



CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE

PAPER FOR THE BOARD MEETING ON 5 FEBRUARY 2010

SUSTAINABLE DEVELOPMENT – A PROGRESS UPDATE

1 AIM AND PURPOSE

- 1.1 To update the Board on progress made on Sustainable Development (“SD”) related work.

2 ACTION FOR THE BOARD

- 2.1 To note and endorse the work undertaken by the Sustainable Development Steering Group (“SDSG”)

3 KEY ISSUES FOR THE BOARD TO CONSIDER

- 3.1 Setting out the proportionality of organisational contribution to SD at a time when Cafcass has operational and budget pressure is extremely difficult. Our performance on SD is assessed by DCSF in a quarterly return we have to make. SD contributes to our Corporate Social Responsibility (“CSR”) value base, and supports our business transformation programmes.
- 3.2 Cafcass has done much good work to advance SD, however to better integrate SD into policy thinking and our general day to day operations, a great deal more remains to be done. The Board is asked to consider and comment on the following proposals to ensure that Cafcass continues to meet its CSR duty and continues to make progress in fully integrating SD into mainstream services and activities.
- 3.2.1 The Board is asked to consider and comment upon the appropriateness of adopting a formal policy statement setting out Cafcass’ commitment to supporting SD throughout the organisation.
- 3.2.2 The intention of including management accountability in job descriptions for areas contributing to SD, to ensure the continued commitment to SD both through the SDSG and through the work and actions of individual professional functions.
- 3.2.3 To note that a successor at Board level to Erica De’Ath, whose term ends in April 2010, in order to support and sponsor this work, will be appointed by the Chair in due course.

See Appendix 1 for supporting information.

4. FINANCIAL IMPLICATIONS

- 4.1 The cost benefits of investment in SD solutions should be paramount in tackling environmental issues. Investing in areas of sustainable development, such as energy saving activities and equipment, training and resources can directly lower energy costs as well as having a positive impact on attitudes across the organisation. For example, there is often huge potential for making savings through energy management. OGC have identified that through consolidating utility supplies to one contract Cafcass could make 15% saving – this work is currently underway. The Carbon Trust identify that organisations can save up to 20% on fuel bills simply by managing the energy use and investing in cost effective measures.
- 4.2 Some aspects, such as energy efficient lighting and heating boilers will require an initial investment to generate savings over future years. Any such work would only commence following approval of a business case, to ensure alignment with the Property Strategy.
- 4.3 Work is being completed by the SDSG to identify achievable projects to be taken forward in the next financial year together with projected costs and savings.

5 STAFFING IMPLICATIONS

- 5.1 There will be implications for staff both in relation to changes in working practice and Cafcass culture.

6 RISKS

- 6.1 There are various government policy drivers such as the Climate Change Act, Carbon Reduction Commitment and Sustainable Operations on the Government Estate (SOGE) Targets that motivate the work of organisations and individuals. Although Cafcass is not yet directly impacted by government legislation or targets, we are mandated by DCSF to respond to government commitments and legislation, and expectations are rising in conjunction with concern about climate change with the associated range of planetary concerns.

This paper has been produced by Nicola Blakebrough Corporate Strategist and has been reviewed and agreed by the members of the Sustainable Development Steering Group. January 2010.

**Nicola Blakebrough
Corporate Strategist
January 2010**

SUSTAINABLE DEVELOPMENT SUPPORTING INFORMATION FOR BOARD REPORT 5 FEBRUARY 2010

1 Why is SD important for Cafcass

- Climate change is one of the big issues affecting all of society.
- As an organisation Cafcass has a major role in ensuring children's wellbeing; and taking care of the environment and providing for the wellbeing of children are mutually inclusive goals.
- SD plays a major part of Cafcass' Corporate Social Responsibility.
- Effective SD as well as enhancing corporate reputation and can be key in driving down costs.

2 Government Commitment and Legislation

Cafcass is mandated by DCSF to respond to government commitments and legislation. In 2005 the Government responded to increasing concerns over climate change with "Securing the Future: delivering UK sustainable development strategy". The Strategy committed Departments to preparing Sustainable Development Action Plans ("SDAP").

The DCSF set out in their SDAP that *"remit letters for each of their NDPBs require them to consider how they will ensure that their actions support sustainable development objectives and all NDPBs are required to prepare SDAPs which are complementary to our own SDAP, and those that manage their own accommodation will in future be expected to make returns in line with Sustainable Operation of the Government Estate (SOGE) requirements. Progress will be monitored through the Sustainable Operations delivery plan underpinning the SDAP and reported to the Department Board via quarterly corporate performance reporting"*. This is supported by the Sustainable Development Commission¹ who are keen for departments to introduce NDPBs to the process of measuring the environmental impact of their policy development and operations.

Aside from Cafcass' commitment to DCSF and government, the cost benefits of investment in SD solutions should be paramount in tackling environmental issues. Investing in areas of sustainable development, such as energy saving activities and equipment, training and resources can directly lower energy costs as well as having positive impact on attitudes across the organisation.

3 Steps to successful sustainable development

3.1 Cafcass has done much good work to advance SD, however to better integrate SD both into policy thinking and delivery and into our general day to day operations, a great deal more remains to be done.

3.1.1 Organising:

To be successful SD needs the support of all staff across all levels in the organisation and that clear line management accountability is identified for areas contributing to SD.

¹ The Sustainable Development Commission is the Government's independent adviser on sustainable development.

To achieve success the SDSG was created in December 2007 to champion and implement the SD Strategy. Originally the group aimed to have cross representation from local and national interests, however full representation from each HOS area together with continuity of membership and ownership of work was not achieved. Membership of the group changed in November 2008 to address the changes in the Corporate Director portfolios, and the group was reduced to representation from key areas and is now a strategic focused group.

3.1.2 Policy

The SD Strategy was agreed by the Board and published in December 2007 with objectives setting out the first steps for Cafcass to begin addressing its environmental impact. All objectives have not yet been fully met; one of the main issues affecting progress has been sporadic attendance of members at the SDSG meetings and lack of ownership of work-streams.

3.1.3 Training

It is important that everyone in the organisation has a basic understanding of the importance of SD and be provided with training or knowledge of the actions that they personally can take. More importantly specialist skills and knowledge are required to make significant changes in specific areas. The SDSG has made good links with Carbon Trust who can provide specialist advice on carbon reduction and provide training in key areas.

The SDSG has identified that Carbon Trust will fund up to 3 days training which will be rolled out to Area Business Support Officers who are engaged with energy management and to SDSG members in February 2010. The training will focus on carbon reduction and energy management.

3.1.4 Investment

There has been no explicit investment in Sustainable Development. The investment in Flex technology means that we have equipment that uses less energy, however, until we address working practices the equipment may not be meeting its potential, i.e. equipment being left on overnight on standby. All other investment has been by way of internal staff time.

4. **Work completed during 2009**

4.1 Overview of work completed during 2009.

- Shadowing DCSF process in reporting on SOGE targets via the Sustainable Development in Government Annual return.
- Commencement of Energy Data Management process to enable Cafcass to fully report to DCSF in future years.
- Completion of three Carbon Trust Multi-Site Opportunity Assessments (carried out by ABS Consulting). The estimated cost of recommendations identified is £10,175. Work has been put on hold and will be completed in the next financial year (2010-11).
- Display Energy Certificates are required in three buildings. Two have been completed and the third is in the process of being finalised.
- Development of Carbon Reduction Strategy. The Strategy was developed following three Carbon Trust Multi-Site Assessments and sets out the objectives and activities to be undertaken over the next three years to allow Cafcass to be

more efficient in the energy it uses and to reduce the carbon it produces. To date this Strategy has not been published. On 9 December 2009 the Director of Business Transformation and Technology together with the SDSG decided that the strategy should remain unpublished, but be used to inform the future work of the SDSG.

- Presentation by ABS Consulting regarding carbon management and outlining the proposed CR Strategy to Office Managers.
- Survey of Recycling and Procurement activity in offices, to establish current practice across Cafcass to assist in the overall development work identified in the CR Strategy.
- Drafting of a specification for Environmental Consultancy Framework. The framework will be a draw down contract and the tender exercise will be completed through OGC in 2010.
- Removal of bottled water coolers. This was undertaken following DCSF's direction. The project is ongoing and offices will switch to alternatives such as plumbed in water units and tap water. Potential cost savings of £87k over the next three years have been identified through swapping all bottled water coolers to a filter option (this figure does not include current filtered machines which may be in local offices).
- Implementation of a new procurement strategy which includes explicit references to SD.
- Implementation of a revised procurement manual containing additional guidance on specification and evaluation, again with specific references to SD.
- Migration of information technology services to Fujitsu is expected to provide improvement in energy efficiency:
 - New equipment has been set to default to 10 mins stand-by time.
 - Thin client, TFTs and laptops improve energy efficiency
 - Centralised servers and shared data centre reduce power requirements
 - Default duplex printing also assists with paper use
 - Blackberries use less power than laptops
- Input into the Reimbursement Policy. A Carbon Offsetting scheme, to offset the carbon emissions arising from air travel, will be implemented once we have access to the Government Carbon Offsetting Scheme Phase II.

5. Future work

5.1 There is a significant amount of work required in the forthcoming financial year to effectively support SD and influence changes in Cafcass culture. The programme of work for 2010-11 is now being developed. All work will be funded from service and functional budgets unless a specific business case is developed.

5.2 Work during 2010-11 will cover (this is not an exhaustive list):

- Carbon Trust training for Area Business Support Officers (Estates).
- Creation of a green champion network.
- Consolidation of energy contracts and provision of management information.
- Improvements in waste management and consistent approach to recycling in offices.
- Development of a Printing Strategy that will cover both consumables and energy.
- Investigate effective video conferencing and implementing in more offices.
- Development of a Sustainable Travel Policy, to both reduce carbon and address social and economic issues.
- Implementation of an offsetting scheme for carbon arising from air travel.
- Development of pool car schemes.

- Review of existing contracts to ensure that specification allows contractors to demonstrate a thorough understanding of Cafcass' requirements for energy and carbon efficiency.
- Development of green purchasing standards and guidance for sustainable procurement and managing sustainable procurement in the supply chain.