



**2017/2018 HMPPS CFO Sustainable Development Plan**

**SCOPE:**

The policy will detail the way in which HMPPS CFO will promote and evidence a commitment to Sustainable Development as an organisation, throughout the life of the ESF Operational Programme. The Prime Providers contracted by CFO will be required to provide a sustainable development policy and implementation plan as part of the CFO3 contracts. All providers will be encouraged to reduce negative impacts on the environment as well as addressing economic and social factors whilst delivering provision. Both the CFO and prime providers will be required to report their progress against the Sustainable Development implementation plan on a six monthly basis to ensure all aspects receive full coverage and remain high on the CFO3 agenda.

**Review**

Author	Review Date	Approval Date	Version Control
Kate North	05.10.2016	05.10.2015	1.0
Kate Dugdale	21.11.2016	12.06.17 (HMPPS launch)	1.1
Kate Dugdale	01.12.2017		1.2

**STATEMENT OF POLICY:**

Sustainable Development is a regulatory cross cutting theme for all structural fund programmes. The UK government is committed to Sustainable Development, the government aims to stimulate economic growth, maximise wellbeing and protect the environment, without negatively impacting on the ability of future generations to do the same.

The purpose of a Sustainable Development policy is to provide a public commitment in order to promote Sustainable Development and to comply with relevant environmental legislation whilst delivering ESF provision. Sustainable Development in the European Social Fund programme has a strong environmental focus to help provide some balance to the European Social Fund's strong social and economic focus.



As an ESF funded programme the CFO will develop a number of practices to ensure lower negative impacts on the environment as a result of business delivery, this will be achieved by:

- Monitoring prime providers sustainable development policies and implementation plans on a bi-annual basis to ensure they provide an ongoing commitment to sustainable development (Providers include; APM, Ixion, Shaw Trust and Achieve North West Connect). Prime providers will also hold central copies of all Sub-Contractor sustainability policies and implementation plans and evidence they are monitoring on an annual basis.
- Ensure HMPPS CFO dispose of waste using a registered waste collector and observe and comply with the Waste Electrical and Electronic (WEEE) regulations. All prime providers will be required to adhere to WEEE regulations and also monitor their sub-contractors commitment.
- The CFO will create and regularly assess the sustainable development implementation plan and detail specific actions it will take as an organisation to minimise waste, energy consumption and where possible minimise travel and promote the use of public transport. The implementation plan will be reported against bi-annually to evidence an ongoing commitment to Sustainability and provide an opportunity for the organisation to assess any room for improvement. Prime providers will be required to mirror this approach and liaise with the CFO Engagement Manager to evidence their commitment and progress on a bi-annual basis.
- The sustainable development implementation plan will include a section to evidence why each aspect of sustainability is being monitored and how this benefits the organisation and the wider environment.
- Both the CFO and prime providers will be required to demonstrate how staff members are made aware of the organisations sustainable development policy and the importance of adhering to this policy. This will be evidenced in the sustainability implementation plan.

The focus of ESF programmes for 2015-2020 is social inclusion, in terms of sustainable development ESF aim to ensure projects promote skills and training which are required now and in the future, as well as providing opportunities for everyone to fulfil their potential. The ESF Sustainable Development aims will be addressed through the projects the CFO facilitate, this will be achieved by:

- Understanding the challenges within the offender cohort and adapting the services provided to address the challenges
- Quarterly provider updates regarding programmes delivered and how each provider targets specific 'hard-to help' offenders
- Operational Performance Managers monitoring providers progress/project delivery and implementing measures if targets are failing to be achieved



- Monitoring monthly provider statistics which measure whether hard-to-help offenders are receiving the correct provision in order to access skills and job opportunities
- CFO Engagement Manager liaising with LEPS to identify any gaps in provision in specific regions and determine whether it is possible to work together to bridge the gap

All relevant environmental legislation and set social objectives targets will be adhered to and be the driving force in committing to improving the CFO programme.

### **CFO PRIME PROVIDERS**

The CFO commission prime providers to deliver CFO provision and as part of the contract, prime providers will be asked to provide sustainable development policies and implementation plans in order to provide evidence to suggest they are making a conscious effort to achieve Sustainability throughout the CFO3 programme. The CFO Engagement Managers will request a six monthly update from each Prime Provider to ensure all aspects of their implementation plans are monitored and progress is recorded.

### **SUSTAINABLE DEVELOPMENT RESPONSIBILITY**

The **CFO Engagement Manager** is responsible for creating and implementing Sustainable Development policies and practices. The CFO Engagement Manager will review the provider's sustainable development implementations plans on a six month basis to assess whether their practices and policies comply with the requirements and to ensure sustainability continues throughout the life of the CFO programme.

The **ICT Manager** is responsible for ensuring all IT equipment is purchased and disposed of correctly in line with the WEEE practices.

The **Office manager** will promote environmental awareness amongst staff and ensure guidance is clearly stated within the staff handbook. As part of the staff induction, new members of staff will be informed of Sustainable Development practices and how they can effectively contribute. The office manager is also responsible for attending monthly landlord meetings and promoting Sustainable Development as and when necessary and reporting updates to the CFO Engagement Manager.

**Operational Performance Managers** will liaise with prime providers to actively encourage them to consider sustainable development in terms of promoting social inclusion and ensure providers are promoting sustainable development ideals by supporting the bi-annual monthly requests for information.

The **Senior Management Team** are responsible for ensuring sustainable development forms part of each management decision as necessary.



All staff are responsible for promoting and adhering to sustainable development practices.

**Sustainable Development Plan- Environment**

Sustainable Development Aspect	Plan	Purpose of process	Responsibility	Measuring performance
<b>Energy and carbon management: Reduce energy costs for CFO</b>	<b>Meetings-</b> Attend quarterly landlord meetings and discuss and promote sustainable development ideals as and when necessary.	The CFO are committed to lowering energy costs where possible in order to reduce negative environmental effects and also to save money. All elements of energy and carbon management will be considered and reported against every 6 months to ensure potential reductions are identified. Representation at the monthly landlord meetings will allow the CFO to be involved in any discussions which concern Sustainable Development and to also promote if necessary.	CFO Office Manager	CFO Office Manger attends monthly landlord meetings and reports any updates to the CFO Engagement Manager if any relate to Sustainable Development.
	<b>Lighting-</b> Use natural light wherever possible. Keep windows clean and encourage the staff to open the blinds rather than turn on the lights.  Selected members of staff who are responsible for office fobs are made aware of switching all lights off when leaving the office at the end of the working day.  Encourage staff to switch off lighting when not in use (i.e. meeting room) and display appropriate signage	Small changes such as switching off lights and utilizing natural light will contribute to reducing energy costs and saving energy for CFO.  Staff will be encouraged to actively think about energy savings and promoting Sustainable ideals through the use of appropriate signage.	CFO Engagement Manager/ Office Manager	All elements feature within the staff handbook and induction pack which is released annually and staff are required to sign to say they understand the information contained within the document and will adhere to practices.  Appropriate signage displayed within the meeting room and on the office exit door.



	<p><b>Computer Terminals-</b> Desktop and Laptop Quantum devices have the standard Windows 7 Default Power Plan and all supplied monitors are 'Energy Star' compliant</p> <p>Printer terminals within the office set to hibernate mode when inactive for a length of period of time</p> <p>As part of the clear desk policy all staff are informed about switching their computer terminals off at the end of the working day.</p>	<p>Computers left on standby mode overnight is an unnecessary source of energy. Energy savings can be achieved by switching off computers at the end of the working day.</p>	<p>CFO ICT Lead</p>	<p>Confirmed with ICT Supplier, this will be checked on an annual basis</p> <p>N/A</p> <p>Included in the staff handbook and Induction pack</p>
	<p><b>Provider Bi-Annual Updates-</b> Request updates from providers every six months to review evidence to suggest reduction of energy within their organisation</p>	<p>Monitoring all Providers to ensure organisations delivering the CFO programme on behalf of HMPPS are committed to Sustainable Development. Six monthly updates will ensure Sustainability remains high on the Provider's agenda and remain focused and continue to make improvements to their organisation and delivery.</p>	<p>CFO Engagement Manager</p>	<p>Copies available of six monthly updates.</p>



<p><b>Low carbon travel, transport and access:</b> <b>Evidence a commitment to improve and lower travel costs/CO2 emissions</b></p>	<p><b>Business Mileage</b> Review business mileage expenditure for the CFO and compare to the previous six months.</p> <p>Discuss any increases with SMT as and when required</p>	<p>Business mileage will be reviewed every 6 months to ensure expenditure and instances of travel are appropriate for business use.</p> <p>Increases in pool car use will be assessed by the Senior Management Team and addressed accordingly.</p>	<p>CFO Admin/ CFO Engagement Manager</p>	<p>Collated business mileage figures from finance department on a quarterly basis and compared against previous six months</p>
	<p><b>Encourage use of teleconference facilities</b> Encourage staff to utilise teleconferencing facilities as opposed to travelling to meetings.</p> <p>CFO Admin to log all instances of teleconferences and Engagement Manager to calculate potential reduction of CO2 emissions</p>	<p>By encouraging the use of teleconference facilities staff will reduce the frequency of travelling to meetings and will ultimately lower instances of carbon travel.</p>	<p>CFO Engagement Manager</p>	<p>Included in the staff induction pack and staff handbook. Travel policy available via internal CFO webpage Copies of all teleconference records available.</p>
	<p><b>Monitor staff travel claims</b> Monitor travel claims for all staff members of staff to identify increases/decreases/savings are accurate.</p>	<p>Public transport contributes to decreasing the carbon footprint. Public travel claims are correlated by the finance team to ensure all staff can claim expenses, the CFO can pay the ledger and internal records are accurate. The Engagement Manager will request copies from the Finance team to assess any increase of public transport use and discuss with SMT.</p>	<p>CFO Admin Team/ Finance &amp; Engagement Manager</p>	<p>Admin to collate all travel returns to ensure all travel is accounted for and mileage and public transport costs are accurate (bulletin 031/2016).</p>



	<p><b>Pool car usage</b> Reduce the amount of pool cars available to staff members and encourage the use of public transport</p> <p>Monitor the amount the pool cars are used and the CO2 emissions for each month.</p>	<p>In order to reduce the carbon emissions pool car usage will be monitored to ensure they are utilised correctly.</p> <p>By calculating the pool cars amount of miles each month and working out carbon footprint will determine any savings/ carbon reductions.</p>	<p>CFO Admin Team/ Engagement Manager</p>	<p>Monitor monthly CO2 emissions which are sent to the transport unit, ongoing throughout the project</p>
<p><b>Procurement: Purchasing and disposing of supplies appropriately</b></p>	<p><b>Paper Usage</b> Purchase recycled paper for all office use (including notepads)</p> <p>Recycle all waste paper via a paper recycling company</p> <p>Encourage staff to limit printing and encourage working electronically to save paper waste</p>	<p>Recycling paper conserves natural resources, saves energy, reduces greenhouse gas emissions and keeps landfill space free for other materials that cannot be recycled.</p> <p>By purchasing recycled paper and recycling CFO can contribute to the positive aspects associated with recycling and also ensure waste is recycled confidentially.</p>	<p>CFO Admin Team</p>	<p>Stationery order evidences recycled paper purchasing.</p> <p>Collate receipts from recycling company to evidence reduced frequency</p> <p>Featured in the staff handbook &amp; induction pack</p>
	<p><b>Recycled Ink Cartridges</b> Purchase re-manufactured ink cartridges</p> <p>Recycle all computer ink cartridges</p>	<p>Remanufactured cartridges are made from plastic which uses 80% less energy to make plastic from recycled plastic.</p> <p>Recycling ink cartridges is also safer for the environment as cartridges contain dyes and pigments which can create a number of pollutants if disposed of incorrectly.</p>	<p>CFO Admin Team</p>	<p>Stationery order evidences purchased remanufactured ink cartridges</p> <p>Admin staff responsible for recycling cartridges and log all ink cartridge recycling onto a spread sheet to evidence effective recycling</p>



	<p><b>Remanufactured Stationery</b> Ensure all stationery is purchased with a consideration given to purchasing remanufactured products. Stationery will also be reused and recycled as and where possible</p>	<p>Remanufactured produce has many benefits for both the customer (CFO) and for the environment. The environmental benefits include reducing energy consumption by limiting the amount of raw material extracted/recycled and the manufacturing of new components. A reduction in energy consumption is usually accompanied by a reduction in CO2. Purchasing recycled stationery saves CFO cost as remanufactured products are typically 60-80% of the cost of a new product due to the cost savings made from the recovery of the materials and energy content of the product.</p>	<p>CFO Admin Team</p>	<p>Evidence within the admin guidelines and staff handbook and induction pack.</p>
	<p><b>Recycled Waste</b> All waste to be recycled via the recyclable bins within the kitchen area</p>	<p>The advantages of recycling waste include reducing pollution, as waste that would otherwise be left in a landfill can be reused. Through reusing materials the demand for new materials is decreased and new materials can be created.</p> <p>Recycling waste also contributes to lowering costs and makes financial sense for CFO.</p>	<p>CFO Admin/CFO Office Manager</p>	<p>Request figures from landlord to evidence building waste and effective recycling every 6 months</p> <p>Included in the CFO staff handbook and induction pack.</p>
	<p><b>Purchasing &amp; disposing of electronic equipment in line with WEEE regulations</b> All IT equipment to be purchased and disposed of in line with WEEE regulations</p>	<p>Disposal of products via WEEE regulations avoids using landfill or incineration methods which in turn reduces air, ground and water pollution and has benefits to the environment. By recycling electronic waste CFO are conserving natural energy resources and reducing the need for manufacturing new products, which subsequently results in a reduction of manufacturing costs and also greenhouse gas emissions.</p>	<p>CFO ICT Manager</p>	<p>Requisitions to evidence purchasing are available</p> <p>Evidence of disposal available and list of specialist suppliers</p>






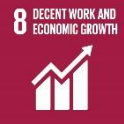
	<p><b>Monitor Prime Providers SD Policies &amp; Plans</b> Monitor providers sustainable development plans and request evidence to suggest they are meeting/reducing waste targets and evidencing a commitment to WEEE regulations</p>	Monitoring Prime Providers plans and policies six monthly to ensure reducing waste is considered appropriately and targets are achieved.	CFO Engagement Manager	Monitor providers evidence on a six month basis via templates and arrange further meetings to discuss if necessary
<p><b>Water: Monitor CFO use and decrease usage if possible</b></p>	Request water usage figures from landlord and monitor for increased usage and discuss whether CFO can contribute to reducing usage.	Explore whether water usage can be decreased to save money and limit any unnecessary usage	CFO Engagement Manager	<p>Figures from landlord to evidence building's water usage</p> <p>Drinking water is purchased for CFO staff and visitors to use. All bottles are recycled by the company.</p>
<p><b>Organisational and workforce development: Consider wider implications of Sustainability</b></p>	Include a section of sustainability in the staff induction pack and staff handbook	Ensuring CFO staff are aware of the Sustainable Development policy and implementation plan and adhere to the policy as and where possible.	CFO Engagement Manager/Office Manager	Annual review of the induction pack and staff hand book and update as necessary
	Review workplace policies to ensure they promote sustainable development	Ensuring CFO consider Sustainable Development in each policy to ensure SD ideals remain high on the agenda.	CFO Engagement Manager/CFO Policy Lead	<p>The majority of work place policies are released via HMPPS, therefore the CFO have little control over changing the format.</p> <p>HMPPS CFO meetings consider Sustainability on a monthly basis and discuss in Corporate Compliance and Operational Performance meetings (minutes available)</p>





<b>Governance</b>	CFO Engagement manager to attend quarterly performance meetings with the Operational Performance Managers to review and discuss provider's contribution to Sustainable Development within the 6 month period, any underperformance to be addressed.	Operational Performance Managers have regular contact with the Prime Providers and are oversee all elements of the contracts. The CFO performance meeting is an opportunity for the Engagement Manager to discuss Sustainable Development and any underperformance with any Prime Providers.	CFO Engagement Manager	Attendance at monthly Performance meetings and Sustainable Development features on each agenda.
	CFO Engagement manager to request a 6 month report from providers to detail their ongoing commitment to Sustainable Development and evidence of energy figures.	Prime Providers will submit monthly reports to ensure Sustainability remains high on their agenda and they are reporting against each element within the implementation plan. Any underperformance can subsequently be addressed.	CFO Engagement Manager	6 monthly reports completed by each prime provider to evidence their ongoing commitment to Sustainable Development and lack of information is addressed accordingly.
	Provide ongoing support to prime providers to encourage SD ideals to feature in CFO3 delivery	To ensure Prime Providers are reporting Sustainability on a regular basis the CFO Engagement Manager will regularly engage and offer tailored support to help develop/improve their policies and plans and help to embed into everyday delivery of the project.	CFO Engagement Manager	Meetings have taken place with each prime provider to discuss Sustainable Development and the importance of a policy and implementation plan. All six monthly updates are reviewed by the Engagement Manager and lack of information or commitment is addressed accordingly.
	Policy lead to promote sustainable development within the SMT meetings to ensure sustainability is included in each management decision.	In order for Sustainability to be embedded within CFO policy decisions as well as contract management of the supply chain the CFO policy lead will promote Sustainability in Senior Management Meetings.	CFO Policy Lead	As and when required.



**Sustainable Development Plan- Social Aspect**

SD Goal	Objective	Target/Bench Mark	Measuring Performance
<p><b>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</b></p> 	<p>Operational Performance Managers to review on a monthly basis whether providers are achieving set CFO targets relating to:</p> <ol style="list-style-type: none"> <li>1. Enrolment</li> <li>2. short courses</li> <li>3. vocational/educational training</li> <li>4. gaining a qualification</li> </ol>	<p>Each prime provider has region specific targets, (attached within annex A)</p>	<p>CFO Engagement Manager to attend monthly performance meetings to assess whether prime providers meet their targets and record action if providers are under performing. (Performance minutes available in performance folder) Monthly performance targets available upon demand.</p>
<p><b>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</b></p> 	<p>Operational Performance managers to review on a monthly basis whether the providers are achieving set CFO targets relating to 'secured employment'.</p>	<p>Each prime provider has region specific targets, (attached within annex A)</p>	<p>Attend monthly performance meetings to assess whether prime providers meet their targets and record action if providers are under performing. (Performance minutes available in performance folder) Monthly performance data available</p>



<p><b>Make cities and human settlements inclusive, safe, resilient and sustainable</b></p> 	<p>1. The key aim of CFO3 is to deliver provision to offenders who are deemed as hardest to help and furthest from the labour market. Prime Providers tailor provision to offender’s individual needs in order to promote effective rehabilitation. Offenders are required to meet a strict CATS assessment to determine whether they meet the criteria as ‘hard to help’.</p>	<p>Each prime provider has set targets for all ESF demographics (female, 55+, disabled &amp; ethnic minorities).</p>	<p>The offenders progressing through the CFO3 programme will be assessed 17 months after leaving the programme to see whether they have reoffended. Plans are in place to research the impact of the CFO3 programme on reoffending rates. The research is scheduled for mid-2018.</p>
	<p>2. Identified sub- groups within each region receive ‘specialist’ provision to ensure provision is appropriate</p>	<p>Although there are no numerical specific targets for the hard-to-reach offenders, all prime providers are assessed on the quality provision.</p>	<p>Prime providers evidence their commitment to working with the identified sub groups by completing a hard to help template on a quarterly basis.</p>
<p><b>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</b></p> 	<p>CFO work with ‘hard to help’ offenders to achieve the aims of which is to reduce reoffending and protect the public. Each offender is assessed before accessing CFO3 provision and those furthest from the labour market will be targeted and worked with to ensure they are supported by the justice system.</p> <p>Each CFO3 provider is expected to achieve CFO set targets for the number of enrolments per month.</p>	<p>Region specific targets for enrolments (please see annex A)</p>	<p>Attend monthly performance meetings to assess whether prime providers meet their targets and record action if providers are under performing.</p> <p>CFO Engagement Manager to distribute Sub-Group templates to providers. The templates will be monitored to examine the work providers are completing each month with the help the hard to help groups within the offender cohort.</p>