



# Sustainability Strategy

2016 - 2020

August 2016

# Introduction



- The purpose of this document is to outline the areas of sustainability that the Government has decided to focus on under its Greening Government Agenda that cover the period from April 2016 to March 2020, it will also set out what the MCA needs to do to meet the sustainability targets for this period.
- This new set of targets embraces the operations of the entire Agency and this document will show what the organisation is currently doing, what it needs to do to achieve the targets, trajectories depicting the required progress throughout the target window and any known risks associated with the achievement of those targets.

# Background

- In January 2011 the Government announced its Greening Government Agenda and in July 2011 issued a framework of targets aimed at making this Government the "greenest" ever. This new framework is the latest iteration of sustainability targets which have been preceded by Sustainable Operations on the Government Estate (SOG), Sustainable Development in Government (SDiG) and Greening Operations (GO). The previous sustainability target frameworks have required central Government departments to participate and encouraged the inclusion of executive agencies and non-departmental public bodies.
- DfT has participated in all the previous framework reporting against the central department and MCA have fully engaged and participated in this process. In addition to the main target areas covering energy, water, waste and business travel, there were also mandated mechanisms which covered the wider sustainability agenda, including new buildings, major refurbishments, office relocations, volunteering and sustainable procurement.



# Background



- DfT annual performance against the Greening Government Commitment (GGC) targets is required to be recorded in the Annual Report under the heading 'Sustainability Reporting' which is now part of the Financial Reporting Manual requirement. In addition it is also required that the Business Plan contains a summary of the actions planned for that year which will contribute to the achievement of the GGC targets. MCA has published its performance against GGC targets within its own Annual Report. The MCA reports performance regularly to the Department as well as through its own internal reporting mechanisms. The Agency also participates within the Carbon Reduction Commitment (CRC) as part of a wider group consisting of several other Agencies and the Central Department.

# Executive Summary

## Previous Performance (SOGE)

- Since April 2006 MCA has participated in the SOGE targets, which drew to a conclusion at the end of March 2011. The main targets under SOGE covered emissions from offices, emissions from administrative business road travel, waste arising's, waste recycling and water consumption.

The table below shows that DfT significantly exceeded the SOGE targets:

Target Outcome	Target Measure	Baseline Value	Target Value	Achieved Value	Saving
Reduce the carbon emissions from offices by 12.5%	tCO2	24,814	21,712	20,942	15.60%
Reduce the carbon emissions from administrative business road travel by 15%	tCO2	12,052	10,244	7,620	36.77%
Reduce waste arising's by 5%	Tonnes	5,989	5,689	4,914	17.95%
Reduce water consumption by	m3	196,951	147,713	144,072	26.85%

# Executive Summary

## Greening Government Commitments

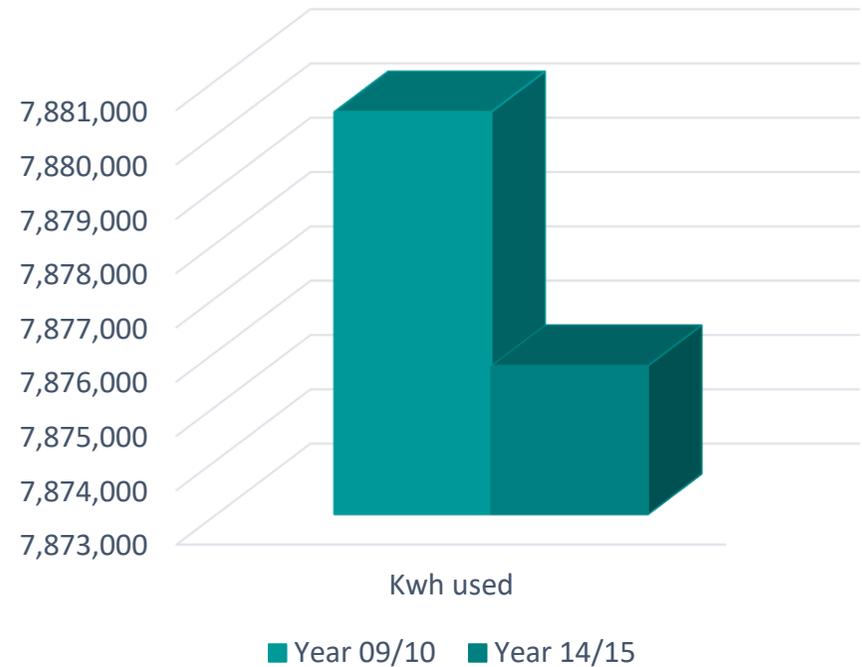
- The Greening Government Commitments cover the entire estate regardless of whether it is used for administrative or operational purposes, unlike SOGE which dealt primarily with the administrative part of the estate.
- The main change to the scope under GGC for MCA is the addition of the National Maritime Operations Centre in Fareham to the property stock and the ongoing changes currently taking place within the Estate as a direct impact of the Future Coastguard programme.
- The main target areas covered by the GGC are:
  - Reducing Greenhouse Gas (GHG) emissions by 31% across central Government by March 2020 from a 2009/10 baseline;
  - Reducing waste generated by 25% by March 2020 from a 2009/10 baseline and strive to reduce it further; recycle or compost at least 70% of waste, and landfill less than 10% of all waste. This target also includes reducing paper use by at least 50% from a 2009/10 baseline.
  - Continue to further reduce water consumption with each department continuing to improve on reductions made in 2014/15.
- To embed Compliance with the Government Buying Standards in departmental and centralised procurement contracts, within the context of Government's overarching priorities of value for money and streamlining procurement processes.
- To understand and reduce supply chain impacts and risks.
- The baseline year for all targets under GGC has been set as 2009-10 unless stated otherwise.

# Executive Summary

## MCA Organisational Performance

- In 2009-10, the baseline year for GGC, MCA as an organisation used approximately:
  - 7, 834,67.39 kwh of electricity
  - 3,918,315 kwh of natural gas
  - 572,420 kwh of heating oil
  - 13,344 m3 of water and produced
  - 723 tonnes of Co2 through business related travel.

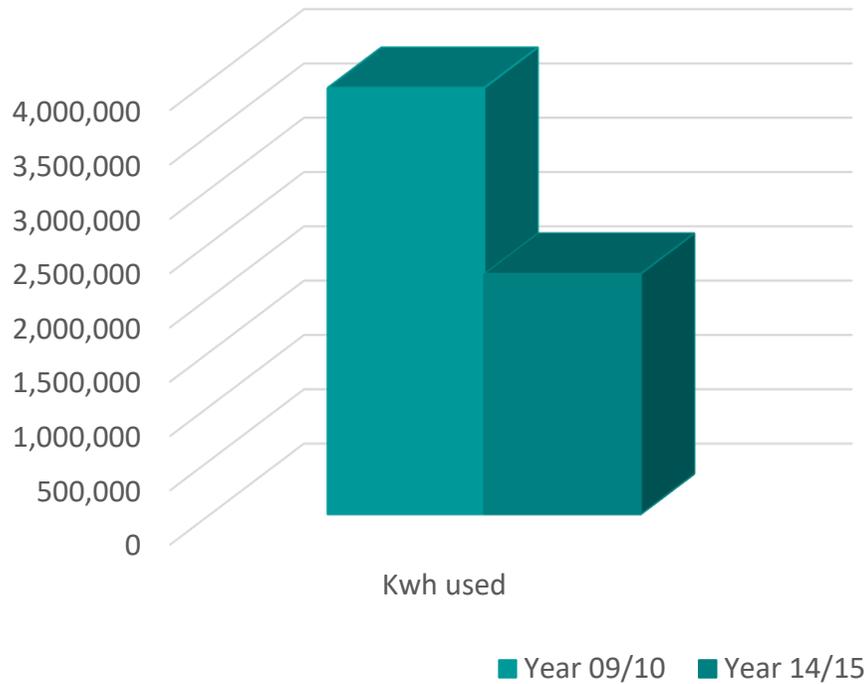
MCA Electricity Consumption



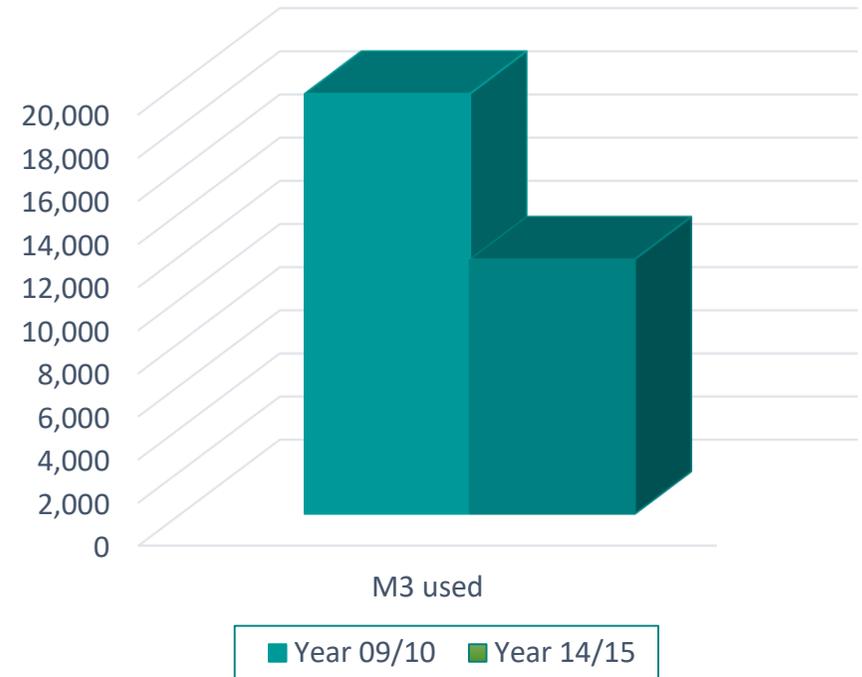
# Executive Summary

## MCA Organisational Performance

MCA Gas Consumption



MCA Water Consumption



# Executive Summary

## Current Baselines

- The following table shows the baseline for each target and the reduced figure MCA needs to attain to achieve for each target by March 2020:

Target Outcome	Baseline Value	Target Value	Required Reduction	2015/16 Level
Cut greenhouse gas emissions by at least 36% from a 2009/10 baseline.	5,517	3,752	1,765	5,285
Reduce the amount of waste going to landfill to less than 10%	0	9.99	0	0
Reduce government's paper use by at least 50% from a 2009 to 2010 baseline	7,167	3,583	3,584	6,652
Reduce overall water consumption by 9% against 2009/10 baseline, ensuring continuous improvement where this level has already been achieved.	13,344	12,143	Continuous improvement as target already achieved	6,692
1a. Reduce the number of domestic business flights by at least 30% from the 2009 to 2010 baseline.	1,723	1,206	517	2,729

# Executive Summary



## Actions Required to Achieve the Targets

- The following table shows a high level overview of what MCA would need to implement in order to achieve the GGC targets, with a workable margin.

Estate Emissions	
Initiative Name	Projected Annual Savings by March 2020 (tCO <sub>2</sub> e)
Estate Wide Energy Audit & Reduction Plan)	1125
Behaviour Change/Campaigns backed by Senior Management	50
Use AMR data to inform decision making processes within estates.	400
<b>TOTAL</b>	<b>1,575</b>

# Executive Summary

- The total greenhouse gas emissions reduction from both the estate and business related travel amounts to 25.07% which achieves the GGC target. The greater challenge to MCA, within this target area, is the reduction of their estate emissions. MCA have a widely dispersed estate, with the vast majority of sites directly delivering their core business. This gives MCA the challenge of finding savings to achieve the GGC target whilst maintaining the required business service levels. The initiatives that MCA are considering to achieve the required savings focus on maximising the energy efficiency of their sites.

Water Consumption	
Initiative Name	Projected Annual Savings by March 2020 (m3)
Improve the data capture and management of water supply	2,055
Water conservation programme	2,000
<b>TOTAL</b>	<b>4,055</b>



# Executive Summary



- This represents a 30.35% reduction against the water consumption in the baseline year, which is sufficient to achieve 'good practice' benchmark level based on current FTE numbers.

Waste Arising's	
Initiative Name	Projected Annual Savings by March 2020 (tonnes)
Develop and communicate a MCA wide Waste Strategy	9
Develop and deliver an effective hazardous and electrical waste disposal requirements education programme	3
Improve the provision and quality of waste data across MCA	11
Expansion of the successful recycling scheme	2
Implement controls on the issue/ordering of paper	3
Issue guidance on paper use through the management brief	1
<b>TOTAL</b>	<b>29</b>

- A drop in waste arising's of 29 tonnes would represent a 25.04% reduction against the baseline and thus an achievement of the GGC waste target.

# Other Sustainable Matters

## Sustainable Procurement

- Sustainable procurement will be an integral part of achieving all the GGC targets. The MCA Estates Team will work with the designated Sustainable Procurement Officer to manage the achievement of the two key procurement related GGC requirements. Those requirements are to:
  - Embed Government Buying Standards in departmental and centralised procurement contracts; and
  - Improve and publish data on supply chain impacts.

## Climate Change Adaptation

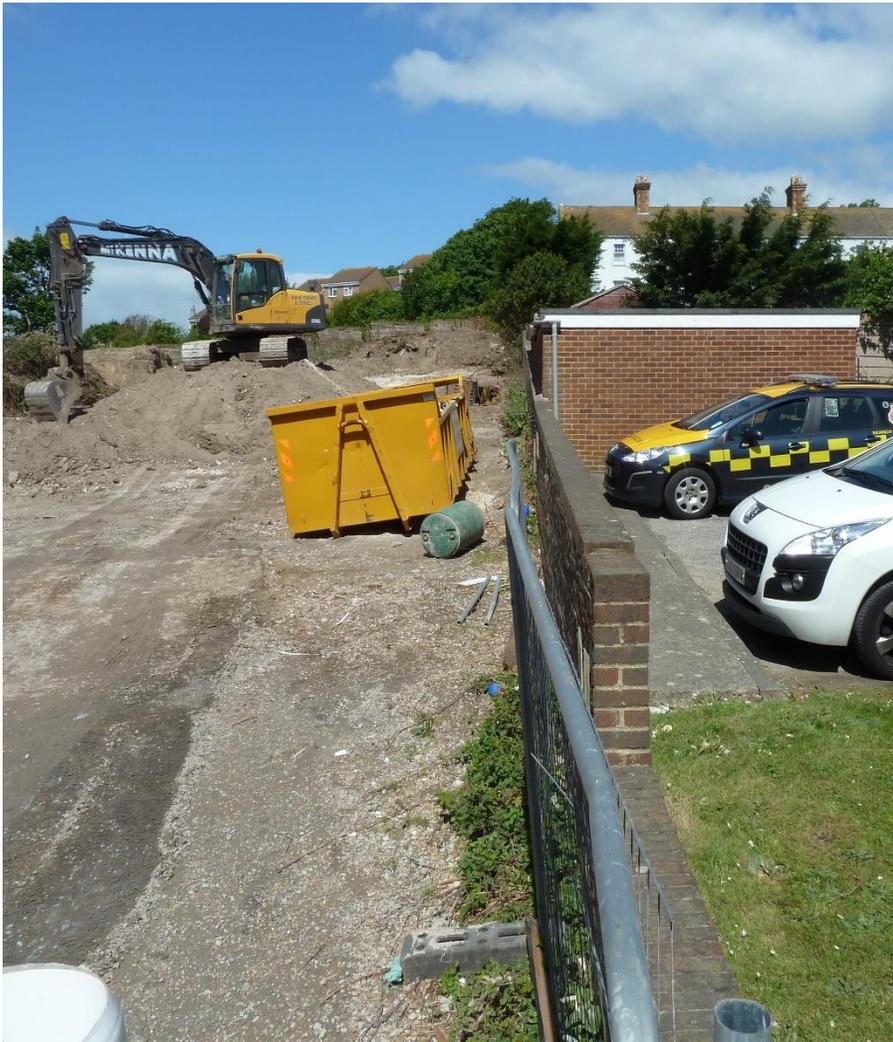
- Steps being taken to adapt the estate to a changing climate include the MCA's voluntary publication of an action plan on climate change adaptation.

## Biodiversity and the Natural Environment

- The MCA does not have any property of land that falls within Sites of Special Scientific Interest (SSSI), however where the Agency borders or is near to such a site the Agency works closely with the relevant authorities to ensure minimum impact at or around these sites.



# Other Sustainable Matters



## Procurement of Food and Catering Services

- MCA take steps to encourage the procurement of food that meets British or equivalent production standards without leading to an overall cost increase and aim to reduce the environmental impacts of food and catering services as well as promote a healthy balanced diet.

## Climate Change Adaptation

- Construction waste is managed to best practice standards, and adopts the application of BRE Environmental Assessment Methodology, and the use of government's sustainable timber procurement policy.

## People

- MCA aim to report on the social and environmental impacts of office relocations and strive to take action to promote staff wellbeing.
- The Sustainability Manager will work with Operations, HR, Procurement as well as colleagues within MAIB and Insolvency Service who are currently operating within the MCA HQ.

# Other Sustainable Matters

## Business Related Travel

- MCA are to specifically target the better management of business related travel (as opposed to emergency response and operational) within the organisation covering all forms of travel including the use of domestic flights and steps are to be taken to set up to reduce this through the establishment of a cross organisational working group.

## Cross Organisational Working Group

- The MCA recognises that in order to achieve the challenging targets set out under Greening Government Commitments (GGC) then all parts of the organisation will need to be fully aware of the requirements and engaged with meeting the targets.
- Therefore the MCA is committed to the establishment of a cross organisational working group with the overall objective of bringing together all of the key stakeholders, achieving the key targets through a collaborative approach”.



# Strategic Estate Management Plan



Maritime &  
Coastguard  
Agency

- In a concerted effort to align strategic estate management with the core values and objectives of the MCA to meet / exceed sustainability related targets the Estates team has, together with partnering property consultants Hartnell Taylor Cook, developed and commenced collection, analysis and review of the various financial and energy costs, as well as other key occupational data of the property stock held or tenanted by MCA.
- Key components of this endeavour include a systemised programme of inspections and reporting across the operational estate from the Shetland Islands to the Isles of Scilly together with the formation and use of a property 'dashboard' wherein all relevant data sets will be combined to permit detailed and thorough interrogation of the information held, pattern analysis, and ultimately improvement targeting.
- The overall outcome of this exercise is anticipated to provide critical insight into the performance of the estate, from which a plan can be initiated to target resources more effectively, deploy new technologies and building management systems to manage energy usage / generation, and refine the working and operational environments for our staff and volunteers. In short – we are pro-actively taking a triple bottom line approach to sustainability in our work.
- The geographical diversity, and localised nature of a large proportion of the estate necessitates long term planning, hence we envisage that the programme for delivery of a streamlined and highly effective estate with a sustainable core to take place over a 5 year period commencing FY 2016/17.



# Strategic Estate Management Plan

## Reporting

- It is the responsibility of MCA HQ Estates Team to collect and collate the required data from across the Agency in order to meet the reporting requirements of GGC. The required data will be collected quarterly and submitted to DfT.
- MCA HQ Estates will update the Balance Scorecard Quarterly and submit bi-annual reports to both the Senior Executive Group (SEG) and Executive Board detailing progress against targets.



## Leadership

- Achievement of these targets will require leadership across the Agency and the support of senior management, for what is a key government objective. Leadership should come from the top with an expectation that this is cascaded through the organisation and regularly monitored and supported to ensure successful achievement.
- The vast majority of the targets will be met through initiatives and projects that do not impact staff directly. However, there will be some difficult or sensitive decisions to be considered that impact on the terms and conditions of staff, such as Estate rationalisation and further restrictions on building operating hours.
- The GGC targets will provide a challenge to MCA particularly as the scope covered by GGC is much wider than previously reported on and fully includes operational state which makes up the majority of the MCA Estate. This Strategy shows the route map to achieve those targets.