



FOOD STANDARDS AGENCY
SUSTAINABLE DEVELOPMENT ACTION PLAN
2008/9

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Foreword

This Sustainable Development Action Plan builds on the successes of our previous two action plans, which included achieving a five star rating in the 2007 Sustainable Development in Government report and delivering introductory sustainable development training to over 90% of our staff, whilst developing a more focussed and challenging approach to sustainability. I believe this plan recognises a new phase in our progress and concentrates on the key sustainability issues for the Agency by embedding sustainability more consistently into our policy making.

One of the priorities for the Agency this coming year is clarifying the five principles of sustainable development in light of our own statutory remit. We are developing an innovative new approach to sustainable development in policy making which builds on and extends our existing position. This is being achieved with the help of staff and stakeholders in an open and consultative way. We will also be strengthening the Sustainable Development team and incorporating it into the Group responsible for corporate activities.

I would like to thank all my colleagues for their efforts in making the Agency a more sustainable working environment and for their contribution to our new approach to sustainable development in policy making. I would also like to thank our stakeholders for their participation in the development of the new approach and for their input on the sustainability of individual policies. Together, I am sure we can rise to the challenges presented in this action plan.

This document reflects an evolving plan and we welcome your views at anytime.

Tim Smith
Chief Executive

Introduction

1. The Food Standards Agency is committed to putting sustainable development at the heart of its business in order to contribute to the UK Government's and devolved administrations' strategic framework for sustainable development "One Future - Different Paths" and the various strategic plans that support it, including the UK Government's Strategy "Securing the Future". As a UK-wide body operating in a devolved area we are committed to working together in order to meet our shared goals. We aim both to run our business sustainably and also to take forward our remit in a sustainable manner. In practice this means taking sustainable development into account in all of the Food Standards Agency's activities, including in the full range of policy and decision making and in advising consumers. It also affects how we run our business from accommodation to personnel policies. The Agency's position statement on sustainable development is:

The Food Standards Agency's remit is to protect the interests of consumers in relation to food, both now and in the future. In doing so the Agency will take sustainable development into account in all of its activities and policy decisions.

2. The principles of sustainable development, as set out in the Government's Strategy, are:

- living within environmental limits;
- ensuring a strong, healthy and just society;
- achieving a sustainable economy;
- promoting good governance (GG); and
- using sound science responsibly (SS).

3. The Agency sees its greatest opportunity for contributing to the Government's Sustainable Development Strategy "Securing the Future" and the five principles of sustainable development as being in the areas of public health and consumer protection. Our food policies such as the Foodborne Diseases Strategy which aims to reduce foodborne illness; BSE and TSE controls; healthy eating advice; and measures to reduce risks to consumers from contaminated food, all contribute directly to *ensuring a strong, healthy and just society*.

4. The Food Standards Agency's policies also contribute to the four priorities for immediate action identified in the Government Strategy. These are:

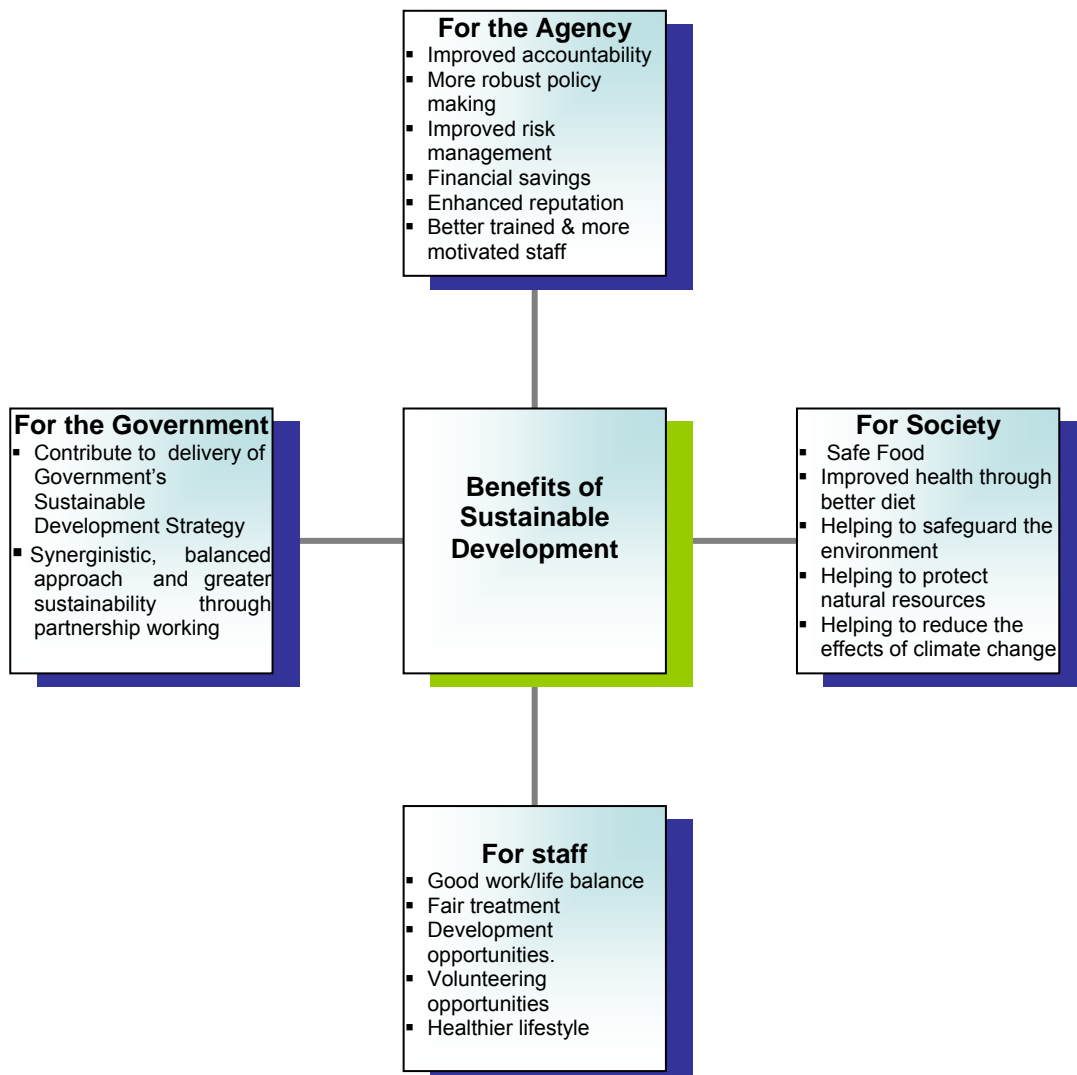
- sustainable consumption and production (SCP);

- climate change (CC);
- natural resource protection (NRP); and
- sustainable communities (SC).

5. This action plan covers the period from 1 April 2008 to 31 March 2009. It is owned, and its delivery monitored, by the Food Standards Agency's Executive Management Board (EMB). The action plan has been signed off by the Chief Executive. Our executive agency, the Meat Hygiene Service has its own action plan.

Benefits

6. Operating more sustainably will deliver benefits for the organisation, the Government, our staff and for consumers and society as a whole as outlined below.



Priorities

7. In developing our third (2008/9) action plan and determining priorities for the year ahead we aim to build on the successes of our first and second SDAPs and address weaknesses identified by the Sustainable Development Commission (SDC) in its 2006 SDAP progress report and its 2007 Sustainable Development in Government (SDIG) report. For example, the SDIG 2007 report cited water consumption as one of the few lowlights of the Agency's excellent overall operational performance. Also, the SDC recommends that our SDAP explores the impact the Agency's nutritional advice has on natural resource use and environmental protection. The Agency's advice on fish consumption is given as an example of where our nutritional advice can impact in this area.

8. We have also considered the Agency's specific requirements, for example the need to clarify the Government's sustainable development principles in light of the Agency's own remit arose from the experiences of staff trying to embed sustainability into our policy making (see paragraph 10). These priorities have been determined by the Agency's Sustainable Development Steering Group and endorsed by the EMB. The sustainable development priorities for the Agency are:

- finalising and implementing an approach to sustainable development in Agency policy making (see paragraphs 10-12);
- reviewing the Agency's advice on fish consumption to take into account nutrition, safety and wider sustainability evidence (see paragraph 13);
- rationalising accommodation at the Agency headquarters sustainably (see paragraphs 25-27);
- developing and implementing a 2008/9 staff awareness raising programme to help better integrate sustainable development into our work (see paragraph 16);
- developing an integrated, sustainable Agency-wide travel plan (see paragraph 33); and
- reducing water usage (see paragraph 29).

Policy

Policy and decision making

9. It is through building sustainability considerations into our policy making that the Agency can make the greatest impact on sustainable development. We therefore assess the environmental, social and economic impacts of our policies and actions routinely as part of our decision making

process. This is done through impact assessments and sustainability assessments which are required for all new and revised Agency policies or activities. To help policy makers, take account of all aspects of sustainable development, we have developed “Guidance to Staff on Sustainability Assessment”. This is backed up by training, advice and ongoing support as outlined in the “People” section of this plan.

Defining our sustainability role

10. Through working to embed sustainable development into Agency policy making it has become evident that there is a lack of clarity about what exactly is meant by “taking sustainable development into account”. A number of fundamental questions have arisen such as how pro-active should the Agency be in promoting the principles of sustainable development given our statutory remit and to what extent the Agency can, or should, balance food safety, health, information and other consumer interests compared with other aspects of sustainability such as environmental protection, use of natural resources and the economy. There is also the question of to what extent the Agency should seek to mitigate any residual negative impacts, especially where those impacts fall outside of our areas of responsibility.

11. A process designed to help us understand what sustainable development means for policy making began in 2007 and has involved considerable input from external stakeholders and staff. This has resulted in a draft approach to sustainability in policy making comprising of the following principles:

- Working within our statutory remit whilst recognising the importance of all aspects of sustainable development.
- Assessing the sustainability of new and amending policies on a case by case basis.
- Ensuring our primary objective of protecting consumer interests in relation to food are achieved whilst maximising positive impacts in all areas of sustainable development.
- Taking responsibility for minimising significant residual negative impacts of our policies.
- Recognising the need to work in partnership with other Government departments and others to deliver sustainable policies.

12. Following a full public consultation, the draft approach will be discussed by our Board in open session. The agreed approach will then be rolled out to staff via revised guidance, assessment tools and training sessions.

Action	Outcome	Lead	Link to SD strategy	FSA Priority
Define our sustainability role. Milestones/targets: ❖ Board discussion of the draft approach by 30 September 2008. ❖ Publish finalised approach on website by 31 October 2008 ❖ Develop revised guidance and tools for staff by 31 December 2008	Clear & common understanding of SD in policy making.	Labelling, Standards & Allergy division	All 5 principles	√

Review of the Agency's Advice on fish consumption

13. Whilst the health benefits of eating fish are widely accepted there is growing concern about the sustainability of fish stocks and the wider environmental impact of fishing and fish farming. The Agency is reviewing its advice to consumers to eat two portions of fish a week, one of which should be oily, in light of these concerns and as part of its implementation of the principles of sustainable development. The aim is to produce sound dietary advice that takes into account nutrition, safety and wider sustainability evidence.

Action	Outcome	Lead	Link to SD strategy	FSA Priority
Review of the Agency's advice on fish consumption. Milestones/targets ❖ Informed stakeholder meeting to be held by Mid-April 2008. ❖ Public consultation to commence by September 2008.	Integrated dietary advice that draws together nutrition, safety and wider sustainability evidence.	Nutrition Division	All 5 principles, sustainable production and consumption and natural resource protection.	√

Accessing Healthy Food: A National Assessment and Sentinel Mapping Study of Food Retailing in Scotland

14. The Food Standards Agency Scotland (FSAS) has commissioned an Access study to establish "a national retailing map of Scotland". The research project was undertaken between 2005 and 2007 to provide an objective and

systematic evaluation of access in terms of availability and affordability of a selected range of healthy foods. A basic Food Map of Scotland was created along with an evaluation of the supply side of the food retail environment including the availability and cost of a selected range of healthy food items. Overall the results suggest the provision of food shops selling a range of healthy food was not found to be a major issue. However, food availability within individual shops in deprived and rural areas tended to be more constrained and there was a considerable range of price for healthy food items across stores, with urban stores being cheaper than rural ones.

15. It is hoped that this information can be used to address concerns over food access, in terms of accessibility, affordability, culture and skills, highlighted in Scotland's Sustainable Development Strategy 'Choosing our Future'. The Agency in discussion with stakeholders and Scottish Government is now considering future research and policy action in relation to food and health inequalities and are looking at options for maintaining and updating the database. The results of the study have also provided information to the Scottish Government agenda for a 'Healthier Scotland' within the context of their future National Food Policy.

People

Building sustainable development capacity

16. The Food Standards Agency's policy on sustainable development is being actively promoted internally through a wide-ranging programme of awareness raising including talks and seminars, articles in our weekly in-house news bulletin, posters and a dedicated section on our intranet site. Staff are being provided with the necessary skills for implementing this policy and the principles of sustainable development through the Guidance to Staff on Sustainability Assessments, available on our intranet site and through in-house sustainable development seminars and impact assessment training. Good examples of sustainability assessments are posted on the intranet to act as a further aid to policy and decision makers.

Action	Outcome	Lead	Link to SD strategy	FSA Priority
Develop and implement staff awareness raising and training programme for 2008/9. Milestones/targets ❖ Agree awareness raising programme by 30 May 2008. ❖ Complete introductory sustainable development training for new staff, including those based in Scotland, Wales and Northern Ireland, by 30	Increase awareness of SD and to enable staff to apply the principles of SD in their every day work.	Labelling, Standards & Allergy division	All 5 principles.	✓

<p>September 2008.</p> <ul style="list-style-type: none"> ❖ Develop and commence roll-out of training in the Agency's new approach to SD in policy making by 28 February 2009. 				
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Sustainability Leadership

17. Leadership and vision are provided by a cross-Agency steering group, the Sustainable Development Steering Group (SDSG) which includes our sustainable development “champion” at director level. The SDSG was set up in July 2007 to provide a more co-ordinated approach to implementing and reporting on sustainability as well as for improving performance in this area. The SDSG reports directly to the Executive Management Board. A Sustainable Development Network (SDN) was set up in August 2007. This group of volunteers, all sustainable development enthusiasts, operates on a fairly informal basis and aims to spread good practice and ideas at a working level. Members of the Network also take part in the Agency’s awareness raising programme and have contributed to the defining our sustainability role process and to the current SDAP.

The Agency as an employer

18. Being a better place to work is a key theme under our “Tomorrow’s Agency” change programme. High standards of leadership and effective staff development are important elements of this. Providing a high quality physical working environment which supports the principles of sustainability is also an important feature of how we support staff. In addition, we encourage a healthy lifestyle by offering subsidised gym membership, annual flu vaccinations, and a lifestyle screening programme. We operate supportive sickness absence procedures and arrange occupational health, and employee assistance advice. All these help to promote a sustainable workforce internally by contributing to staff’s well-being.

19. We are committed to treating fairly and with respect everyone who works for us. We conduct annual staff attitude surveys and take clear actions based on these. We run a diversity forum which models, monitors and spreads good inclusion practice to help the Agency get the best from its workforce, and have a network of trained harassment advisers. The requirement for impact assessments under the various statutory Equality Schemes e.g. race, disability has been incorporated into the sustainability process. We provide a range of reasonable adjustments for disabled applicants and staff and have recently joined the Employers Forum on Disability. We operate a number of different working patterns which suit both

the needs of staff and the needs of the Agency, in some cases reducing the requirement for work accommodation and travel. Developing our approach to more flexible working in the widest sense, often involving working at home, is currently an important area for the Agency.

20. The Investors in People Standard significantly contributes to the social and economic strands of sustainable development and underpins much of the work outlined above. The Food Standards Agency successfully obtained Investors in People (IiP) accreditation in 2004 and we are committed to maintaining this external validation of our business practices. The Food Standards Agency gained re-accreditation against the new, more challenging IiP standard in November 2007. Despite our success, leadership and management remains a key area of focus for the Agency and we will be investing in improved performance in this area in order to continue to develop a sustainable and skilled workforce. Leadership and management training specifically tailored for the Agency has been developed and rolled out to senior managers and team leaders. In 2008/9 it will be extended to middle management grades.

Action	Outcome	Lead	Link to SD strategy	FSA Priority
<p>Improve leadership and management in the Agency through the "Leadership" programme.</p> <p>Milestones/ targets</p> <ul style="list-style-type: none"> ❖ To undertake mid-term IiP review in early 2009 ❖ To put 30% of middle managers (HEO/SEO and equivalents) through leadership and management development training by May 2009. 	Maintain IiP status.	HR division	Strong, healthy and just society.	

Working with communities

21. We directly contribute to the creation of sustainable communities through support for local, regional and national bodies to help them deliver effective locally based food initiatives. These initiatives include:

- "Food Vision", an initiative to develop and deliver food projects that promote community health;
- Dame Sheila McKechnie Community Food Awards for projects that improve food access or the provision of healthier affordable foods in socially deprived communities; and

- Food hygiene and healthy eating grants which support local hygiene and healthy eating initiatives, particularly where they relate to schools and vulnerable people.

22. Sustainability will be added to the criteria for the award of the food hygiene and healthy eating grants and the Dame Sheila McKechnie awards.

Action	Outcome	Lead	Link to SD strategy	FSA Priority
<p>Sustainability to be made one of the criteria for awarding food hygiene and healthy eating grants and the Sheila McKechnie Community Food awards.</p> <p>Milestones/targets</p> <ul style="list-style-type: none"> ❖ Sustainability criteria to be added to application forms for the 2008/9 round of hygiene and healthy eating grants. ❖ Sustainability criteria to be added to application forms for the 2009 round of Sheila McKechnie awards. 	<p>Increase awareness of sustainable development amongst our delivery partners.</p>	<p>Microbiological Safety division.</p> <p>Communications division.</p>	<p>All five principles.</p>	

23. The Agency is also supporting community projects in the London Boroughs of Newham, Hackney & Tower Hamlet with a food and nutrition focus, for example serving breakfast at a secondary school's breakfast club, adding value to Food Co-op sessions or helping with the catering element of an events programme at a local City Farm. This is an exciting new initiative which will give us a better understanding of consumers' views on food and nutrition issues whilst delivering a programme of fun hands on volunteering opportunities for staff at Aviation House.

24. We have chosen to work with Newham, Hackney & Tower Hamlet because these are deprived urban areas that contain large numbers of young, multi-ethnic families, many of whom are single parent families. The infant mortality rate is higher than in the rest of London and some developing countries. One of the main contributing factors to ill health is "food poverty".

Operations

Accommodation

25. To reduce outgoings and increase efficiency a decision to sub-let two floors of Aviation House was made by the Agency in 2007. The remit was to prepare an accommodation plan that made more effective use of available

space, was consistent with Government policy, reflected staff input and was “fit for purpose”, not only for the present but for well into the future. A sustainability assessment has been conducted and published on our intranet site.

26. The accommodation move is a key priority for the Agency as we view this as an opportunity to maximise the sustainability of the office environment. For example desk top printers and the current black and white photocopiers will be replaced with 3 Multi Functional Devices (MFD) per floor which will provide colour copying, printing and scanning. This will reduce electricity, paper and consumables costs. Personal bins will be removed and staff will have to use the existing recycling bins at tea-points. These improvements are reflected in the actions and targets shown in the table below.

27. We have made arrangements with Green Standards to re-use furniture that will no longer be required following the rationalisation. Green Standards ensure that surplus office furniture and equipment is offered to schools and charities, both in the UK and developing countries. We have been assured that nothing will go to landfill. Surplus IT equipment will also be re-used. Staff have been kept fully updated of these initiatives.

28. The Agency is actively considering ways of reducing food waste from its own canteen and in-house catering services and of ensuring that less of the waste produced goes to landfill. We have been carrying out a composting trial with regard to food waste from our canteen and we will be revising catering ordering forms to include a warning about over ordering and food waste.

29. The Government’s framework for Sustainable Operations on the Government Estate (SOGE) sets out targets for Government Departments relating to various aspects of estates management including carbon emissions, waste, water usage etc. The Agency is working towards these and has set annual targets to help ensure we are on track to meet the overarching SOGE targets. These are shown in the table below.

Action	Outcome	Lead	Link to SD strategy	FSA Priority
Remove all desktop printers and faxes, install new multi-functional devices (MFDs) and switch off all TVs at the end of each day. Milestones/targets: ❖ To reduce electricity consumption in Aviation House for 2008/9 by 1% compared to 2007/8	Reducing overall carbon emissions.	Information Systems and Facilities Division (ISFD)	Climate Change and living within environmental limits.	
Reduce the office/building temperature by 1C at least in the summer months Milestones/targets	Reducing overall carbon emissions.	ISFD	Climate Change and living within environmental limits.	

<p>❖ Reduce gas consumption at Aviation House for 2008/9 by 1% compared to 2007/8.</p> <p>Liaising with landlord and Thames water and exploring the feasibility of replacing basin taps with sensor taps. Milestone/Target</p> <p>❖ To reduce water consumption per capita in Aviation House for 2008/9 by 1% compared to 2007/8.</p> <p>Trial food waste Rocket composting system and removing personal waste bins.</p> <p>Milestones/targets</p> <p>❖ To reduce waste in Aviation House for 2008/9 by 2% compared to 2007/8.</p> <p>As part of the Aviation House accommodation move we will provide new recycling stations (3 per floor) and individual desktop recyclers.</p> <p>Milestones/targets</p> <p>❖ To increase recycling in Aviation House for 2008/9 by 1% compared to 2007/8.</p>	<p>Reducing water consumption.</p> <p>Reducing overall levels of waste, including food waste, and ensuring less goes to landfill.</p> <p>Increase level of recycling.</p>	<p>ISFD</p> <p>ISFD</p> <p>ISFD</p>	<p>ntal limits</p> <p>Natural resource protection and living within environmental limits.</p> <p>Climate change and living within environmental limits.</p> <p>Climate change, natural resource protection and living within environmental limits.</p>	<p>√</p>
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FSA Scotland (FSAS)

30. In Scotland we are continuing to reduce energy consumption through active management and staff awareness of the office environment at times of reduced office occupancy such as evenings and weekends. We have arrangements in place for recycling all paper waste and have recycling bins throughout the office, along with recycling points for disposable plastic cups next to water dispensers. As of October 2007 timer switches were installed in an effort to reduce electricity consumption. As a result of this, electricity consumption in St Magnus House has been reduced by over 8%, exceeding

our original target of a 7% reduction. We anticipate this trend continuing and aim to achieve a further 2% reduction by April 2009.

31. We reviewed progress in October 2007 and as we were not on target timer switches were installed, in order that the heating cuts out at 4pm daily.

Action	Outcome	Lead	Link to SD strategy	FSA Priority
Increase staff awareness and actively manage the office environment e.g. through newly installed timer switches Milestone/Target ❖ Reduce electricity consumption in Aberdeen office by a 2% by April 2009 compared to April 2008 figure.	Reduce carbon emissions.	FSAS	Climate change and living within environmental limits.	√

FSA Northern Ireland (FSA (NI))

32. FSANI will conduct a review of the stationery stock items with a view to actively consider sustainable alternative products. We aim to reduce overall carbon emissions by reducing both gas and electric consumption. We will also reduce waste levels by increasing recycling.

Action	Outcome	Lead	Link to SD strategy	FSA Priority
Reduce energy consumption and waste. Milestones/targets ❖ To reduce gas consumption in FSANI for 2008/9 by 2% relative to 2007/8 levels. ❖ To reduce electric consumption in FSANI for 2008/9 by 3% relative to 2007/8 levels.	Reduce overall carbon emissions.	FSA NI	Climate change and natural resource protection.	
❖ To reduce waste volume by 10% relative to 2007/8 levels. ❖ To recycle 40% of all waste in 2008/09	Reduce overall waste.	FSA NI	Climate change and living within environmental limits.	

FSA Wales

33. Since we occupy a small part of a large building under a rental agreement, with most utilities & wasteservices being provided as part of the Landlord's a Service charge, we are limited in what we can influence directly.

However, we are working hard to make a real difference in the areas we can control

Action	Outcome	Lead	Link to SD strategy	FSA Priority
Increase recycling Milestones/targets ❖ Continue to re-cycle 100% of office paper during 2008-9. (31-03-09) ❖ Re-Cycle 60% of staff kitchen waste, despite inability of Landlord to offer facilities to separate rubbish by 30 September 2009.	Reducing overall waste.	FSAW	Climate change and living within environmental limits.	
Carry out a feasibility study into the installation of timer switches in certain areas. Milestones/targets ❖ Complete by 31 July 2008	Reduce overall carbon emissions	FSAW	Climate change and living within environmental limits.	

Travel

34. Developing a sustainable, co-ordinated, travel policy was identified as a priority by the SDSG following recent reports by the Sustainable Development Commission (SDC)¹, which identified the Agency as making insufficient progress in this area. Whilst the Agency does have existing travel policies, what is lacking is an integrated, sustainable approach. SDSG is now taking this work forward through a Travel Sub-Group. The Sub-Group will focus on establishing baseline data, identifying key sustainability aspects associated with core business travel and explore the adoption of carbon offsetting. Any final recommendations will be put to the Executive Management Board for decision.

Action	Outcome	Lead	Link to SD strategy	FSA Priority
Develop sustainable, co-ordinated travel plan. Milestones/ targets ❖ To establish baseline data on carbon emissions by 31 October 2008. ❖ Travel plan to be drafted for approval by EMB by 28 February 2009.	Reduce overall carbon emissions.	SDSG	Climate change, living within environmental limits and natural resource protection.	√

¹ Sustainable Development in Government Report 2007 and SDAP Progress Report 2006

FSA Scotland

35. In February 2007 Food Standards Agency Scotland replaced all five pool cars with diesel models thus reducing fleet fuel consumption by half. Travel by FSAS staff to our headquarters in London, usually by air, is often essential due to the necessity for devolved Directors to meet face-to-face with HQ counterparts. Furthermore use of video conference (VC) facilities has been limited due to poor performance of one suite and occasional lack of VC facilities in Aviation House. The faulty suite is being replaced and an additional facility purchased which will increase the complement to three by June 2008.

Action	Outcome	Lead	Link to SD strategy	FSA Priority
<p>Increase the use of video conferencing by improving existing facilities and purchasing an additional unit.</p> <p>Milestones/targets</p> <ul style="list-style-type: none"> ❖ To increase the number of VC suites to three by June 2008. ❖ To increase the use of VC facilities by 10% by April 2009 compared to April 2008. 	Reducing overall carbon emissions from travel.	FSAS	Climate change and living within environmental limits.	

FSA Northern Ireland

Action	Outcome	Lead	Link to SD strategy	FSA Priority
<p>Reduce air travel from Belfast office by publicising and actively encouraging use of video conference facilities.</p> <p>Milestones/targets</p> <ul style="list-style-type: none"> ❖ To reduce carbon emissions per capita (flights) by 20% by April 2009 compared to April 2008 figure. ❖ To increase the use of video conference facilities by 10% by April 2009 (from April 2008 figure). 	Reduce overall carbon emissions.	FSA NI	Climate change and living within environmental limits	

FSA Wales

36. With an increase in the staff complement of around 50% in little more than a year, we are also conscious that maximising the use of video conferencing is the best way to minimise our travel footprint, and we will aim to further improve upon the proportion of meetings where we participate by V.C.

Action	Outcome	Lead	Link to SD strategy	FSA Priority
Increase use of video conferencing Milestones/targets ❖ Establish a baseline for Video Conference use by the newly expanded FSAW staffing complement by 31 July 2008. ❖ Increase the rate of use of VC by 5% from the baseline by March 2009.	Reduce overall carbon emissions	FSAW	Climate Change and living within environmental limits.	

Procurement

37. Our policy on sustainable procurement will help us meet our needs for goods, services, research, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the Agency, but also to society and the economy, whilst minimising damage to the environment. The Agency is using the Sustainable Procurement Task Force's Flexible Framework to ensure that our procurement management and processes contribute to the delivery of SOGE operational targets. The Framework is divided into five areas: people; policy strategy & communications; procurement process; engaging suppliers and measurements & results. Levels of achievement against each area are graded from 1 to 5 with level one being the foundation level and five being the leaders level.

38. The Agency has set itself stretching targets for each area. We aim to achieve level 4, the enhanced level, for people and policy, strategy & communications. We are aiming for level three in the remaining areas. The Progress against the Cabinet Office's "Quick Wins" items has been set as an Agency procurement priority.

Action	Outcome	Lead	Link to SD strategy	FSA Priority
People				
Continuous Professional update by Procurement staff on sustainability issues including attendance at SD UK Annual conference and other updates/ Conferences.	Enhance skills base in procurement team and hence the quality of procurement advice to FSA staff	Finance division	Sustainable consumption & production (SCP)	
Objectives for all procurement staff in Procurement and contracts Team for 08/ 09 include targets for sustainable procurement initiatives.	Delivery of key sustainable procurement initiatives.	Finance	SCP	
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.	HR & LSA Division	SCP	
Measurable targets set against quick wins product listing for all staff who own contracts.	Deliver some procurement "quick wins".	Finance to lead , all divisions to contribute.	SCP	√
Policy, strategy & communications				
Development of IT strategy and programme will include greater use of e-tools.	Greater process savings.	ISF Division	SCP	
An audit of all equipment on the Asset register to be undertaken once the roll out of new equipment has been finalised.	Reduce carbon footprint.	Finance Division	SCP	
Full potential of EMS to be utilised and linked to Carbon Reduction/ offsetting programme.	Reduce carbon footprint.	Finance division	Climate change.	
Procurement Process				
Under new procurement arrangements, PACT to be sighted on all contracts. Sustainability issues to be addressed and targets set in all appropriate contracts.	Improve sustainability advice to staff involved in the procurement process.	Finance division.	SCP	
Monitoring of all contracts by PaCT.	Assess impact of sustainability issues.	Finance division.	SCP	

<p>Increased guidance to staff on areas to be addressed in assessing sustainability impact including risk reduction and management</p> <p>Engaging suppliers Targeted Supplier programme to be enhanced with main focus on Utilities, Buildings, FM, IT, Travel.</p> <p>Refresh of Corporate contracts starting with Travel Contracts including Car Hire, Taxi's, Rail, Airplane, Couriers to be undertaken. Carbon offsetting scheme to be introduced.</p> <p>Measurements and results</p> <p>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 Wins document.</p>	<p>Improved risk reduction and management by staff involved in procurement process</p> <p>Improve the sustainability of procurement in areas of key expenditure and reduce carbon footprint.</p> <p>Reduce carbon footprint.</p> <p>Reducing carbon footprint and improving the sustainability of all procurement contracts.</p>	<p>Finance division</p> <p>Finance Division</p> <p>Finance Division</p> <p>Finance division to lead, all divisions to contribute.</p>	<p>SCP</p> <p>SCP Climate change</p> <p>Climate change</p> <p>Climate change SCP</p>	
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39. FSA Scotland has implemented a new system for stationery ordering. Ordering is now handled centrally and orders are produced on a fortnightly basis. It plans to monitor stationery expenditure and regularly review suppliers in an effort to reduce spending and wastage in this area. FSAS will also hold a 'stationery amnesty' in the office, which should reduce the need for ordering basic items.

Engagement

40. This Action Plan is an evolving document and we welcome views from our staff and stakeholders at any time. Members of the SDSG and SDN have been consulted in the drafting of this plan and wider staff engagement has been encouraged via our intranet site and staff magazine. External

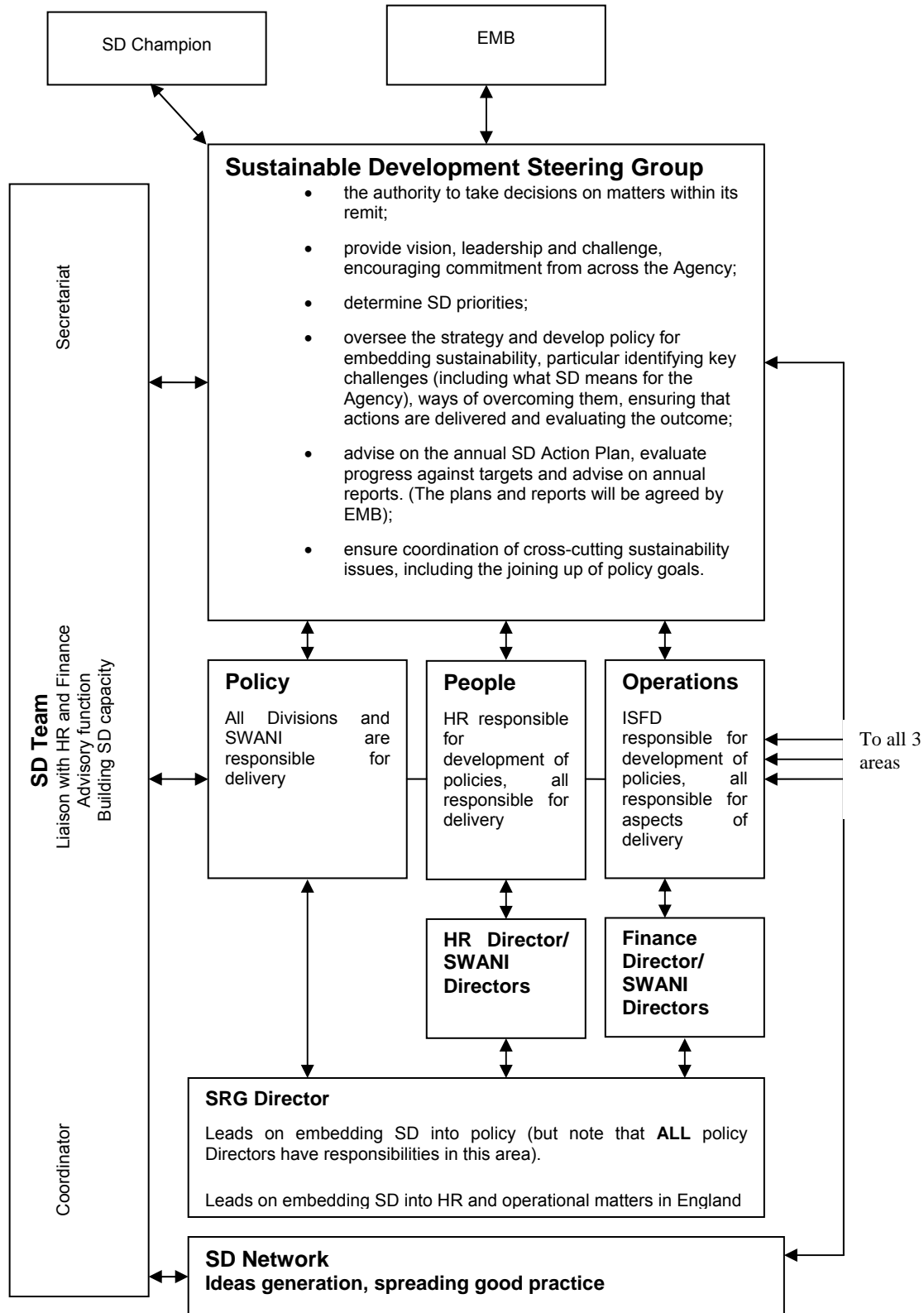
stakeholders have been consulted via an informal consultation and publicity on our website.

Monitoring, Evaluation and Accountability

41. The diagram at Annex I shows management responsibility and accountability in relation to sustainable development in the Agency. Our reporting requirements in relation to sustainable development, both internally and externally, are shown at Annex II. The SDSG will monitor delivery of the Sustainable Development Action Plan and will report to the Executive Management Board via the Management Committee. We will be reporting our progress against the Action Plan on the Food Standards Agency's website by June 2009.

Action	Outcome	Lead	Link to SD strategy	FSA Priority
<p>To monitor and report progress against this action plan.</p> <p>❖ Report progress against this action plan on our website by 30 June 2009.</p>	<p>Ensure that the principles of sustainable development are embedded into the Agency's work.</p>	<p>Labelling, Standards and Allergy division.</p>	<p>All 5 principles.</p>	

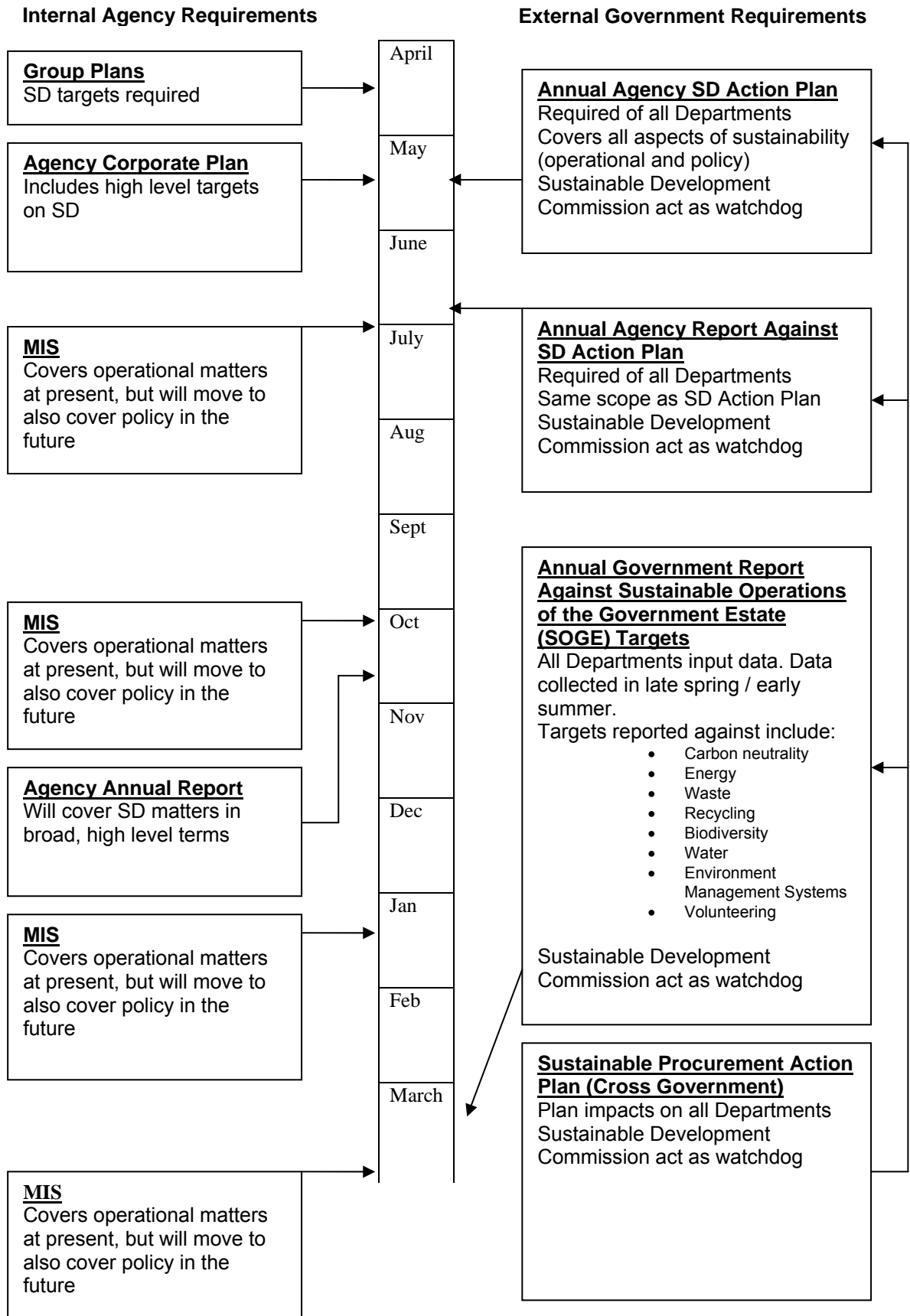
SUSTAINABLE DEVELOPMENT MANAGEMENT STRUCTURE



Key: SD – Sustainable Development; EMB – Executive Management Board; SWaNI – Scotland, Wales and Northern Ireland; HR – Human Resources; SRG – Strategy & Resources Group; ISFD – Information Services and Facilities Division

Reporting Requirements

Annex II



Summary of actions and milestones

Action	Outcome	Lead	Link to SD strategy	FSA Priority
<p>1, Define our sustainability role.</p> <p>Milestones/targets:</p> <ul style="list-style-type: none"> ❖ Board discussion of the draft approach by 30 September 2008. ❖ Publish finalised approach on website by 31 October 2008 ❖ Develop revised guidance and tools for staff by 31 December 2008 	Clear & common understanding of SD in policy making.	Labelling, Standards & Allergy division	All 5 principles	√
<p>2. Review of the Agency's advice on fish consumption.</p> <p>Milestones/targets</p> <ul style="list-style-type: none"> ❖ Informed stakeholder meeting to be held by Mid-April 2008. ❖ Public consultation to commence by September 2008. 	Integrated dietary advice that draws together nutrition, safety and wider sustainability evidence.	Nutrition Division	All 5 principles, sustainable production and consumption and natural resource protection.	√
<p>3. Develop and implement staff awareness raising and training programme for 2008/9.</p> <p>Milestones/targets</p> <ul style="list-style-type: none"> ❖ Agree awareness raising programme by 30 May 2008. ❖ Complete introductory sustainable development training for new staff, including those based in Scotland, Wales and Northern Ireland, by 30 September 2008. <p>4. Develop and commence roll-out of training in the Agency's new approach to SD in policy making by 28 February 2009.</p>	Increase awareness of SD and to enable staff to apply the principles of SD in their every day work.	Labelling, Standards & Allergy division	All 5 principles.	√
<p>Improve leadership and management in the Agency through the "Leadership" programme.</p>	Maintain liP status.	HR division	Strong, healthy and just society.	

<p>Milestones/ targets</p> <ul style="list-style-type: none"> ❖ To undertake mid-term liP review in early 2009 ❖ To put 30% of middle managers (HEO/SEO and equivalents) through leadership and management development training by May 2009. 				
<p>5. Sustainability to be made one of the criteria for awarding food hygiene and healthy eating grants and the Sheila McKechnie Community Food awards.</p> <p>Milestones/targets</p> <ul style="list-style-type: none"> ❖ Sustainability criteria to be added to application forms for the 2008/9 round of hygiene and healthy eating grants. ❖ Sustainability criteria to be added to application forms for the 2009 round of Sheila McKechnie awards. 	<p>Increase awareness of sustainable development amongst our delivery partners.</p>	<p>Microbiological Safety division.</p> <p>Communications division.</p>	<p>All five principles.</p>	
<p>6. Remove all desktop printers and faxes, install new multi-functional devices (MFDs) and switch off all TVs at the end of each day.</p> <p>Milestones/targets:</p> <ul style="list-style-type: none"> ❖ To reduce electricity consumption in Aviation House for 2008/9 by 1% compared to 2007/8 <p>7. Reduce the office/building temperature by 1C at least in the summer months</p> <p>Milestones/targets</p> <ul style="list-style-type: none"> ❖ Reduce gas consumption at Aviation House for 2008/9 by 1% compared to 2007/8. <p>8. Liaising with landlord and Thames water and exploring the feasibility of replacing basin taps with sensor taps.</p> <p>Milestone/Target</p>	<p>Reducing overall carbon emissions.</p> <p>Reducing overall carbon emissions.</p> <p>Reducing water consumption.</p>	<p>Information Systems and Facilities Division (ISFD)</p> <p>ISFD</p> <p>ISFD</p>	<p>Climate Change and living within environmental limits.</p> <p>Climate Change and living within environmental limits</p> <p>Natural resource protection and living within environmental limits.</p>	<p>√</p>

<p>❖ To reduce water consumption per capita in Aviation House for 2008/9 by 1% compared to 2007/8.</p> <p>9. Trial food waste Rocket composting system and removing personal waste bins.</p> <p>Milestones/targets</p> <p>❖ To reduce waste in Aviation House for 2008/9 by 2% compared to 2007/8.</p> <p>10. As part of the Aviation House accommodation move we will provide new recycling stations (3 per floor) and individual desktop recyclers.</p> <p>Milestones/targets</p> <p>❖ To increase recycling in Aviation House for 2008/9 by 1% compared to 2007/8.</p>	<p>Reducing overall levels of waste, including food waste, and ensuring less goes to landfill.</p> <p>Increase level of recycling.</p>	<p>ISFD</p> <p>ISFD</p>	<p>Climate change and living within environmental limits.</p> <p>Climate change, natural resource protection and living within environmental limits.</p>	
<p>11. Increase staff awareness and actively manage the office environment in FSA Scotland e.g. through newly installed timer switches</p> <p>Milestone/Target</p> <p>❖ Reduce electricity consumption in Aberdeen office by 2% by April 2009 compared to April 2008 figure.</p>	<p>Reduce carbon emissions.</p>	<p>FSAS</p>	<p>Climate change and living within environmental limits.</p>	<p>√</p>
<p>12. Reduce energy consumption and waste in FSA NI.</p> <p>Milestones/targets</p> <p>❖ To reduce gas consumption in FSANI for 2008/9 by 2% relative to 2007/8 levels.</p> <p>❖ To reduce electric consumption in FSANI for 2008/9 by 3% relative to 2007/8 levels.</p> <p>❖ To reduce waste volume by 10% relative to 2007/8 levels.</p> <p>❖ To recycle 40% of all waste in 2008/09</p>	<p>Reduce overall carbon emissions.</p> <p>Reduce overall waste.</p>	<p>FSA NI</p> <p>FSA NI</p>	<p>Climate change and natural resource protection.</p> <p>Climate change and living within environmental limits.</p>	
<p>13. Increase recycling in Cardiff</p>	<p>Reducing overall</p>		<p>Climate</p>	

<p>office</p> <p>Milestones/targets</p> <ul style="list-style-type: none"> ❖ Continue to re-cycle 100% of office paper during 2008-9. (31-03-09) ❖ Re-Cycle 60% of staff kitchen waste, despite inability of Landlord to offer facilities to separate rubbish by 30 September 2009. <p>14. Carry out a feasibility study into the installation of timer switches in certain areas of the Cardiff office.</p> <p>Milestones/targets</p> <ul style="list-style-type: none"> ❖ Complete by 31 July 2008 	<p>waste.</p> <p>Reduce overall carbon emissions</p>	<p>FSAW</p> <p>FSAW</p>	<p>change and living within environmental limits.</p> <p>Climate change and living within environmental limits.</p>	
Action	Outcome	Lead	Link to SD strategy	FSA Priority
<p>15. Develop sustainable, co-ordinated travel plan.</p> <p>Milestones/ targets</p> <ul style="list-style-type: none"> ❖ To establish baseline data on carbon emissions by 31 October 2008. ❖ Travel plan to be drafted for approval by EMB by 28 February 2009. 	<p>Reduce overall carbon emissions.</p>	<p>SDSG</p>	<p>Climate change, living within environmental limits and natural resource protection.</p>	<p>√</p>
<p>16. Increase the use of video conferencing in Scotland by improving existing facilities and purchasing an additional unit.</p> <p>Milestones/targets</p> <ul style="list-style-type: none"> ❖ To increase the number of VC suites to three by June 2008. ❖ To increase the use of VC facilities by 10% by April 2009 compared to April 2008. 	<p>Reducing overall carbon emissions from travel.</p>	<p>FSAS</p>	<p>Climate change and living within environmental limits.</p>	
<p>17. Reduce air travel from Belfast office by publicising and actively encouraging use of video conference facilities.</p> <p>Milestones/targets</p> <ul style="list-style-type: none"> ❖ To reduce carbon emissions per capita (flights) by 20% by April 2009 compared to April 2008 figure. ❖ To increase the use of video conference facilities by 10% by April 2009 (from April 	<p>Reduce overall carbon emissions.</p>	<p>FSA NI</p>	<p>Climate change and living within environmental limits</p>	

2008 figure).				
<p>18. Increase use of video conferencing in FSA Wales.</p> <p>Milestones/targets</p> <ul style="list-style-type: none"> ❖ Establish a baseline for Video Conference use by the newly expanded FSAW staffing complement by 31 July 2008. ❖ Increase the rate of use of VC by 5% from the baseline by March 2009. 	Reduce overall carbon emissions	FSAW	Climate Climate change and living within environmental limits.	
<p>19. Continuous Professional update by Procurement staff on sustainability issues including attendance at SD UK Annual conference and other updates/ Conferences.</p> <p>20. Objectives for all procurement staff in Procurement and contracts Team for 08/ 09 include targets for sustainable procurement initiatives.</p> <p>21. Sustainability issues to be covered in both generic FSA induction course and in-house Sustainability workshops for staff.</p> <p>22. Measurable targets set against quick wins product listing for all staff who own contracts.</p> <p>23. Development of IT strategy and programme will include greater use of e-tools.</p> <p>24. An audit of all equipment on the Asset register to be undertaken once the roll out of new equipment has been finalised.</p> <p>25. Full potential of EMS to be utilised and linked to Carbon Reduction/ offsetting programme.</p> <p>26. Under new procurement arrangements, PACT to be</p>	<p>Enhance skills base in procurement team and hence the quality of procurement advice to FSA staff</p> <p>Delivery of key sustainable procurement initiatives.</p> <p>Increase awareness of sustainable procurement within FSA.</p> <p>Deliver some procurement "quick wins".</p> <p>Greater process savings.</p> <p>Reduce carbon footprint.</p> <p>Reduce carbon footprint.</p> <p>Improve sustainability</p>	<p>Finance division</p> <p>Finance</p> <p>HR & LSA Division</p> <p>Finance to lead , all divisions to contribute.</p> <p>ISF Division</p> <p>Finance Division</p> <p>Finance division</p> <p>Finance division.</p>	<p>Sustainable consumption & production (SCP)</p> <p>SCP</p> <p>SCP</p> <p>SCP</p> <p>SCP</p> <p>Climate change.</p> <p>SCP</p>	<p>√</p>

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<p>sighted on all contracts. Sustainability issues to be addressed and targets set in all appropriate contracts.</p>	<p>advice to staff involved in the procurement process.</p>			
<p>27. Monitoring of all contracts by PaCT.</p>	<p>Assess impact of sustainability issues.</p>	<p>Finance division.</p>	<p>SCP</p>	
<p>28. Increased guidance to staff on areas to be addressed in assessing sustainability impact including risk reduction and management</p>	<p>Improved risk reduction and management by staff involved in procurement process</p>	<p>Finance division</p>	<p>SCP</p>	
<p>29. Targeted Supplier programme to be enhanced with main focus on Utilities, Buildings, FM, IT, Travel.</p>	<p>Improve the sustainability of procurement in areas of key expenditure and reduce carbon footprint.</p>	<p>Finance Division</p>	<p>SCP Climate change</p>	
<p>30. Refresh of Corporate contracts starting with Travel Contracts including Car Hire, Taxi's, Rail, Airplane, Couriers to be undertaken. Carbon offsetting scheme to be introduced.</p>	<p>Reduce carbon footprint.</p>	<p>Finance Division</p>	<p>Climate change</p>	
<p>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 Wins document.</p>	<p>Reducing carbon footprint and improving the sustainability of all procurement contracts.</p>	<p>Finance division to lead, all divisions to contribute.</p>	<p>Climate change SCP</p>	
<p>32. To monitor and report progress against this action plan. ❖ Report progress against this action plan on our website by 30 June 2009.</p>	<p>Ensure that the principles of sustainable development are embedded into the Agency's work.</p>	<p>Labelling, Standards and Allergy division.</p>	<p>All 5 principles.</p>	