

# Working together to create a Sustainable Consortium.



For the attention of the May 2008 Board Meeting

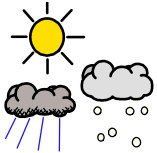

## Introduction

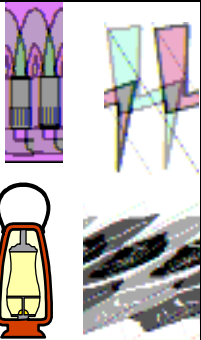
The Consortium wants to think about how we work to make sure that we all can continue to be successful into the future.

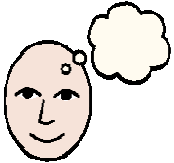
There are lots of challenges that will face organisations and people over the next 20 to 30 years.

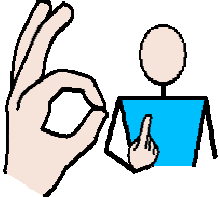
These include:





<ul style="list-style-type: none"><li>• Climate Change,</li></ul>	
<ul style="list-style-type: none"><li>• The increasing gap between the rich and the poor, locally, nationally, and across the world.</li></ul>	

<ul style="list-style-type: none"> <li>Increasing costs and declining reserves of oil and other things that we all rely on.</li> </ul>	
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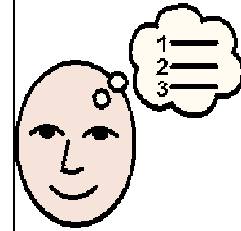
<p>All of these issues are linked together, we cannot think about one without considering the others.</p>	
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<p>We must play our part in making sure that our work and lives continue successfully through these challenges.</p>	
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<p>We work in an agency whose job is to support vulnerable people; we need to recognise that there are vulnerable people across the world.</p>	
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<p>We cannot work in a way that helps us to be safe and successful but at the same time supports the continued exploitation of other people who we do not see.</p>	
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This document lays out how we are going to start this task and set out a strategy for ourselves for the next 5 years.



## What do we mean by being Sustainable?

We intend to use the 5 Capitals Model developed by Jonathon Porritt and promoted by 'Forum for the Future' to think about Sustainability.

<http://www.forumforthefuture.org.uk/our-approach/tools-and-methodologies>

### What is the 'Five Capitals Model'?

The Five Capitals Model helps us to think about our work in a way that will enhance or maintain our 'assets' or 'capitals'.

When we talk about assets or capital we usually think about money or things that we own, the '5 Capitals' approach helps us to think about all of the resources that we and the agency rely on, these are:

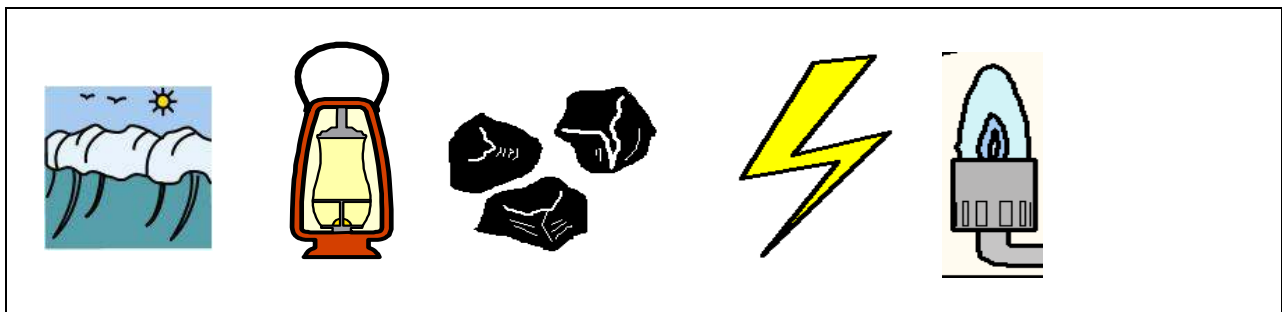
- Natural Capital
- Human Capital
- Social Capital
- Manufactured capital
- Financial Capital

We want to help us all as individuals, tenants, staff, and as an agency to act in a way that does not damage these resources locally, nationally or globally.

What are these 'Capitals' and what could we be doing practically to protect these things.

## Natural Capital

'Natural capital' is the things we rely on from the planet that let us carry on living successfully.



At the moment we hear most about greenhouse gases and that we are causing global warming that is damaging our climate, melting ice, and causing problems in the way food is grown. However this is only one example of how we are damaging our 'Natural Capital'.

Other examples involve the use of water around the world, over fishing, and the use of chemicals in fertilizers that is damaging water and soils.

Once we start thinking about Natural capital we will start to think about:

- Reducing our use of oil and other fuels that create global warming.
- Eliminating waste; we will re-use or re-cycle where ever possible.
- Finding ways of protecting the range of animals and plants that exist on the earth and not damage natural landscapes.

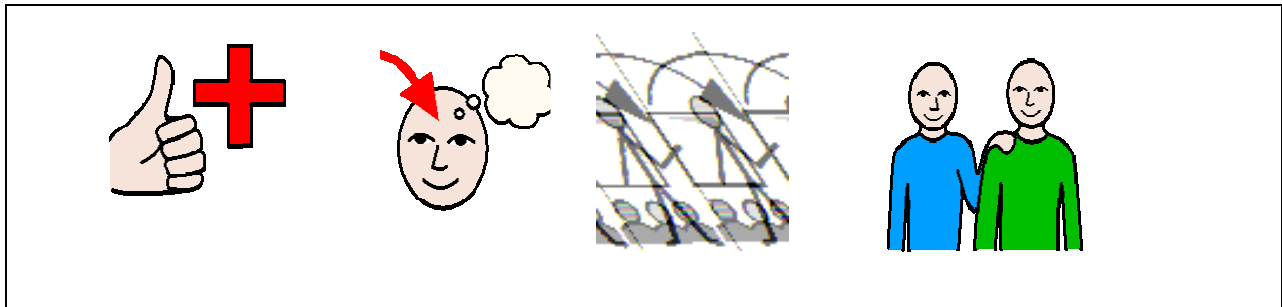
- Only using renewable resources if they come from well managed and sustainable sources.

Practically we are already starting this in gathering information about our Carbon Footprint and supporting tenants and staff to do likewise. For information about what we are already doing please look at:

[http://www.communitylives.co.uk/support\\_tenants/news/Environment\\_Group/Environment\\_CMP.shtml](http://www.communitylives.co.uk/support_tenants/news/Environment_Group/Environment_CMP.shtml)

## Human Capital

'Human capital' includes health, knowledge, skills, creativity, motivation and capacity for relationships of people. Human Capital is also about joy, passion, empathy and spirituality. Our Human Capital is essential to us it is made up of the people who we serve, employ, and involve in the organisation of our agency.



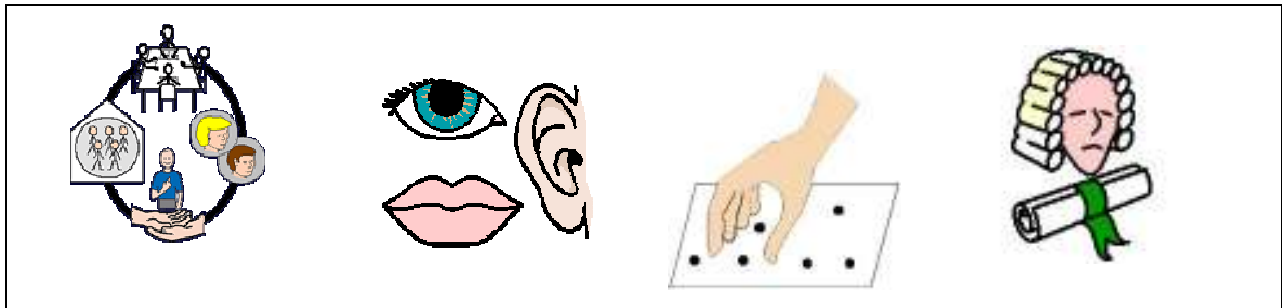
We already focus greatly on our Human Capital, in the future we will continue to look at how we:

- Give people access to training, development and lifelong learning.
- Respect human rights of people who are affected by the things and services that we provide or purchase.

- Understand and respect differences in human values and ways of living.
- Ensure adequate health and safety arrangements, incorporating physical and mental wellbeing
- Use health promotion and education to support a high standard of health.
- Provide a reasonable living wage and fair remuneration for employees and business partners.
- Create opportunities for varied and satisfying work.
- Allow for and enhance recreation time and support tenants and staff's active involvement in society.

## Social Capital

'Social capital' is the things that we use to maintain positive partnerships and cooperation between people within the agency, locally, nationally or globally. These will include the ways we promote communication, and open decision-making, this applies inside the agency with regard to our policies and values. However it will also apply outside the agency in how we promote positive government policy and laws.



Once we consider this we will think regularly about how we:

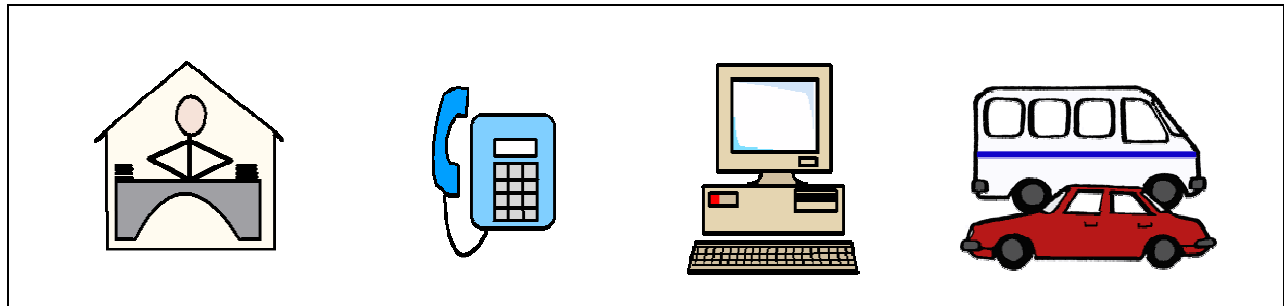
- Provide safe, supportive living and working conditions, including family friendly policies.

- Source materials ethically and treat suppliers, customers and citizens fairly.
- Respect and comply with local, national and international law.
- Ensure prompt and full payment of taxes and support of social infrastructure.
- Maintain effective communication systems throughout the organisation and partners, reflecting shared values and objectives.
- Support the development of the community in which the organisation operates, (including economic opportunities).
- Contribute to open, transparent and fair governance systems.

## Manufactured capital

Our 'Manufactured Capital' is the things that we make, lease or own that help us to deliver our services but are not actually part of it.

This will include our offices, phones, computers, office equipment and vehicles.



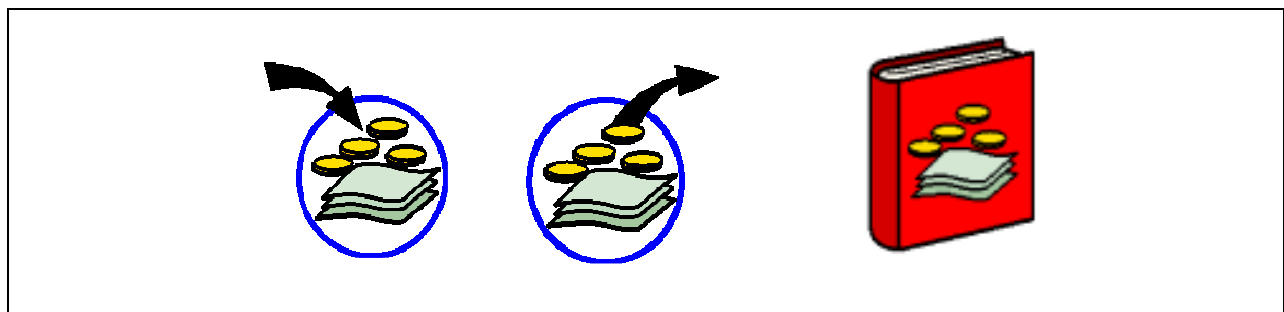
This is important because these impact on our organizational efficiency. How we use them also impacts on other 'Capitals' that we are concerned with like 'Natural capital' (if they are environmentally damaging) or 'Social Capital' (if they are purchased in a way which creates exploitation in other parts of the world). Once we take this one board we will consider how we:

- Use things, technologies and processes as efficiently as possible.
- Consider making shifts from buying things to purchasing services.

- Thinking about partnerships with other agencies so that our waste products become useful resources to them.
- Bio mimicry – copying nature and natural processes in our processes and systems.
- Only use sustainable construction techniques especially when looking at new infrastructure or buildings.

## Financial Capital

This includes our money and the value of our things expressed in terms of money. This includes our current accounting framework.



Within our accounts framework we will also need to consider how we:

- Ensure financial measures reflect the value of other ‘Capitals’.
- Value not obvious assets such as our brand and reputation.
- Think about environmental and social costs and assign an economic value to them.
- Ensure the effective management of risk and corporate governance issues.
- Demonstrate that a positive stance on, and management of, sustainability issues helps to improve access to financial capital.
- Honour relationships with suppliers and customers/citizens.
- Consider the wider economic impacts of our activities, products and services on society e.g. in creating wealth in the communities in which the organisation operates.

## How are we going to do this?

This all seems very hard, however we are fortunate that we more than many other agencies already think about a lot of these issues.

For example we already report on elements of 'Human Capital' through the work of the Tenants Lives and Supporting Staff sub-groups.

We have a strong framework for considering 'Social Capital' both inside and outside the agency through the work of our partnership forum's and groups.

This will not mean we will have to change everything we do, but it will help us to think in a more joined up way.

For instance thinking about how we ensure that staff work as close as possible to where they live will help in many different areas:

- Natural capital – less petrol, less CO2.
- Human Capital – Less cost to staff in travel, less travelling more personal time, more possible cycling or public transport, more potential fitness for staff and tenants.
- Social Capital – better staff knowledge of the tenant's community. We create more work in the communities that we serve.
- Financial Capital – Less cost to us in covering relief cover

Plus a more stable service in a crisis or the occasional snowy day!

This is about us taking on a new way of thinking and monitoring our progress in a structured way.

# Sounds great, but what are we actually going to do?

This policy is built around a continuing framework for action with particular tasks in year 1 and then annual tasks in subsequent years.

## Year 1 – By April 2009

### 1. Background Information.



We will establish an area on our website aimed at Tenants about the importance of living more 'ethically' at home and in their lifestyles. This will be based on this policy but will be much more 'easy read' and make possible helpful suggestions about actions they can take; from cutting carbon, to growing their own food.

### 2. Staff Training.



We will establish a training programme aimed at our staff induction process to give staff information about our Sustainability policy and how we are trying to change the agency.

### 3. A Tool for Tenants.



We will use the 'ActonCO2' Carbon Footprint calculator developed by the Department for Transport <http://actonco2.direct.gov.uk/index.html> as the central part of a tool by which we will invite tenants to monitor their Carbon Footprint with staff support.

We have chosen this tool because of its design. It is very accessible, attractive and easy to use with good graphics. Alongside this we will develop a 'Living Ethically' tool to help tenants think about making choices about the goods and services that they use to make sure that they are provided in a sustainable way.

As part of this tool we will invite tenants to come up with proposals about how they can live more sustainable lives.



#### **4. A tool for CLC.**

We will find a Carbon Footprint calculator for larger businesses, and use it to estimate our Carbon footprint. It is our intention to find ways of cutting our CO2 emissions by 40% over the following 5 years.

By April 2009 we will have reviewed our processes and management of our 'Capitals' in line with this policy.

We will produce an initial report about this review to the 'Managing the Consortium' group. This Sustainability Performance Report will form part of our annual performance cycle and will include (like all our other performance reports) a performance dataset, and business planning objectives concerning this work.



#### **5. Publicizing and sharing information**

We will use our website and news letter to create an area within which we can share stories of what we and tenants are doing and proposing to do to create a more sustainable agency.

#### **6. Green Dragon attainment**



We will work towards a level 2 attainment of the Welsh Assembly Green Dragon accreditation process

<http://www.greendragonems.com/> .

## **Year 2 to 6 – By April 2009 – April 2014**

Built on the framework of action achieved in the first year we will establish an annual cycle of action.

For the tenants this will mean:

- Keeping an eye on their proposals for action and changing them as they choose.
- Using the Carbon Footprint calculator and 'Living Ethically' tool once a year to chart their progress and letting the Consortium know how they are doing.
- Finding out new information from our website or newsletter and suggesting new ideas or telling people about what they have done.

For us as an agency this will mean:

- Reviewing our Carbon Footprint and 'Sustainability Performance Report' and including actions within our Business Plan that will reduce our Carbon Footprint and negative social or environmental impact as an agency.

This will be overseen by our 'Managing the Consortium' group.

- Each year we will revise our ‘Sustainability Performance Report’ which track our progress.
- Work towards Green Dragon level 5 attainment.

For agencies we work with or supply us goods and services this will mean:

- That we can clearly demonstrate our Corporate Social Responsibility.
- That if agencies want to continue to supply services to us they must also consider the social and environmental impact of the services that they supply.

## Summary

This document provides a way forward to producing a clear strategy for Sustainability for the Consortium that involves the agency but also actively involves the people that we serve.

***We are seeking agreement from the Board for us as officers to take this work forward.***