appliance and measures must be in place to test and refurbish appliances deemed for re-use. All organisations reusing these appliances will be under strict regulatory scrutiny and will be accountable and audited for all operations incorporated in the management of this waste. By using our current procedural guidelines, "fit for re-use", and the cross-sectoral partnerships already established; the FRN will develop an infrastructure of accredited regional centres and local organisations, which will ensure support and sustainability for all three hundred UK organisations. The level of accreditation required of re-use organisations is not yet stipulated, some may only be required to achieve specific standards of operation, dependent upon service offered, while others will be required to achieve the highest standard of operation for each and every stage of its operation or service. The FRN could be seen as an "audit buffer" - overseeing and administering routine audits of project and regional workshops. The inspection of the accredited organisations would allow the FRN and the regional networks to self-govern their operations.

This self-governance, competency and professionalism would duly result in the support of external partners such as local authority departments, waste disposal and collection authorities, the waste industry, manufacturers, retailers, industry regulatory bodies, the Environment Agency and training organisations, amongst others. The support from these external organisations will allow "Service Contracts" and other forms of support and partnership to be drawn up with the FRN and the regional networks. These measures will generate guidance and protection for the FRN, the regional networks, individual organisations, and our customers.

With an outline understanding of what is required of our national and regional strategy, the FRN must now set itself up as a structured organisation that has the capacity to develop this strategy and deliver regional systems for implementing and managing operations to handle and re-use waste domestic appliances. Re-use organisations and all other stakeholders have agreed that the FRN is the ideal organisation to carry this forward with the objectives of its members central to the final strategy. A new structure would be required to bring these recommendations forward. Resources and staff will be needed to develop and

implement the final domestic appliance strategy and procedures. The FRN must take the lead as an organisation that directs and manages procedures and practices across the UK.

The FRN must also raise its profile and identity. It must ensure that all organisations understand the implications of the forthcoming WEEE legislation and that they are developing and moving in the same direction.

Appendix

Strengths, weaknesses, opportunities and threats

The following reasons were given for supporting the community sector's involvement.
There is community ownership and vision. This builds commitment relationships.
There are links to the socially excluded through training and the supply chain.
Meeting social needs (appliances to households, training, activities for community businesses).
Helps build local ownership of the waste industry.
The sector operates simple systems and logistics that minimise environmental impact.
The sector is more efficient at small batch non-regular production and processing, which will be required in the eventual systems to manage WEEE.
Not for profit sector keeps cost to a minimum.
There is already an established infrastructure and market. The sector is doing it already. The sector has the skills and experience to undertake a very important and valuable role in the collection, pre-treatment, and re-use of WEEE.
Re-use is usually the best environmental option and the community sector is particularly good at re-use.
Enables local authorities to meet best value criteria and sustainability indicators in local agenda 21.
It has stronger market appeal; donors and recipients more readily accept the aims of the community sector's re-use operations to combat social exclusion.
The sector habitually displays trust, integrity and values.
The proximity principle is attained through local solutions to local waste problem.
There is embryonic national coverage.
The sector will be central to help the UK meet future re-use targets. As this is stipulated in the current WEEE Directive it was concluded to be an extremely important reason to support the sector's endeavours.

Those consulted also identified a number of areas where the sector needs to improve to ensure its future involvement:
There is currently a variability of standards within the sector, specifically within the areas of health and safety, collection reliability, reporting of data, financial management, and product standard and liability.
The sector operates to a partly different agenda to the WEEE Directive. Its main objectives deal with social exclusion rather than the environment.
There is presently a lack of capacity to deliver an effective national network.
Industrialisation of the recycling process may act against the community sector.
The sector has a lack of finance it tends to be grant dependant, which is a barrier to start up, and continuity. Financial sustainability is vital.
The operations of the community sector stifle local entrepreneurship and business start up. There is a competition issue.
There is some concern over the efficiency of some appliances being re-used. This environmental and fuel poverty issue needs to be addressed.
The re-use of discarded appliances prolongs the environmental impact of old technology.
There is a public perception of the activities of the sector being non-professional and what is professional is often poorly marketed.

Regional Impacts
Impacts of operations will be different for each region based on different economic and social circumstances.
The operations will be more attractive in regions where there is higher unemployment for males between the ages of 30 to 50 years that have a background of industrial work experience. Areas that have historically offered industrial type employment have the workforce with the relevant skills required for the proposed operations.
The operations focus on an area of employment that is experiencing difficulties.
Operations will deliver transferable skills that will link and resource other sectors such as the electrical and mechanical industries.
The private sector needs to adopt sound environmental and social responsibilities. The sector has legislated responsibility for its environmental impacts, but many private organisations are adopting voluntary social responsibilities. These operations offer a gateway for the private sector to adopt many social benefits.
The private sector will address the issues of poverty through such partnerships because local poverty affects their local business.
Training and Employment
The training offered through the operations will not only be vocational, but will deliver transferable skills that will result in greater job prospects for all trainees.
The operations will broaden the scope of training opportunities where other training has not always been self-inclusive.
The training will be offered in the form of a 'semi-apprenticeship', targeting the Intermediate Labour Market, delivering additional interpersonal and team working skills.
The operations are labour intensive and not technology driven. The operations will create employment and training within its self-financing and sustainable operational structure.
The operations are inherently operating within an industry that has growth potential.
In addition to the industrial training incorporated in the main activities, further training will be offered through the administrative and transportation activities of the operations.
Economic
Objectives, inherited from the parent organisations are aimed at the low-income communities, addressing concerns to alleviate poverty.
Operations could be set up in the areas, which the Government has targeted through its policies, where it is difficult to attract industry.
The new operations will demonstrate that they can be self-financing and have potential for growth. The operations will need 'seed costs' to for the implementation period, but will eventually generate its own income.
There will be no displacement within the jobs market as no one else is running these operations.
The operations will be producing items for the immediate local community, evidently operating as a 'community-based asset'. This will result in local motivation for operations that offer localised benefits and assets owned by the community.
The operations are not affected by fluctuations in the market, unlike large private organisations.
Situating these operations in these regions will draw investment into the local area, bringing additional leverage to other investment in the area. The operations will be set up in areas that need them, bringing benefits and regeneration to those areas.
The operations will develop partnerships with the private sector, bringing the potential of other benefits.
Poverty
The supply of the items produced for members of the public on a low income will help to relieve debt and alleviate poverty in the local community.
The enterprise has an impact on poverty. The operations allow those on a low income to release the little money that they have, by saving money on the cheaper appliances and spending it on other quality items and services.
The savings made by purchasing the appliances through the new operations rather than the alternative sources will make a substantial contribution to the community and the local economy.
Joined Up Thinking
The operations have links with Government Policy.
The enterprise will create strategic working relationships and have an impact in conjunction with other organisations and ventures such as New Deal, Healthy Living Centres, Credit Unions, and Debt Advice Centres as well as other private, public and academic organisations.
Groups from various sectors will address the issues through a strategic approach.
The operations will link in with other initiatives, incorporating the agenda of regeneration.