

GREENING THE WORKPLACE

REPORT FOR 2005-06

“managing our own workplace”

A Report on the Crofters Commission Environmental Management System to improve the environmental performance of our own operations

Approved by the Chief Executive and Management Team

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CROFTERS COMMISSION ENVIRONMENTAL POLICY STATEMENT

1. Introduction

The Crofters Commission represents the crofting community interests of the Highlands and Islands of Scotland and advises Scottish Ministers on crofting issues. It supports development initiatives and looks at alternative ways of using croft land. Its ultimate aim is to help create crofting communities that are economically viable and socially vibrant.

The Commission has set out its aims and strategies along clearly defined principles:

- To be a facilitator of what the community decides it wants;
- To build partnerships with crofting communities to help them to work together and with agencies;
- To simplify bureaucracy so that it serves the communities and does not obstruct.

To achieve its aims, the Commission has formed working partnerships with a variety of organisations, each of which contributes to the development of crofting communities. Principle partners are the Scottish Executive Environment and Rural Affairs Department, Highlands and Islands Enterprise, Scottish Natural Heritage, Scottish Crofting Foundation, National Farmers Union of Scotland, Scottish Parliamentary Cross Party Group, Local Authorities, Forestry Commission and Euromontana.

2. Chief Executive's Statement

Building a truly sustainable future does not depend on one big decision but on millions of small decisions every day. The Crofters Commission is determined to play its part in this process and places maximum importance on matters concerning the environment. Our policy is to meet and, where practical, exceed all relevant regulatory requirements and to minimise any adverse environmental effects as a result of our activities.

We will continually assess the environmental impact of our operations and, through minimising the use of materials and resources, we will reduce our wastage to the lowest practical level.

Employee involvement in environmental matters is encouraged at all levels and will be promoted through training, communications and a constant reappraisal of working methods and techniques.

As a consequence of this, the Senior Management Team are committed to continuous improvements in environmental performance and the prevention of pollution.

The Crofters Commission is a division of the Scottish Executive Environment and Rural Affairs Department and therefore adheres to the Scottish Executive's aims to promote effective environmental management across its organisation through:-

- Raising awareness of environmental issues;
- Promoting its Greening Government policy; and
- Working to reduce its environmental impact.

To reflect our unique role within the Highlands and Islands and to ensure that we achieve the highest standards of environmental stewardship in all activities, measurable targets have been introduced in 2005-06 for key areas. This will ensure that the Commission will be able to provide tangible data on environmental targets.

This report includes a forward look at the key Greening priorities for the next three years (2006-2009). The Efficient Government Initiative and other reviews of the roles of public bodies bring challenges, but also opportunities to develop environmental efficiencies and to build sustainability deeper into the fabric of how the Commission operates.

Re-organising, developing and regulating crofting and promoting the interests of crofters – the basic mission of the Crofters Commission, becomes ever more complex. Efficient government, freedom of information, CAP reform, renewable energy, market forces, open government, Gaelic development, in-migration and population loss, growing Scotland's economy, access to services, opportunities for all, these have become the backdrop of everyday life at the Commission.

From the above it is clear that there will always be pressures, especially in retaining focus on Green Issues during periods of major change, but I believe we have the strong commitment from all our staff, as well as from Board and Managers, to make progress across all our priority areas within the Crofters Commission.

Shane Rankin
Chief Executive

3. Background

The Crofters Commission has written to Ross Finnie (Minister for Environment and Rural Affairs) outlining its plans for introducing a formalised and measurable environmental management plan.

The Crofters Commission has proposed a three year environmental management plan (EMP) which is now in operation (Year 1). Overall responsibility for this policy and plan will be held by the senior management team, however, a cross organisational environmental team has been established to develop and implement the plan. The members of this team will act as environmental champions in their respective divisions. Team members are:-

- Neil Macdonald (Finance & IT)
- Caroline Matheson (Information Technology)
- Penelope Hamilton (Development)
- Gordon Macdonald (Senior Management Team)
- Fiona Bruce (Regulation)

The team meets every 3 months to review progress of EMP.

Our EMP is built on the following framework, which states that we will:

- Minimise use of non-renewable materials, avoid hazardous substances,
- Minimise harmful outputs, and use resources efficiently,
- Harness and channel staff enthusiasm and provide information & training,
- Reduce amounts of waste materials produced and promote reuse & recycling,
- Minimise energy consumption and increase energy efficiency,
- Build Greening considerations into all procurement decisions,
- Minimise reliance on motor vehicles and reduce their impacts
- Develop Performance Targets and report on progress,
- Reduce CO₂ emissions from our own activities.

The Commission employs over 60 people who work within the Inverness HQ, the Island of Tiree (Crofting House Grant Scheme), Commission Stud Farms or are Locally Based Development Managers. The staffing structure is designed to meet community needs. This policy reflects the Commission's overall aim of getting closer to crofting communities. We must reduce the negative environmental impact from this work, and so have developed ten Key Aspects within our EMP:

Reduce Energy Use	Greener Properties	Reduce Paper Use
Greener Procurement	Greener Travel	Managing Waste
Saving Water	Promote Greening	Wider Context
Planning Strategy & Management		

4. Year 1 (2006-07)

Environmental Team has audited use of resources for 2005-06 from historic data and is also monitoring current resource use for 2006-07 and the impact the Commission is having on the environment through our daily activities. From collated data we are developing and refining meaningful performance targets. The Commission has analysed the following areas:-

- Energy Use
- Waste Production
- Use of Recycled Materials
- Travel
- Water Use
- Procurement
- Biodiversity
- Paper Use

5. Year 2 (2007-08)

Reporting back on Year 1 results. Environmental Management Plan will be adjusted if necessary to produce more meaningful performance target data.

6. Year 3 (2008-09)

During year 3 the plan will continue to be operational but a full assessment of progress against plan will be undertaken. This will ensure that the Commission continues to operate in an efficient manner.

From Year 3 onwards an Annual Environmental Review will be published within Commission's Annual Report on progress and targets for environmental management.

7. Key Targets

The ten current headline Greening targets (for 2006-09) are derived from the Greening Policy and Key Aspects:-

Reduce Paper Use by 10% per head
Reduce energy use by 10%
Stabilise Car Hire
Reduce total CO₂ emissions
Recycle 100% of obsolete IT equipment

Recycle 100% of IT ink cartridges
Buy recycled products
Reduce Water use
Embed Greening Programme
Stabilise Flight Travel

8. Performance Reports

This Report describes work undertaken to date in each key aspect.

- **Headline Target – Buy Recycled Products**

We wish to increase the proportion of recycled materials in all products bought, both one-off and routine (especially paper, office products, IT & office consumables, and stationery).

Progress in 2005-06

- Sustainability criteria were a key aspect of the specifications and evaluation of desks and office furniture for the Inverness HQ building.
- Of all the paper purchased by the Commission via our central contract, 95% is made from 100% post-consumer recycled fibres.
- Over 80% of the Commission's paper stationery items are made of recycled paper or card (envelopes, folders, transits etc).
- 100% of paper towels and tissues are made from recycled products (ordered via Office Cleaning Contract).

The table below shows the percentages of recycled and new laser toner printer cartridges used by the Commission in pursuing its objectives.

IT cartridges	2005-06
Bought new	40
Bought recycled	26

- All empty cartridges were recycled back to suppliers. The Commission has entered into a new contract under Scottish Procurement Directorate guidance with 'Solution X' in 2006-07. Copy workstations are more economic. All parts and toner etc supplied directly by Solution X under contract agreement and recycled back to them on a regular basis. Progress being monitored by Central Admin Team.
- **Headline Target – Reduce Paper Use**
- This is an area that is being focussed upon by Commission staff as it is one of our major consumptions of materials/resources.

Paper Size	Quantity: Sheets	Number of Staff 2005-06 office established)	Paper use per member of staff in 2005-06
A4	540,000	52 Staff	10,385 sheets
A3	30,000	52 Staff	577 sheets
Rolled paper for mapping. 90m ²	1 roll.		

- Paper purchases to be monitored closely in 2006-07. Environmental champions to meet to discuss/set target for reduction. The Commission has installed a new IT system which went 'live' in 2006-07. Letters etc will be printed off at a central point that may prove more resource efficient.
- Commission staff have been encouraged to print double sided where possible and to save data on computer hard drives as opposed to printing.
- The Commission initiated paper recycling in mid 2005-06 with a local organisation. No data is available for amount of paper being recycled on a weekly basis. The Commission can confirm that the majority of its waste paper, newspapers etc is recycled in this manner, but hard data is being collated with effect from April 2006.
- An integrated system to manage and reduce waste and to increase recycling has been introduced throughout the Inverness HQ.

- **Headline Target – Reduce Water Use**

- As at 2005-06 the Inverness HQ had water meters that were able to provide monthly readings.
- It is a long-term goal to reduce water use as we develop more robust management information. It is estimated that the Inverness HQ utilised 829M³ in 2005-06 which is effectively 16M³/person/year.
- As the Inverness HQ is rented accommodation we are constrained in the manner in which water conservation measures are introduced. Currently investigating introduction of simple water saving devices for toilet cisterns and costs related to introducing an airflush urinal system in gents toilets.
- **Headline Target – Reduce Energy Use by 10% from 2005-06 level by March 2008.**

Energy Source	2005-06
Electricity (Scottish Hydro Electric)	156,577 units
Number of Staff	52
Energy Use per Person	3,011 kWh

- It is a long-term goal to reduce energy use as we develop more robust management information. As mentioned above, the Inverness HQ is rented accommodation so we are constrained in the manner in which measures are introduced.
- All lighting has been fitted with 'occupancy sensors' and it is the policy of the Commission employees to ensure that assets are powered down when not in use.

- **Headline Target – Stabilise Car Hire. Reduce by 10% of 2005-06 levels by 2007-2008.**
- Travel creates one of our largest environmental impacts and offers excellent opportunities to reduce. This is an area of the Commission’s Environmental Management Plan that is being championed by Finance & IT Team Leader who will report back on a quarterly basis to Environment Team on progress. The Commission does not possess any pooled cars but does rely upon hired cars via Scottish Executive centrally negotiated contract to undertake many official site visits by staff.
- The following table illustrates a break down of car hire for 2005-06. Unfortunately it was apparent that car mileage could not be calculated from captured data. Steps have been taken to ensure that car hire mileage is now recorded by members of staff for future environmental benchmarking. We were able to ascertain the ‘number of days’ cars were hired for, which is useful in giving an indication of car hire use.
- From data available a mean car mileage has been estimated for year as 85,296 miles.

Car Hire Division	Days	% Use	> Group 5 Hire Days of Hire	< Group 5 Hire Days of Hire
Regulation	32	7%	4	28
Development	240	55%	131	109
Finance & IT	21	5%	0	21
Board & Chief Executive	142	33%	77	65
Total	435	100%	212	223

- The breakdown of data is in line with Commission’s assumptions. The Development Team within the Commission utilised 55% of the resource in 2005-06 however the majority of their travel is to remote crofting communities which are not easily accessible by public transport.
- Board & Chief Executive use for 2006-07 is likely to fall as Chief Executive no longer splitting time between Scottish Executive duties based in Edinburgh and Commission duties based in Inverness.
- It is of concern to Commission that 49% of car hire was at engine size of Group 6 and above. It is apparent that savings could be made both financially and in carbon emissions if engine size is reduced. In recent meetings it is apparent that there are some valid reasons for hiring Group 6 cars and above, however a campaign has now been launched by Finance Team Leader to monitor reasons for hire and report back to Senior Management Team.
- Discussion with Human Resources regarding the purchase of a Diesel pool car is also underway. Finance Team Leader to inform Senior Management Team of costs versus benefits in due course.

- Additional 4,248 miles travelled by private car to attend Commission business.
- Discussion also taken place with Senior Management Team regarding purchasing video conferencing equipment. As many of Commission's meetings involve 'being on site' it is deemed unworkable at this point. However the Commission does utilise other organisations equipment if deemed appropriate (Remote Development Manager meetings etc).
- **Headline Target – Stabilise Flights. Reduce by 10% of 2005-06 levels by 2007-2008**
- 100% of flights undertaken by the Commission are short haul (Western Isles, Shetland, Orkney etc). These meetings revolve around meeting the commitments of the Commission and are not suitable as conference calls. The Board Members of the Commission also undertake to hold 4 Board Meetings a year within the various crofting communities.
- The Commission is aware that one single short haul flight produces roughly the same amount of the global warming gas as 3 months of driving a 1.4 litre car. Wishes to reduce level of flights.

Flights by Division	Destination	KM	% Use
Regulation	Short haul	10,192	13%
Development	Short haul	29,880	38%
Finance & IT	Short haul	1,416	2%
Board & Chief Executive	Short Haul	37,608	47%
Total		79,096	100%

- The breakdown of data is in line with Commission's assumptions. The Development Team within the Commission utilised 38% of the resource in 2005-06 however the majority of their travel is to remote crofting communities which are not easily accessible by other forms of transport.
- It is predicted that Board & Chief Exec flight travel should reduce significantly in 2006-07 with appointment of new Chief Executive and less travel to Edinburgh.
- **Headline Target – Increase Rail Travel by 10% Of 2005-06 levels by 2007-2008**

Rail by Division	KM	% Use
Regulation	692	4%
Development	7,872	45%
Finance & IT	6,842	40%
Board & Chief Executive	2,060	11%
Total	17,466	100%

- Senior Management Team aim to increase rail use over next two year period in place of car hire and flights.

- **Headline Target – Recycle 100% of Obsolete IT Equipment**

- The Commission has a contract with a local organisation (Moray Computer Recycling) who (for a small fee) uplift all obsolete IT equipment from Commission HQ and recycle back into the community. During 2005-06 recycled:-
 - 35 Computer Monitors
 - 5 Base Units
 - 5 Keyboards

- **Headline Target – Procurement – Embed Greening Programme**

- The Crofters Commission Finance Team Leader is a member of the ‘Central Government Purchase to Pay Solutions Group’ which is focussing on best value and efficiency targets within the Scottish Executive. The promotion of e-Procurement systems (EASEbuy, Government Procurement Cards etc) are greatly reducing the requirement for paper invoices across the Scottish Executive.

- It is envisaged that as e-Procurement is further developed paper invoices will reduce dramatically within the Commission.

- The Commission’s use of Blanket contracts/Framework contracts/Preferred suppliers etc that have been agreed centrally by Scottish Procurement Directorate should already link into the Scottish Executive’s Greening Government Policy.

- The Commission has incorporated procedures to ensure that environmental issues are also considered within tender process for any locally agreed contracts. It is a priority to be aware of targets that can be incorporated into local contract specifications at the outset of new projects. As an example, the Commission’s Cleaning Contract was heavily skewed towards company’s environmental policy when scoring tenders.

- **Headline Target – Reduce Total CO₂ Emissions by 10% from 2005-06 levels by 2007-2008**

CO ₂ Emissions	2005-06
Electricity	67.3
Car Hire	30.7
Private Mileage	1.6
Rail Travel	1.0
Flights	14.4
Total (tonnes)	115
CO ₂ per person (52 Staff)	2.22

Assumptions

1. 52 members of staff as at 2005-06
2. Tiree Office not established until 2006-07
3. CO₂ calculations based upon National Energy Foundation formula.
4. The Crofters Commission operates 3 farms on behalf of Scottish Executive Environment and Rural Affairs Department. Data is being collated and will be included within 2006-07 report.
5. All data incorporated within this report is available as an Excel spreadsheet if further clarification on calculations required.

9. Summary

- There are four main areas where we should focus our Greening programme over the following three year period:
 1. extending and strengthening the existing programmes and targets,
 2. maximising the opportunities to embed best practice in Inverness HQ – and other offices.
 3. ensure Crofters Commission Greening policies influence wider opportunities within government-led programmes such as Efficient Government etc,
 4. recognise and develop more fully the positive impact of Crofters Commission activities to promote wider sustainability aspects.
- The following priorities have been endorsed by our management team.

I. Extend current Greening programme

- Review the current suite of performance indicators and strengthen where appropriate, so that the Crofters Commission continues to model current good environmental practice. In particular this applies to air travel, car hire and recycling.
- Implement a quarterly monitoring system of Greening performance by each Division.
- Establish in-year monitoring of waste and recycling performance.

II. Embed Greening into Inverness HQ and remote office.

- Ensure that all new staff joining Commission are fully aware of their Greening responsibilities.

III. Wider Agenda

- Management Team are actively sharing developments with other public sector Bodies eg participating within a local NDPB forum with a view to assessing the possibility of sharing some resources and practices.

IV. Crofters Commission and sustainability

- Where possible and effective, we will incorporate broader sustainability aspects into Commission policies and procedures, whilst recognising that the Crofters Commission has specific remits to manage.

- **Further Information**

- For more information on any aspects of this report, or to discuss the Crofters Commission Greening the Workplace programme; please contact:

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