

SEEDA Sustainable Business Awards aim to encourage and promote a sustainable approach to business in the South East region through celebrating excellence, significant achievement and through the dissemination of best practice.

## CASE STUDY

## NATIONAL AIR TRAFFIC SERVICES LTD (NATS)

### Company Background

National Air Traffic Services Ltd (NATS) is one of the world's leading Air Traffic Management providers. In carrying out scenario planning exercises (for the anticipated privatisation of the air traffic control service) in 1999, it became apparent that energy and environmental issues would become increasingly important. In response to this a staff user Energy & Environment Group (EEG) was established to identify and implement various low cost initiatives such as paper recycling. This initial step has developed into a full Energy and Environmental Policy with specific annual targets.

Many of the environmental improvements that NATS has made have been possible because of a commitment by senior management to re-invest any savings made through energy efficiency improvements. The Environmental Policy is communicated to NATS' 350 staff through the Intranet, notice boards, working groups (eg transport and waste) and via the Company magazine.

### ACTION HISTORY

#### Energy/Fuel Savings

NATS has adopted the latest in Building Management technology. Its Building Management System makes extensive sub-metering possible, allowing the early identification of any leaks or faults. Daily usage and costs are broken down, which has enabled NATS to give powerful incentives to its in-house caterers to improve their energy efficiency. As part of the contract the caterers have been given a target to reduce their energy use by 10%.

The system has allowed NATS to better monitor and understand the performance of the site and its assets, allowing the Company to question and change work practices. By ensuring that energy initiatives are sought and evaluated as part of any maintenance/replacement solution, total utility savings of 24% over a two-year period have been achieved.

Further savings of 4% were made in 2001 - this includes the 22% increase from the Climate Change Levy.

#### Alternative Energy

All hot water used in one building, including the restaurant (and the dishwasher) is pre-heated using solar power. Savings are £450 per annum, offering a payback of under eight years.

### Key Achievements

- ❖ Installed building management technology – total saving of 24% on utilities over 2 years
- ❖ Solar pre-heating for water (eg in kitchen dishwasher) – savings £450 pa
- ❖ Wind- and solar-power lighting columns installed at Gatwick
- ❖ Adopted reduce-reuse-recycle policy for waste; eg cardboard boxes re-used (40 per day) – annual savings of £600
- ❖ Improved water fittings and management – reduced water consumption by 10%, saving £2000 pa
- ❖ Positive influence on supply chain – assisted suppliers in developing their own environmental policies
- ❖ Complete review of company transport resulted in fleet reduced from 80 to 30 vehicles. Local deliveries made using electric vehicle. Encouragement to staff to use public transport
- ❖ Videoconferencing widely used – estimated savings of £68,000 in 2000; for 2001, £68,000 savings made in first half-year

Wind- and solar-powered lighting columns provide lighting for various parts of the Gatwick site and have offered NATS a cheaper solution than traditional "hard dig" methods.

#### Waste

NATS entered into a partnership with waste disposal company Shanks to provide total waste management for all remote sites. NATS staff are receiving training from Shanks, in dealing with its special statutory obligations.

For other types of waste NATS has aimed at a reduce-reuse-recycle policy -

- The majority of waste (metal/batteries/fluorescent tubes/electrical equipment/paper) is streamed for recycling



- Waste cardboard is shredded to help with packing for outgoing deliveries
- Plastic cups are collected and recycled through the 'Save-a-Cup' scheme
- NATS has negotiated a payment of £5 for each returned toner cartridge
- Packing chips from incoming deliveries are given to a local firm at no cost
- Aluminum cans are recycled through a local fire station
- Cardboard boxes are re-used at an average of 40 boxes per day, which represents an annual saving of £6000

### Water

Water use is closely monitored so that leaks are reported immediately. NATS installed waterless urinals in 1999, producing savings of £2000 per annum (10% of the overall water bill); initial cleaning problems were overcome through training and raising awareness.

### Supply Chain

NATS has made great efforts to work with both existing and new suppliers to persuade them to work in line with NATS' environmental objectives. Every tender evaluation has to include an assessment of a supplier's Energy and Environmental Policy. In certain cases NATS has assisted suppliers in developing their own environmental policies. For example :

- NATS worked with its landscaping contractors on grounds maintenance, identifying natural alternatives to pesticides for weed control, such as use of natural mulches e.g. bark chippings. The Company has specified that no peat-based products should be used around the site and that use of chemical pesticides and fertilisers is kept to a minimum
- All natural products (eg timber, leather, plants etc) are from sustainable sources and comply with international trading rules such as CITES (the Convention on the International Trade in Endangered Species)
- NATS has insisted on life cycle contracts for batteries and carpet tiles, returning these to the supplier as part of the contract, requiring them to 'design in' waste issues as part of their product life cycle development
- Photocopier providers are contractually obliged to provide training for NATS staff on how to use the equipment efficiently (e.g. use of the double-sided printing facility to reduce paper waste)

### Transport

NATS has undergone a complete review of fleet management. Having identified that half of its vehicles were hardly being used, the fleet of 80 vehicles was reduced to just 30. To meet any shortfalls, contracts have been set up with hire car firms. Apart from reducing costs considerably, this has an added benefit as the hire cars supplied tend to be newer, and therefore more efficient.

Systems (Autoroute and Traffic Master) have been installed to enable staff to plan journeys and help them to avoid congested areas.

'Fleet logger' units have recently been installed to record data on how each vehicle is used by different drivers (e.g. speed, length of journey, idling times etc). This helps to identify exact requirements, allowing vehicle types to be matched to meet varying needs, and enabling the fleet size to be reduced. The system has also helped identify poor driver habits and related training requirements; driver training programmes have proved successful. The costs of installing these systems were covered by the disposal of just one vehicle!

A trial of Smart Cars (90 mpg) was very successful. Staff were encouraged to test drive the vehicles, with the result that three members of staff have since bought Smart Cars.

The local delivery van has been replaced with an electric vehicle offering zero emission driving, with a 60 mile range. The vehicle can be re-charged overnight, and its running costs are 5p per mile - rather than 17p per mile.

Video conferencing suites connect the majority of NATS sites as well as those of its major suppliers, and use of this facility is encouraged wherever possible. The savings for 2000 were £68,221 and for the first 5 months of 2001 the savings were £67,774. (This is calculated by the cost of leasing the Video Conferencing equipment, less travel and related expenses).

NATS has assisted the local authority wherever possible in developing an improved Public Transport System (Fastway) to ease congestion on local roads. The Company has held open days, staff presentations and has agreed to land acquisition for the project.

NATS successfully negotiated with a local bus service to provide an extra stop especially for Company staff working at the Gatwick site.

### Company Awards

Overall winner of the Crawley Green Business Awards 2000; Category winner for Supply Chain Management.

### Contact

Dave Flynn  
Infrastructure Services  
National Air Traffic Services Ltd  
Spectrum House  
Gatwick Road  
Gatwick Airport South  
West Sussex RH6 0LG

For further information about the SEEDA Sustainable Business Awards, please contact Clare Marshall at SEEDA Tel: 01483 484278, Email: [claremarshall@seeda.co.uk](mailto:claremarshall@seeda.co.uk) or visit SEEDA's website: [www.seeda.co.uk](http://www.seeda.co.uk)