

sustainable development commission

**2008/09 Sustainable Development Action
Plan – Progress Report**

Food Standards Agency

September 2009

1. Introduction

The UK Government SD strategy, *Securing the Future*, requires all central government departments and their executive agencies to produce Sustainable Development Action Plans (SDAPs) and report progress on them regularly. The strategy also allows the Sustainable Development Commission (SDC) to act as the Government's watchdog for sustainable development.

This report is the Agency's response to the SDC's self-assessment tool. It is divided into four main sections, which are:

- embedding sustainability;
- taking stock;
- procurement; and,
- progress against actions.

The extent to which sustainability is embedded in our work is assessed against criteria from four categories. The first category is '*starting out*', where no or little consideration is given to SD, the second category is '*some progress*', where some steps have been taken to embed SD. The third category is '*on course*', where mechanisms and processes are in place to embed SD and finally, the fourth category is '*fully integrated*', where SD is fully embedded in all policy processes and all staff have the knowledge and skills to deliver the SD principles. The ultimate aim is for the Agency to be fully integrated in all four areas - policies, people, operations and governance, monitoring and reporting.

2. Background

This report shows progress against the Agency's 2008/9 SDAP covering the period from 1 April 2008 to 31 March 2009. This report covers the Food Standards Agency, including our offices in Scotland, Wales and Northern Ireland, but excluding our executive Agency, the Meat Hygiene Service which has its own action plan during this period. This progress report has been approved by the Agency's Sustainable Development Steering Group and published on our website. It is signed off by our Chief Executive.

The 2009/11 SDAP, covering 1 April 2009 to the 31 March 2011, can be found on our website. The Agency report annually against the 2009/11 SDAP.

3. Embedding Sustainability

We have rated the Agency on our performance on embedding sustainable development in our policies, people, operations and governance. The scoring follows the RAG+ analysis suggested by the SDC.

Policies

On Course

Criteria:

Mechanisms are in place to ensure that SD is considered in policy processes, but their adequacy is not always monitored. SD is signalled in external relationships but further engagement is needed.

The FSA policies contribute to the five principles of SD and the four priorities for immediate action identified in the Government Strategy.

We assess the sustainability impacts of our policies and actions as part of the decision/policy making process. This is done through impact assessments (IAs) and sustainability assessments, which are required for all new and revised Agency policy and decisions. During the period of the SDAP a total of eight IAs were published by the FSA.

Following a major stakeholder meeting in December 2007 and a full public consultation, the Agency's Board agreed a new statement of approach to SD in policy making in September 2008. The new approach expands the position statement agreed in 2004 and commits the Agency to sustainable policies. It will enable staff to make clearer judgements on positive and negative impacts and how to manage them. It will also help to make the Agency's policies more robust with benefits to the Agency and its stakeholders.

The new approach has been promoted to staff through seminars and a programme of training along with the introduction of Defra's stretching the web tool.

New and improved guidance has also been developed and agreed by the Sustainable Development Steering Group (SDSG) and can be found on our intranet site, Foodweb. The guidance will help staff to implement the new approach to SD in policy making agreed by the Board.

From January 2009, the Sustainability Team have been monitoring and evaluating the Agency's sustainable assessments. The Team are carrying out quick quantitative checks and more detailed qualitative checks on impact assessments and Board papers. Results are being reported to the SDSG, who are monitoring performance and we will review in next year's progress report.

People **On Course**

Criteria:

There is a programme of SD engagement for all staff, and there is evidence that many staff are applying their SD skills and knowledge to their everyday work.

The importance of SD objectives is brought to the attention of all new staff during the induction course and within a variety of other training courses where appropriate. The Sustainability Team provides more detailed training to staff on incorporating sustainability into policy making. Guidance and tools are

also available on Foodweb to assist staff. A leaflet on SD in the Agency has been developed for new staff.

We have run an awareness raising programme to highlight a wide range of sustainability topics through a variety of awareness raising methods which include lunchtime seminars, displays, articles in our in-house news bulletin and a dedicated section on our intranet site. There is also a group of SD enthusiasts who discuss and suggest awareness raising ideas and encourage sustainable behaviours amongst staff. The Group meet on an ad-hoc basis.

FSA Northern Ireland have started to produce a quarterly in-house newsletter. The focus of these newsletters is to encourage sustainability at the work place and at home through tips and statistical information.

Operations

Fully Integrated

Criteria: Sustainability is fully embedded in all areas of the organisation's operations.

The Agency has for the second year running achieved a 5 star rating, with 87.1% in the 2007/08 'Sustainable Operations on the Government Estate' (SOGE) Report. This has lifted us up to 3rd in the league table compared to other government departments. The SDC highlighted that carbon emissions from our offices were 22.5% lower than the 2001/02 baseline and that 61% of our waste is being recycled, exceeding Government targets.

The Accommodation project, set up to manage the downsizing of the Agency's headquarters building, took place from February 2008 to November 2008. We used the charity organisation Green Standards to reuse and recycle our furniture from the Accommodation Project. Green Standards ensure that surplus office furniture and equipment is offered to schools and charities, both in the UK and developing countries. A total of 82 tonnes was redistributed, 72 tonnes was recycled, making a total of 155 tonnes.

As part of the Accommodation Project, there were three other notable sustainability initiatives. Firstly, we replaced over 200 desktop printers and 18 photocopiers with 18 Multi Functional Devices (MFDS) which provide colour and black & white printing and copying. The number of fax machines was also reduced to 6. Secondly, we implemented new Recycling Stations consisting of a mixed recycling bin, general waste bin and confidential waste bin on each floor. Additionally, there is one battery recycling bin on every floor. All personal waste bins were removed and staff were given desktop recyclers to help them conveniently recycle their rubbish. Thirdly, flat screen energy efficient monitors were installed at all desks.

Further initiatives to reduce electricity consumption in Aviation House include installing passive detectors in the restaurant and basement, and switching off all the televisions in the building at the end of each day.

To reduce gas consumption, a decision was made to reduce the office/building temperature by 1°C permanently, from 23°C to 22°C.

Initiatives to reduce water consumption in Aviation House include reducing the water level in all cisterns and fitting water savers in them, saving 1 litre per flush. In conjunction with the Landlord and Thames Water, a new water meter was installed in August 2008. All this has meant that water consumption has decreased considerably compared to previous years.

To decrease food waste going to landfill we undertook a three month trial (between February and April 2008), for collecting food waste and reprocessing it using the 'Rocket Composting System'. The cost was too high to continue with this, but we will investigate recycling our food waste again in 2009.

Finally, during 2008-09, we continued to raise staff awareness with various poster campaigns and initiatives e.g. a campaign in May 2008 to encourage staff to switch off monitors at the end of their working day. In August 2008, book recycling stall was set up. 225 books were taken away by FSA staff, 10 books went to the Agency's library and 120 books were recycled. Three new video conferencing units were installed in February 2008 which means there has been a saving on staff travelling and therefore carbon emissions.

Governance, Monitoring and Reporting

On Course

Criteria:

Some effective mechanisms for governance, monitoring and reporting are in place, but these need to be improved or developed further, to maximise their effectiveness, and to gain senior-level ownership of the SDAP.

The Agency's SDAP is 'owned' by its Executive Management Board (EMB). The EMB consists of Directors from all Groups within the FSA including the devolved administrations and the MHS. Progress on sustainable operations is reported quarterly to the EMB and the Agency's Board via the performance management reporting system. The reporting of progress on sustainability in policy making has been improved and as from January 2009 all impact assessments and Board papers are being monitored and assessed for sustainability considerations.

The high level cross Agency steering group has been in place for two years now and will be continuing with refreshed priorities. This Group provides leadership in sustainability as well as monitoring delivery of the SDAP. Regular reports on the SDAP are provided to SDSG.

4. Taking Stock

Strengths and Challenges

The 2008/09 SDAP progress report reflects some real strengths, but also significant challenges that have to be overcome to achieve our SD priorities. The Agency's biggest challenge was the development of the new Statement of Approach, which was approved by the Agency's Board in September 2008. The most significant task resulting from this is staff engagement and commitment. The Agency's Sustainability Team has been proactive in rolling out an awareness and training programme to equip staff to apply the approach.

The Team has also begun to monitor and evaluate the Agency's sustainability assessments and Board papers. However, our new challenge is to have earlier input into all impact assessments, and all policy papers, in order to really make a difference.

Sustainable estates management is one of our strengths. This is the second year running that the Agency has had a five star rating with 87.1% score in the 2007/08 SOGE report. Compared to last year the Agency has lifted to third position in the league tables. The SDC highlighted that carbon emissions for our offices were 22.5% lower than the 01/02 baseline and that 61% of waste is being recycled, exceeding the Government targets. However, this in turn provides us with the very real challenge of how to maintain this performance, especially in the light of resource restrictions and changes to the density of staffing levels at our headquarters building.

The new challenge for the following year is the carbon reduction commitment, and preparations for this are already well underway.

Improving the Agency's performance on sustainable procurement is another key challenge for the year ahead.

Helps and Hinders

The Board's wholehearted support and agreement for the new approach signalled commitment at the highest level and sent the right message to staff.

The SDSG are continuing to help drive the sustainability agenda forward. They have continued to provide direction and leadership during the year. There is a fixed agenda item at the SDSG meetings for the SDAP, and the Group take this opportunity to discuss new SDAPs or the progress of SDAP actions.

The Accommodation project that was carried out between February and November 2008 was a good opportunity to implement changes such as multifunctional devices and desktop recyclers to make the office more sustainable.

We expect that the current restructuring within the Agency may lead to slight delays in meeting or exceeding some of our targets as a result of the many staff and post changes that are taking place.

A lack of understanding of the sustainable procurement agenda within the Agency has held back the Agency’s Sustainable Development in Government (SDiG) performance.

Identifying a way forward

The main priority for the coming year is to further embed sustainability into policy making, with particular emphasis on better integration with the Impact Assessment process. We will also be looking to better integrate sustainability into our procurement processes and raising the profile of sustainable procurement within the Agency. Other priorities include publishing a sustainable travel plan, embarking on carbon offsetting and preparing for the carbon reduction commitment.

5. Procurement

A key area to delivering sustainable development is procurement. Sustainable procurement (policy, processes and operations) should be embedded into all areas of the Agency, and should be incorporated into the SDAP process.

The 5 key themes which are identified in the Flexible Framework are, in effect, the key behavioural and operational change programmes that need to be delivered in each public sector organisation to deliver sustainable procurement. For each theme, compliance criteria for five levels are detailed.

The Agency has identified the level we have reached for each theme in the flexible framework and has provided information in support of this self assessment.

PEOPLE	
Level 3 – Practice	
<u>Criteria</u> Targeted refresher training on latest sustainable procurement principles. Performance objectives and appraisal include sustainable procurement factors. Simple incentive programme in place.	<u>FSA’s comments</u> A new sustainable procurement champion has been identified. The procurement staff still augments its Sustainable Development/Sustainable Procurement (SD/SP) knowledge from conferences and guidance available from internal and external sources. We plan to include sustainability in

	job descriptions for all new procurement vacancies as well as continuing to include sustainable procurement objectives in the work objectives of all of the procurement team.
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POLICY, STRATEGY & COMMUNICATIONS

Level 3 – Practice

Criteria

Augment the sustainable procurement policy into a strategy covering risk, process integration, marketing, supplier engagement, measurement and a review process.

Strategy endorsed by CEO.

FSA's comments

A revised policy on sustainable procurement is being drafted to help us meet our needs for goods, services, research work and utilities.

Procurement will also draw up an implementation plan to ensure progress is made in accordance with the policy and the Agency's commitment.

The revised policy and the implementation plan will also support the Agency's new procurement strategy and its SDAP.

The Agency is using the sustainable procurement flexible framework to ensure that our procurement management and processes contribute to the delivery of SOGE operational targets.

PROCUREMENT PROCESS

Level 2 – Embed

Criteria

Detailed expenditure analysis undertaken, key sustainability risks assessed and used for prioritisation.

Sustainability is considered at an early stage in the procurement process of most contracts.

FSA's comments

Procurement has carried out some analysis of spend in order to better target its procurement activities.

There have been some staff presentations to promote the use of corporate contracts/frameworks (set

<p>Whole-life-cost analysis adopted.</p>	<p>up by other government bodies eg OGC Buying Solutions). The corporate contracts have already taken account of sustainability criteria including the Quick Wins Standards.</p> <p>Some procurement guidance and templates are available on our internal intranet (Foodweb), but these will be reviewed.</p> <p>Procurement's responsibility has increased and the department is involved with a wider customer-base. It reviews specifications and advises on evaluation process to ensure a whole life costing approach is used and sustainability issues addressed.</p> <p>We aim to learn from exemplars like OGC's Centre of Expertise in Sustainable Procurement (CESP) as well as developing wider networks with procurement counterparts in other government bodies to share experience and possibly collaborate.</p> <p>The procurement team will also institute a rolling programme of evaluating the sustainability aspects of longer term contracts and corporate contracts frameworks.</p>
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<p>ENGAGING SUPPLIERS</p>	
<p>Level 2 – Embed</p>	
<p><u>Criteria</u> Detailed supplier spend analysis undertaken.</p> <p>General programme of supplier engagement initiated, with senior management involvement.</p>	<p><u>FSA's comments</u> Procurement has undertaken some supplier spend analysis specifically for sustainability, and has directed relevant purchases through the corporate contracts.</p> <p>Procurement plans to take a more active role in overall contract management to secure better working relationships with key suppliers. This will facilitate the push for</p>

	improvements in sustainability from key suppliers, especially those with longer term contracts.
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MEASUREMENTS AND RESULTS

Level 2 – Embed

Criteria

Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken.

Measures implemented to manage the identified high risk impact areas.

FSA's comments

Sustainability targets were set for each division/office based on the sustainability issues applicable to their own contracts and activity. There has been some wider use of corporate contracts, and some travel has been replaced by the use of video-conferencing. In the research area, where there is potentially a body of evidence available – undertaken by other research bodies – the Agency has sought to utilise this existing research.

Our intention is that all new contracts will include a condition regarding performance against sustainability targets. As developments in sustainability mean more sustainable options come to market, contracts will be regularly reviewed to ensure continuous improvement and risk mitigation.

Procurement will devise a generic risk/impact assessment model to ensure consistency in our assessment approach.

6. Progress against Actions

The tables below show progress against specific actions in its 2008/9 SDAP. The table used was designed by the SDC as part of the self-assessment tool for departments, and encourages critical assessment of the value of each action, as well as the progress achieved.

Progress is represented using a RAG+ Analysis (red, amber, green, +blue) (column E), and provides a subjective indication of the completion of an action towards its stated objectives:

- Blue indicates that an action is complete, and the associated output/outcomes fully realised;
- Green indicates action is incomplete in one or more aspects, but is still on target;
- Amber indicates that an action is behind target, but recoverable; and
- Red indicates that an action is far behind target and that recovery is unlikely.

Column F details evidence to verify the reported progress made, such as:

- published strategies, policies, guidance, literature;
- objective performance measures, indicators and associated sources of data;
- reports of events, particularly outcomes and next steps;
- auditable correspondence; and
- auditable activities.

In column G, FSA reports whether this evidence is readily available for scrutiny by the SDC.

While each action is important in itself, the aim of the SDAP is to help organisations fulfil their contributions to the government's wider sustainable development priorities for immediate action, as set out in its 2005 strategy, Securing the Future. These are:

- Sustainable consumption and production
- Climate change and energy
- Natural resource protection and environmental enhancement
- Sustainable communities.

Column H contains FSA's critical assessment of how each action impacts on these priority areas, using a scale of 1-4 (see table below).

Column H Score	Contribution of action to one or more of the priority areas
1	Zero or small
2	Fair
3	Good
4	Outstanding

SDAP PROGRESS REPORT 2008 – ACTIONS TABLE

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
1	Define our sustainability role.	Board discussion of the draft approach by 30 September 2008.	Sustainability Team Regulation, Government & Secretariat Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Agenda and papers and minutes readily available on the Agency's website and the discussion is referenced on Foodweb.	☺	3	All 4 priorities
		Publish finalised approach on website by 31 October 2008	Sustainability Team Regulation, Government & Secretariat Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Readily available on the Agency's website http://www.food.gov.uk/multimedia/pdfs/sustainaproach.pdf and on Foodweb (Agency Intranet) https://foodweb.fsa.food.gov.uk/how/sustainable/Pages/board_endorses.aspx Also advertised to staff by poster and through the seminars that are being run between January and April 2009.	☺	3	All 4 priorities
		Develop revised guidance and tools for staff by 31 December 2008	Sustainability Team Regulation, Government & Secretariat Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	New guidance and tools developed and agreed by SDN and SDSG and are available on Foodweb.	☺	3	All 4 priorities
2	Review of the Agency's advice on	Informed stakeholder meeting to be	Nutrition Division	<input checked="" type="checkbox"/> Complete	Stakeholder meeting held on 16 April 2008. Minutes available on file.	☺	3	Sustainable Consumption & Production

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
	fish consumption	held by Mid-April 2008.		<input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red				Natural Resource Protection & Environmental Enhancement and Sustainable Communities
		Public consultation to commence by September 2008.	Nutrition Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Consultation issued on 6 January 2009. Consultation closed on 31 March 2009, and a summary of responses will be published soon after that. Updated advice on fish consumption will be published shortly on the Agency's eatwell website.	☺	3	Sustainable Consumption & Production Natural Resource Protection & Environmental Enhancement and Sustainable Communities
3	Develop and implement staff awareness raising and training programme for 2008/9.	Agree awareness raising programme by 30 May 2008.	Sustainability Team Regulation, Government & Secretariat Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Developed and agreed by SDSG with input from the Agency's network of SD enthusiasts. Available on team files. Update available in the SDSG April 08 minutes on Foodweb.	☺	2	All 4 priorities
		Complete introductory sustainable	Sustainability Team Regulation,	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green	All information available in the SD Staff Awareness paper on file. Training on following dates:	☺	2	All 4 priorities

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
		development training for new staff, including those based in Scotland, Wales and Northern Ireland, by 30 September 2008.	Government & Secretariat Division	<input type="checkbox"/> Amber <input type="checkbox"/> Red	Cardiff – 12 June 2008 Aberdeen – 29 May 2008 Belfast – 14 May 2008 London – 7, 20, 28 May 2008			
		Develop and commence roll-out of training in the Agency's new approach to SD in policy making by 28 February 2009.	Sustainability Team Regulation, Government & Secretariat Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Developed and rolled out the Agency's new approach. Sustainability in Policy seminars have been carried out, ten in total (6 in London and one each in Aberdeen, Belfast, Cardiff and the Meat Hygiene Service). Advertised by an introductory poster and then one with seminar dates around the buildings and by presenting a 10 minute introduction to Directors and Heads of Divisions. Total number of staff that attended the seminars was 209.	☺	3	All 4 priorities

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
4	Improve leadership and management in the Agency through the "Leadership" programme	To undertake mid-term lIP review in early 2009	HR division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	A review was undertaken in November 2008 as part of our rolling review strategy. The next such review will take place in November 2009 with the full reaccreditation review is due to take place in November 2010. The rolling review report indicated that there were improvements in perceptions about leadership and management. The 2008 staff survey also confirmed this.	☺	1	All 4 priorities
		To put 30% of middle managers (HEO/SEO and equivalents) through leadership and management development training by May 2009.	HR division	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input checked="" type="checkbox"/> Amber <input type="checkbox"/> Red	About 20% of staff at this level have undertaken the training to date. The Management Development Programme will continue to be rolled out during 2009/10.	☺	1	All 4 priorities
5	Sustainability to be made one of the criteria for awarding food hygiene and healthy eating	Sustainability criteria to be added to application forms for the 2008/9 round of hygiene and healthy eating	Microbiological Safety division.	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	<p>Sustainable development has remained one of the selection criteria for the grants schemes in 2008-09 and 2009-10.</p> <p>As noted below, the Sheila McKechnie awards are no longer running</p>	☺	2	Sustainable Communities

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
	grants and the Sheila McKechnie Community Food awards.	eating grants.						
		Sustainability criteria to be added to application forms for the 2009 round of Sheila McKechnie awards.	Communications division.	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	<i>The Sheila McKechnie awards are no longer running and therefore no RAG status has been given.</i>	☺	-	Sustainable Communities
6	Remove all desktop printers and faxes, install new multi-functional devices (MFDs) and switch off all TVs at the end of each day.	To reduce electricity consumption in Aviation House for 2008/9 by 1% compared to 2007/8	Information Systems and Facilities Division (ISFD)	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input checked="" type="checkbox"/> Red	<p>We had over 200 desktop printers and 18 photocopiers. During 2008 we replaced these with 18 Multi Functional Devices (MFDs) (three per floor) which provide colour and black & white printing and copying. The number of fax machines has also been reduced to 6 (one per floor).</p> <p>All televisions in the building are now switched off during non-peak hours and at the end of the day (including Comms Division).</p> <p>An awareness campaign was also run for staff to remind them to switch off their computers and monitors at the end of the day. This was followed by a spot check of all monitors and the results were displayed on Foodweb on a floor-by-floor</p>	☺	2	Climate change & energy and Sustainable Consumption & Production

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
					<p>basis.</p> <p>Action was complete; however, the target was not achieved.</p> <p>Utility figures displayed on Foodweb.</p>			
7	Reduce the office/building temperature by 1°C at least in the summer months	Reduce gas consumption at Aviation House for 2008/9 by 1% compared to 2007/8.	Information Systems and Facilities Division (ISFD)	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input checked="" type="checkbox"/> Red	<p>A decision was made in November 2008 to reduce the office/building temperature by 1°C permanently from 23°C to 22°C.</p> <p>Action completed; however, the target was not achieved.</p> <p>Utility figures displayed on Foodweb.</p>	☺	2	Climate change and energy and Sustainable Consumption & Production
8	Liaising with landlord and Thames Water and exploring the feasibility of replacing basin taps with sensor taps.	To reduce water consumption per capita in Aviation House for 2008/9 by 1% compared to 2007/8.	Information Systems and Facilities Division (ISFD)	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	<p>In conjunction with the Landlord and Thames Water, a new water meter was installed in August 2008. Water consumption has decreased considerably compared to previous years.</p> <p>A feasibility study was carried out into replacing the taps at washbasins with sensor taps. However, the cost was £33,000 which was economically unfeasible.</p> <p>Utility figures displayed on Foodweb.</p>	☺	2	Natural resource protection and environmental enhancement
9	Trial food waste	To reduce waste in	Information Systems and	<input type="checkbox"/> Complete	A 3 month trial for collecting food waste and reprocessing it using the Rocket Composting	☺	2	Climate change and energy

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
	Rocket composting system and removing personal waste bins.	Aviation House for 2008/9 by 2% compared to 2007/8.	Facilities Division (ISFD)	<input type="checkbox"/> Green <input type="checkbox"/> Amber <input checked="" type="checkbox"/> Red	<p>System was carried out from Feb - April 2008. The cost was too much to continue with this but we will reconsider recycling our food waste again in 2009.</p> <p>All personal waste bins were removed and staff were given Desktop Recyclers to help them conveniently recycle their rubbish.</p> <p>Utility and Recycling figures displayed on Foodweb.</p>			Natural resource protection and environmental enhancement
10	As part of the Aviation House accommodation move we will provide new recycling stations (3 per floor) and individual desktop recyclers.	To increase recycling in Aviation House for 2008/9 by 1% compared to 2007/8.	Information Systems and Facilities Division (ISFD)	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	<p>New Recycling Stations have been introduced in 2008. There are three Recycling stations per floor consisting of a Mixed Recycling bin, General Waste bin and Confidential Waste recycling bin. Additionally, there is one Battery Recycling bin on every floor.</p> <p>All staff were given Desktop Recyclers to help them conveniently recycle their rubbish.</p> <p>Utility and Recycling figures displayed on Foodweb.</p>	☺	2	Climate change and energy
11	Increase staff awareness and actively manage the	Reduce electricity consumption in Aberdeen office by 2%	FSAS	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber	As a result of timer switches, the Aberdeen office has have once again exceeded their target with the annual consumption being reduced by a further 9%.	☺	2	Climate change and energy

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
	office environment in Aberdeen office e.g. through newly installed timer switches	by April 2009 compared to April 2008 figure.		<input type="checkbox"/> Red				
12	Reduce energy consumption and waste in Belfast office.	To reduce gas consumption in Belfast office for 2008/9 by 2% relative to 2007/8 levels.	FSANI	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input checked="" type="checkbox"/> Red	Gas consumption increased in the first and last quarter, in second and third quarter we were decreasing the amount of gas consumed by 30.2% and 46.4% respectively against the figures for 2007/08 as a result of setting office thermostat to 21 degrees. A sharp increase in gas consumption in the final quarter which could be attributed to staff increasing the temperature settings on the thermostat has meant that the final figures show a 1.1% increase of gas consumption for the year against 2007/08 figures.	☺	2	Climate change and energy
		To reduce electric consumption in Belfast office for 2008/9 by 3% relative to 2007/8 levels.	FSANI	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input checked="" type="checkbox"/> Red	Electricity consumption rose by 16% this year against last years figures due to some building works and additional servers, air conditioning units being installed, which consume more power. We started The Wombles News and a poster campaign to tackle this problem and the 4 th quarters figures are a lot more promising with a 8.2% decrease in power usage.	☺	2	Climate change and energy
		To reduce waste volume	FSANI	<input type="checkbox"/> Complete	Total waste leaving the building increased by 404% of which 96% has been recycled. The	☺	2	Climate change and energy

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
		by 10% relative to 2007/8 levels.		<input type="checkbox"/> Green <input type="checkbox"/> Amber <input checked="" type="checkbox"/> Red	reason for this is due to clear outs of the stores, including out of date promotional materials. There has been a decrease of 23% of waste going to landfill.			Natural resource protection and environmental enhancement
		To recycle 40% of all waste in 2008/09	FSANI	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	96% of all waste [excluding Waste Electrical and Electronic Equipment (WEEE)] is recycled.	☺	2	Climate change and energy Natural resource protection and environmental enhancement
13	Increase recycling in Cardiff office	Continue to recycle 100% of office paper during 2008-9. (31-03-09)	FSAW	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	100% of Office Paper recycled. We have paper recycle bins across all the offices.	☺	2	Climate change and energy
		Recycle 60% of staff kitchen waste by 30 September 2009.	FSAW	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Monitoring the proportion of waste for recycling has shown 3 out of 5 bags of waste go for recycling.	☺	2	Climate change and energy Natural resource protection and environmental enhancement
14	Carry out a feasibility	Complete by 31 July 2008	FSAW	<input checked="" type="checkbox"/> Complete	A decision was made to install timer switches in 2009/10.	☺	2	Climate change and energy

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
	study into the installation of timer switches in certain areas of the Cardiff office.			<input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red				
15	Develop sustainable, co-ordinated travel plan.	To establish baseline data on carbon emissions by 31 October 2008.	SDSG	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Baseline data for air travel in 2007/8 has been collected. Available on registered file.	☺	2	All 4 priorities
		Travel plan to be drafted for approval by EMB by 28 February 2009.	SDSG	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	<p>A Sustainable Travel Plan has been drafted. It is due to go to the Executive Management Board (EMB) before the end of the year.</p> <p>Draft Travel plan on file.</p>	☺	2	All 4 priorities
16	Increase the use of video conferencing in Scotland by improving existing facilities and	To increase the number of VC suites to three by June 2008.	FSAS	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber	We increased the number of VC suites to three in addition to making improvements to existing suites.	☺	2	All 4 priorities

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
	purchasing an additional unit.			<input type="checkbox"/> Red				
		To increase the use of VC facilities by 10% by April 2009 compared to April 2008.	FSAS	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	These new suites have made a significant difference, enabling us to exceed our target of 10% increase and in fact reporting a 28.5% increase in VC usage by March 2009 compared to March 2008. It is our intention that this will in turn reduce travel across the Aberdeen office, therefore we have started recording when a VC is used instead of travel and this will be monitored over the next 2 years.	☺	2	All 4 priorities
17	Reduce air travel from Belfast office by publicising and actively encouraging use of video conference facilities.	To reduce carbon emissions per capita (flights) by 20% by April 2009 compared to April 2008 figure.	FSA NI	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input checked="" type="checkbox"/> Amber <input type="checkbox"/> Red	Carbon emission has reduced by 11% per capita (flights). Target of 20% was possibly missed as a result of more meetings being held in London compared to 2007/8.	☺	3	All 4 priorities
		To increase the use of video conference facilities by	FSA NI	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Green	There has been an increase of over 14% on VC usage from participating in 261 VC's in 07/08 to 298 VC's in 08/09. We have purchased an additional VC unit to cope with the extra demand use of Teleconferencing (TC) have risen from 4	☺	2	All 4 priorities

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		10% by April 2009 (from April 2008 figure).		<input type="checkbox"/> Amber <input type="checkbox"/> Red	TCs in 07/08 to 54 in 08/09.			
18	Increase use of video conferencing in Cardiff office.	Establish a baseline for Video Conference use by the newly expanded Cardiff staffing complement by 31 July 2008.	FSAW	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Historical VC data transferred to central spreadsheet.	☺	2	All 4 priorities
		Increase the rate of use of VC by 5% from the baseline by March 2009.	FSAW	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	During the 8 months between establishing the baseline and the end of March 2009 the average number of meetings in which Cardiff-based personnel participated by VC each month increased by around 7% (from 21.5 to 23.0 per month). With a third VC unit now installed and functional, and staff being actively encouraged to consider using VC rather than travel to meetings, it is expected this monthly average will further increase in future. These figures reflect the number meetings held by VC - in a number of cases more than one member of the team will have participated so savings in travel are likely be more significant than suggested. Neither does the	☺	2	All 4 priorities

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
					analysis take account of the use teleconferencing facilities which also contribute to a reduced need for travel to meetings.			
19	Continuous Professional update by Procurement staff on sustainability issues including attendance at SD UK Annual conference and other updates/ Conferences .		Finance Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	2 members of the Procurement team attended 'Sustainable Procurement 08' in October 08 and the whole procurement team attended Procurement Solutions June 08, which had various seminars and stands relating to sustainable procurement including products.	☺	1	Sustainable consumption and production
20	Objectives for all procurement staff in Procurement and contracts Team for 08/09 include targets for		Finance Division	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input checked="" type="checkbox"/> Amber <input type="checkbox"/> Red	Procurement staff had a performance objective relating to sustainability but no definite target set relating to sustainability initiatives	☺	1	Sustainable consumption and production

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
	sustainable procurement initiatives.							
21	Sustainability issues to be covered in both generic FSA induction course and in-house Sustainability workshops for staff.	Increase awareness of sustainable procurement within FSA.	Finance Division, HR, Sustainability Team	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input checked="" type="checkbox"/> Amber <input type="checkbox"/> Red	<p>The Procurement team does not have a slot in the induction session, as the day is already a busy one. They have not participated in any sustainability workshops; however, the Sustainability team broaches procurement.</p> <p>Procurement will review other ways of engaging with new staff, and of addressing the needs of existing staff that have procurement responsibilities.</p> <p>Short guide to sustainable development has been developed and will be distributed by the Better Regulation Team at Induction Training sessions.</p>	☺	2	Sustainable communities
22	Measurable targets set against quick wins product listing for all staff who own contracts.		Finance Division to lead, all divisions to contribute.	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input checked="" type="checkbox"/> Amber <input type="checkbox"/> Red	<p>For the product categories which carry 'quick wins' standards/specifications eg some IT and stationery items, Procurement has been promoting the corporate contracts on the procurement pages of the intranet and in our advice.</p> <p>These government arrangements eg Buying Solutions offer at least the minimum mandatory sustainability standard.</p> <p>The success of this promotion needs to be measured.</p>	☺	2	Sustainable consumption and production

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
23	Development of IT strategy and programme will include greater use of e-tools.		Information Systems and Facilities Division (ISFD)	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	<p>The new roll out of equipment has taken place. Procurement helped direct many of these recent purchases through the corporate contracts including the Buying Solutions frameworks, using their portal.</p> <p>Procurement has also provided focussed procurement training to the IT dept in best practice and the use of corporate contracts.</p> <p>In regards to a technological solution, a proposed ERP system is to be purchased Autumn 2009. Procurement may also review the practicalities of further e-tools like e-tendering.</p>	☺	2	Sustainable consumption and production
24	An audit of all equipment on the Asset register to be undertaken once the roll out of new equipment has been finalised.		Finance Division	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	<p>No equipment audit has been undertaken by Procurement as the roll out of new equipment - IT, multi-functional devices, and furniture - was extensive. Procurement are working with the Information Services and Facilities team (ISFD), who 'own' most of the equipment. ISFD can help appraise Procurement on any older (less sustainable) items of equipment.</p> <p>Procurement will review the effectiveness of this approach to equipment assessment and a future audit may be required.</p>	☺	1	Sustainable consumption and production
25	Full potential of EMS to be utilised		Finance Division	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Green	No EMS instituted – the Facilities team to take forward in 09/10. Procurement will contribute to establishing the system.	☹	2	Sustainable consumption and production

A	B	C	D	E	F	G	H	I
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	and linked to Carbon Reduction/ offsetting programme.			<input type="checkbox"/> Amber <input checked="" type="checkbox"/> Red				
26	Under new procurement arrangements, the Procurement and Contracts Team (PACT) to be sighted on all contracts. Sustainability issues to be addressed and targets set in all appropriate contracts.		Finance Division	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	<p>With the new arrangements, the number of contracts that Procurement reviews has increased, so it is now in a position to check and amend prior to contract dispatch.</p> <p>However, Sustainability is best addressed as early as possible starting at the business case and continuing throughout the tender process; in the updated guidance, reference to a sustainability assessment will be included.</p> <p>Procurements led by the Procurement team include assistance throughout a tender exercise culminating in the drafting of a contract, so sustainability is discussed.</p> <p>The corporate contracts can be accessed with or without Procurement support depending on certain variables (eg value and complexity), Procurement may see the contract.</p>	☺	2	Sustainable consumption and production
27	Monitoring of all contracts by PACT.		Finance Division	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input checked="" type="checkbox"/> Amber	The day to day contract management is undertaken by a member of the customer dept and is a vital role in ensuring quality service delivery and compliance with any conditions (on quality and sustainability) written in the contract	☺	2	Sustainable consumption and production

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
				<input type="checkbox"/> Red	<p>documentation.</p> <p>Procurement does spot checks by talking to customers to check general contract progress.</p> <p>Procurement has undertaken some spend analysis to target certain suppliers - see 29.</p> <p>Procurement will take a more active role in overall contract management to harness better working relationships with key suppliers and to push for improvements in sustainability from the supplier on longer term contracts.</p>			
28	Increased guidance to staff on areas to be addressed in assessing sustainability impact including risk reduction and management		Finance Division	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	<p>Procurements led by the Procurement team include assistance with drafting the specification, dialogue/advice on the award criteria and a risk/impact assessment covering eg project outcomes, sustainability and the sourcing strategy.</p> <p>The Procurement dept has written guidance and templates on a number of the key areas of a tender process to assist customers. We have started to update this material in light of best practice and will include reference to a sustainability impact assessment.</p> <p>The procurement pages of the intranet contain details of corporate contracts (sustainability impact already addressed) which staff are encouraged (via intranet or advice) to use for</p>	😊	2	Sustainable consumption and production

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
					some commonly purchased goods/services with or without Procurement's assistance.			
29	Targeted Supplier programme to be enhanced with main focus on Utilities, Buildings, FM, IT, Travel.		Finance Division	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input checked="" type="checkbox"/> Amber <input type="checkbox"/> Red	<p>The Finance dept has provided Procurement with spend analysis data on some of its suppliers and management information has been sought on the corporate contracts from the owner government bodies. Some of this information has been utilised by the Information Services and Facilities team</p> <p>Further spend analysis and supplier review is required to ensure engagement with key suppliers for the greatest impact and enhanced supplier relations facilitating dialogue on sustainability.</p>	☺	2	Sustainable consumption and production
30	Refresh of Corporate contracts starting with Travel Contracts including Car Hire, Taxi's, Rail, Airplane, Couriers to		Finance Division	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input checked="" type="checkbox"/> Red	<p>Procurement has reviewed options for travel and has attended meetings with DH and been looking at the Buying Solutions travel offerings.</p> <p>Research has been undertaken on carbon offsetting and travel data collated. The Executive Management Board gave approval at the April 2009 meeting so we have signed up to the Government Carbon Offsetting Fund II (GCOF II) to cover emissions from April 2009 to March 2012.</p>	☺	2	Sustainable consumption and production

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
	be undertaken. Carbon offsetting scheme to be introduced.							
31	Sustainability targets have been set for each Division based on the Sustainability issues applicable to their own contracts and activity e.g. Travel mileage ,use of video conferencing etc and those generic areas e.g. stationery, identified in the Quick		Finance division to lead, all divisions to contribute.	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input checked="" type="checkbox"/> Amber <input type="checkbox"/> Red	<p>Travel is a prime area for reducing negative impact and all offices have set their own targets for travel and video conferencing.</p> <p>In terms of research, the FSA has let contracts, which utilise existing research material, e. g desk research, literature reviews and re-testing archived samples, instead of initiating potentially resource intensive research.</p> <p>Staff in some generic areas use the corporate contracts.</p>	☺	2	Sustainable consumption and production

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available ?	Impact (1-4)	Comments
	Wins document.							
32	To monitor and report progress against this action plan.	Report progress against this action plan on our website by 30 June 2009.	Sustainability Team Regulation, Government & Secretariat Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Action in hand and will be complete and on the Agency's website by 30 June 2009. Target revised to 30 August 2009.	☺	2	All 4 priorities

FSA's response signed by:

SD Reporting Officer:	Shilpa Manek, Sustainability Team	21 September 2009
SD Responsible Officer:	Tim Smith, Chief Executive	21 September 2009

SDC review and commentary:

Reviewed by:

Peer reviewed by:

Authorised by:

Sign-off date