

Our Future Fit report

April 2014 – March 2015



Our ambition is to help organisations find ways to thrive as part of a flourishing society, and operating in balance with the natural world. There is no point pretending this is easy. It's not about tweaking business as usual or small incremental change, it's about transformation. Such change is often seen as a painful process but we don't see it that way. In most cases, it will bring people's work into closer step with values and well-being, and it makes business sense. There are many organisations – private business, public and others – that finding ways to take action and add to their success in every sense of the word. This report gives an account of the part Sustainable Change Co-operative is playing.

Heading in the right direction

Before setting out on a journey it is generally wise to have a reasonable idea of where you are going. When it comes to social and environmental matters this is usually missing from the business plan. This is due in part to the limited profile of these elements in business. It is also due to there being no suitably clear goals available and limited understanding of the issues. The new [Future Fit for Business goals](#) offer an answer.

Science and imagination

Building on the science for sustainability set out by the Natural Step, Future Fit provides a comprehensive set of goals that, if achieved, provide some confidence that an organisation is doing a lot right. The actual path towards these goals is not defined, recognising that each organisation is different and will get there in the way it chooses, calling for creativity, curiosity and initiative.

Doing it for ourselves

Here at Sustainable Change Co-operative we have decided to adopt the Future Fit goals and assess performance against them. As a micro business that offers services, our impacts are modest, and principally linked to office use, travel and purchases. We recognise that we should not only be reducing negative impacts but also providing services and taking action that has a net positive outcome. Applying Future Fit is not entirely straight forward – the goals (still in draft form) are currently better aligned with bigger business and traditional models of business – but by adapting and using them we will give our own organisation clear direction and also better understand the relevance to others. We will report against these goals each year and share learning as we go.

There are different ways to interpret, adopt and report on goals. Our report is structured around 5 key themes that relate to the Future Fit goals and link to the way that we work: carbon emissions; procurement; service delivery; internal operations; and community. We have scored ourselves, on a 1-5 scale, in an attempt to position how close we think we are to achieving goals.



Future Fit Report - Summary Table

	Current position	Objectives/Key tasks to April 2016	Targets	Indicators	Future Fit Goal	Score
Carbon	<p><i>Climate change is one of the biggest challenges of our time and SCC will go beyond doing 'its bit' to mitigate against it, tracking and reporting on progress and telling others about what they can do via services and in everything else that we do in work and private lives.</i></p> <p>Carbon is emitted through energy use in home offices and transport. Partners are signed up to Good Energy (100% renewable electricity). One Partner is retrofitting their home to a high standard of energy efficiency. Use of car is limited with public transport, walking and cycling (low impact travel) for business prioritised. Some business locations have made this difficult and travel by car has been necessary but not desirable. No flights have been made or other travel for work outside Great Britain.</p> <p><i>In 2014/15 our carbon emissions were:</i> Transport: 280.4 kgCO₂e Home offices: 993.6 kgCO₂e (736.6 kgCO₂e accounting for zero carbon electricity purchased). Total: 1274 kgCO₂e (1017kgCO₂e inc zero carbon electricity)</p> <p>% miles travelled by low impact travel: 81.6%</p>	<ul style="list-style-type: none"> • Report carbon emissions annually • Increase mileage travelled by low impact travel • Avoid flying for work • Look for opportunities to further reduce energy use and/or increase use of renewable energy • Make clear SCC's support for decarbonisation of energy system 	<p>Zero carbon emissions by 2030 - achieving this without decarbonisation in the UK energy system will be difficult all possibilities will be explored.</p> <p>>90% business travel miles by low impact means</p> <p>2 blogs on decarbonisation</p>	<p>% miles by low impact travel</p> <p>Total CO₂ (office + business travel)</p> <p>Narrative in next report</p> <p>2 blogs publicly available</p>	<p>1. All energy is from non polluting, carbon neutral sources</p> <p>11. Company operations emit no greenhouse gases</p>	<p>3</p> <p>3</p>

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Procurement	<p><i>SCC will only buy goods and services that are really necessary and ensures that all purchases within its control are made with social, ethical, environmental and financial considerations in equal measure.</i></p> <p>As a small business SCC has limited influence on suppliers but selects them and goods/services using ethical criteria (e.g. using Ethical Consumer scores). This includes purchasing from more ethical businesses such as co-operatives. In addition, quality items designed to last are selected and only upgraded when fixing them becomes no longer viable.</p> <p>Paper used is from 100% recycled and reduce impact pulp. Low impact business cards were purchased from www.alocalprinter.com, a leader in environmental printing. Other stationery purchases were minimal. SCC banks with the Co-operative Bank due its stance on social, ethical environmental issues but this is under review. One Partner has a Fairphone mobile phone and The Phone Coop and People's Operator (highly rated by Ethical Consumer) are used as mobile, broadband and landline service providers. Website support was provided by Agile Collective, a worker co-operative. No computer or other items over £100 were purchased this year.</p>	<ul style="list-style-type: none"> • Report on procurement decisions for goods/services above value of £100 • Identify which, if any, organisations are Future Fit • Explore moving business to more ethical bank • Where trade is done to do this with co-operatives as far as possible 	<p>Report on goods & services purchased, and ethical criteria considered, for items over £100</p> <p>Report on trade with co-operatives</p> <p>Blog on decision about banking</p>	<p>No. procurement decisions where ethical criteria applied</p> <p>Trade with co-operatives reported</p>	<p>3. All materials are from sustainably-managed or recycled sources</p> <p>28. All tier one suppliers are Future Fit</p>	<p>3</p> <p>1</p>

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Waste/emissions (to air, water, land)	<p><i>At SCC we believe that it is possible to avoid emissions of substances that do not exist in nature (e.g. plastics), or natural substances in quantities that result in disruption. Resources can be used wisely. Materials and goods should be designed for longevity, recovery and reuse or recycling; using parts that don't harm the environment or people. These are all priorities for sustainability and SCC in the work it does and the way it works.</i></p>	<ul style="list-style-type: none"> • Assess how far we can eliminate the purchase and use of non recyclables and build into our way of working. • Develop clear understanding of what chemicals can be used (e.g. printer inks) 	Zero fossil fuel use by 2030	Amount of fossil fuel used	2. All water is used in an environmentally sustainable and socially equitable way	3
	<p>Water use and discharges for business are minimal, linked to domestic use only and not practical to measure. Although few items are purchased SCC does produce some office-based waste but it isn't practical to weigh it. All paper, food waste, cans and bottles are reused, recycled or composted through municipal waste services. A small amount of waste does contain non recyclable plastics which goes to landfill or incineration. Use of printers result in releases of some chemicals to air. Appliances/equipment (e.g. computers) that need to be disposed of are sent for recycling, or donated for reuse where provision exists. Low impact travel choices lead to lower air emissions. Greenhouse gas emissions and are covered in 'carbon' above as CO₂e is reported.</p>		100% office waste paper recycled	% waste paper recycled	9. Company operations do not emit (to air, land or water) any substance whose concentration is naturally low	4
			100% plastic bottles, cans and food waste reused, recycled or composted	% plastic bottles, cans and food waste reused, recycled or composted	10. Company operations do not emit (to air, land or water) any synthetic substance	4
					11. Company operations emit no greenhouse gases	4

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Service Delivery	<p><i>Innovative and creative opportunities to do more to help others (and ourselves) reduce environmental impact and maximise positive impact are always being explored and exploited. SCC doesn't shy away from challenging people and organisations to deal with bad practice or in striving for greater positive impact that will both improve their business, society and the natural world.</i></p>	<ul style="list-style-type: none"> • Design Implement an approach to capture/measure medium to long-term positive impacts of services and projects • Continue to monitor activity to ensure that as services evolve they do so in a way that has minimal negative impacts 	Implement an approach to measure impacts of service by April 2016	Detail of approach published in next report	6. Services do not emit (to air, land or water) any substance whose concentration is naturally low, both during its delivery or beyond.	4
	<p>The nature of services and the way we work means SCC has a net positive effect. Negative impacts are principally related to travel, to premises (see above) and physical reporting. Impacts are minimised by issuing reports electronically and marketing via social media and other low impact means. Use of lower impact travel to clients, and use of venues in easily accessible locations, keeps emissions from services low.</p>				7. Services do not emit (to air, land or water) any synthetic substance both during delivery and beyond.	4
	<p>SCC does seek out feedback from clients and reviews each project during case reviews, both during a piece of work and at the end. Capturing the change made and impact is often difficult and we recognise that new ways of doing this need to be sought.</p>				8. Services emit no greenhouse gases, both during its delivery or beyond.	4

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Members and 'employees'	<p><i>SCC became a worker co-operative as members could see that values and principles of co-ops reflect what a 'good' business can look like and their own ethical way of living. The principles and values also relate closely to sustainability. SCC engages, encourages and wholeheartedly embraces diversity in all its forms, reflected in equal opportunities commitments.</i></p> <p>There are two partner members currently and no employees and. Partners are paid according to the income to the enterprise. Occasionally sub-contractors are used and they are paid according to their own rates. Good health and well-being is vital to the success of the enterprise. An open approach identifies issues and alleviates problems (rare!) quickly. Development of members is always on the agenda.</p> <p>In 2014/15 members did not work full time and income / paid work was significantly disrupted - one member was out of the country for half of the reported year whilst the other took time off to undertake an eco-refurbishment of their home. The second half of the year focused on making changes to the business and marketing activity combined with some paid and some pro bono work.</p>	<ul style="list-style-type: none"> • Build a formal commitment into the way we work so that anyone who SCC works with is paid at least a living wage • For everyone involved with the enterprise to be happy and engaged in work that makes a difference. • To generate enough business to ensure the partners are paid as a minimum a living wage 	<p>Commitments to sustainability to be updated and published by Aug 2015</p> <p>Annually report on the work we do</p> <p>Annually report on how happy and satisfied we are</p> <p>Partners to be paid a minimum annual wage of £12,250 (based on minimum wage of £7.85 per hour)</p>	<p>New commitments on website</p> <p>Narrative text</p> <p>Member pay</p>	13. All employees (including members and subcontractors) are paid at least a living wage	2
					14. Equal pay and benefits for equal work irrespective of age, gender, sexual orientation, ethnicity or disability	5
					15. No 'employee' (including members and subcontractors) discrimination on the basis of age, gender, sexual orientation, ethnicity, or disability	5
					16. 'Employee' (including member and subcontractor) health is fostered and safety ensured	5
					17. No violation of 'employees' (including members and subcontractors) human rights	5
					18. Personal development is fostered for all 'employees' (including members)	5

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Ownership	<p><i>The partners own the business and operate according to principles of sustainability. The decision to produce this report is part of that commitment. As a co-op SCC operates in the spirit of co-operative values and principles.</i></p> <p>Partners engage in lobbying activity in support of the rights of other enterprise, causes such as co-operatives, human rights and others seeking a net +ve good. Typically this includes adding names to petitions and letters and on public record.</p> <p>SCC does not have any investments and, because of the legal structure adopted, pensions are the responsibility of Partners. Partners do have investments in ethical enterprises as individuals for example, local renewable energy facilities Stockport Hydro and St John's Sunshine, Ethical Consumer and Good Energy (renewable electricity supplier).</p>	<ul style="list-style-type: none"> • Develop and refine our approach to Future Fit reporting to be clear about achievements and links to co-op values and principles • Assess how personal pension and investment decisions of the partners link with the wider aims of the business • To operate in line with values and co-operative principles • To maintain the enterprise as a worker co-op • To explore further the overlaps between future goals and co-operative principles • Make clear SCC's support for co-operatives and co-operation 	<p>Report achievements in next Future Fit report</p> <p>Report on co-operative values and principles, linking to the Worker Co-operative Code</p> <p>Enterprise remains a worker co-op</p> <p>Write blog on making future fit work for co-ops</p> <p>Two full time worker members sustained</p> <p>Stay a member of Co-operative's UK</p> <p>Continue to visibly promote the Co-op marque</p>	<p>Narrative of progress in next report</p> <p>No. full time worker members</p> <p>Membership of Co-ops UK</p> <p>Co-op marquee on website, footers and elsewhere</p>	<p>23. All measurement, management recognition and compensation systems align with future fit goals.</p> <p>24. All information necessary to assess progress towards Future Fit goals is publicly disclosed</p> <p>25. No anti-competitive, corrupt or unethical practices</p> <p>26. Transparency on all lobbying positions and activity</p> <p>27. Transparency on all company and pension fund investments</p>	<p>4</p> <p>3</p> <p>5</p> <p>5</p> <p>4</p>

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Community	<i>Ethical financial practice, paying fair taxes and enriching the communities and environments where we live are essential for a great society. They are intertwined within co-operative principles and values and the way we work.</i>	Continue to directly support voluntary, social enterprise, co-operatives and charities	One local voluntary project receiving direct support	No. voluntary projects supported	19. All statutory taxes are paid in the jurisdiction in which the revenue is recognised	5
	The business provides partnership returns to HMRC and the legal structure adopted (LLP) means individuals are responsible for paying their own tax. Tax is calculated according to legal requirements, fairly and accurately, although accounts and self assessments are not audited or verified.	Identify suitable ways to measure 'investment' in the community and co-operative initiatives.	Two Directorships or Trustee roles held within social enterprise, co-operative, community group or charity	No. Directorships held by partners	20. Community health is fostered and safety ensured	4
	Partners make a positive contribution to the local and wider community through voluntary, pro bono (or reduced cost) work and also investment in community renewables and/or other projects. Current adopted enterprises and causes where a proactive contribution is made: St John's Sunshine a voluntary community co-op (advice, membership management, voluntary support), emerge 3Rs charity, which includes Fareshare Gtr Manchester, emerge recycling, Touch Wood (Trustee/Non Exec Director and offering low cost services) and the Phone Co-op, a consumer co-op (Non Exec Director, Ethical Committee member).		Report approach to measuring community and co-operative 'investment' in next report.	Approach to measuring investment covered in next report.	21. No violation of human rights in the community	5