

Options for a Strategic Vision for Sustainable Operations across the Estate for the FCO

Service Area	Corporate Strategy	Sector	Carbon Strategy
Client	Foreign and Commonwealth Office (FCO)	Date	4 months, 2008

The Project

The Foreign and Commonwealth Office (FCO) operates 260 posts in 145 countries. The FCO has a commitment to operate on a sustainable basis, driven by three key imperatives:

- A need to demonstrate visible international leadership to support the UK's high-level policy priority of promoting a 'low carbon, high growth' global economy around the world;
- To fulfil a pledge by the Foreign Secretary to be carbon neutral by 2012; and
- Execute a programme of "greening the FCO" to promote sustainability and reduce costs.



However, a review had demonstrated that the FCO was performing poorly against its UK domestic targets for sustainable operations, and the FCO knew that the level in overseas posts varied greatly. So it approached the Carbon Trust for support in improving performance across its' global estate.

Our Role

Maddox was brought in by Carbon Trust to provide assistance to the FCO. Our mandate was to:

- help the FCO articulate what its sustainable operations objectives, policies and scope of operations should be;
- assess initiatives related to carbon, environment and sustainability in the UK and at selected overseas posts; and
- develop three high level strategic options for taking sustainable operations forward -
- defining for each option: targets, timing, costs, benefits and high level implementation, monitoring and review requirements.

In addition to the development of strategic development, Maddox:

- Conducted interviews with a wide range of officials in the FCO (as well as at other government departments) to gain insight and build consensus on the environmental strategy;
- Undertook a detailed bottom up analysis of the carbon savings and other sustainability targets which could be achieved across the FCO estate. This review considered the opportunities from ten main types of initiatives (e.g., lighting, heating, travel, procurement, IT, water, etc) across 446 buildings (in various climates, of different ages, architecture, building fabric and insulation, and heating/cooling systems, etc); and
- Working with a technical subcontractor, helped the FCO develop an approach, roadmap and key templates for a global carbon footprint methodology – which was robust and meaningful yet could be expediently implemented across the large and diverse overseas estate.



The Outcome

The FCO agreed on a strategic option for making its operations more sustainable, which gained the support of the Finance Director (subject to resource availability). The FCO also began rolling out the global carbon footprint tool.