

sustainable development commission

**2007 Sustainable Development Action Plan –
Progress Report**

Food Standards Agency

September 2008

1 INTRODUCTION

Government has made it clear that it wants the public sector to be a leading exponent of sustainable development (SD). The UK Government SD strategy, *Securing the Future*¹, requires all central government departments and their executive agencies to produce Sustainable Development Action Plans (SDAPs) and report progress on them regularly. SDAPs help to embed SD in all government policy and operations.

Securing the Future also empowers the Sustainable Development Commission (SDC) to act as the Government's watchdog for sustainable development. This includes "scrutinising and reporting on Government's performance on sustainable development". The SDC published *Off the Starting Block*² as an assessment of the first SDAPs, published in 2006.

The SDC has designed a self-evaluation tool with guidance to help Departments, agencies and others:

- complete progress reports for 2007/8 SDAPs.
- gauge progress on sustainable procurement against the measures in the Flexible Framework³ and
- look at the next steps in the overall SDAP process.

This report is the Agency's response to the SDC's self-assessment tool, based on its assessment of its second SDAP which was published in draft in September 2007 and finalised in November. The assessment is divided into four main sections:

- Embedding sustainability
- Taking stock
- Procurement
- Progress against actions.

2 BACKGROUND

This document reports progress against the Agency's 2007/8 SDAP covering the period from 1 January 2007 to 31 March 2008. The SDAP progress report covers the Food Standards Agency, including our offices in Scotland, Wales and Northern Ireland, but excluding the Meat Hygiene Service which published its own action plan during this period.

No major changes have been made to the SDAP in the course of the reporting period, although several actions/target have been revised. These are noted in the final section of this report.

The 2008/9 SDAP, covering the period from 1 April 2008 to the 31 March 2009, can be found on our website in draft form. This progress report has been reported to the Agency's Sustainable Development Steering Group and published on our website.

¹ *Securing the Future – Delivering the UK Sustainable Development Strategy*, HM Government, March 2005.

² *Off the Starting Block*, Sustainable Development Commission, November 2006.

³ *Procuring the Future*, Defra, June 2006 – see Section 5 for more details.

3 EMBEDDING SUSTAINABILITY

Regarding the work programme outlined in our SDAP, and based on progress towards actions, we rated the Agency on our performance on embedding sustainable development in our:

- Policies
- People
- Operations (i.e. operations policy)
- Governance, monitoring and reporting.

The following scale was used for scoring:

Starting out	Some progress	On course	Fully integrated
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Food Standards Agency’s response

	<p>Policies: On course</p>	<p>FSA’s comments in support of this rating:</p> <p>The Agency’s policies do contribute to the Government’s Sustainable Development Strategy, including the SD priorities, through safeguarding food safety, promoting healthy eating and protecting consumers’ other interests, and through work with local communities, although they are not badged as sustainable development.</p> <p>We assess sustainability 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. During the period of the SDAP a total of 29 RIA/IAs were published. Arrangements for monitoring and evaluating sustainability assessments are undergoing further development.</p> <p>Sustainable development is a regular theme in discussions with external stakeholders and delivery partners, particularly at the more strategic level. Stakeholders are consulted on Agency’s SDAP and also on any major developments of our SD policy such as the recent examination of SD in Agency Policy Making, which included a major stakeholder meeting in December 2007 as well as a full written public consultation.</p>
<p>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.</p>		

	<p>People: On course</p>	<p>FSA's comments in support of this rating:</p>
<p>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.</p>		<p>The FSA Vision and Core Values reflect sustainability principles. The basics of sustainability are also reflected in our learning and development programmes both in terms of sustainability through skills development and in raising awareness of sustainability in the way we work, for example in policy development. Sustainability is also reflected in our competency framework which is aligned to Professional Skills for Government (PSG) and associated performance management arrangements, our volunteering scheme, our recruitment practices and our internal communications processes.</p> <p>The Agency provides regular training on sustainable development which has achieved a high level of attendance. In addition we have a range of awareness raising measures including talks and seminars, displays, articles in our weekly in-house news bulletin and a dedicated section on our intranet site. We also have a group of SD enthusiasts who organise awareness raising events and encourage sustainable behaviours amongst staff.</p>

	<p>Operations: On course</p>	<p>FSA's comments in support of this rating:</p>
	<p>Criteria:</p> <p>There are systems , structures and mechanisms in place to improve the sustainability of all areas of operations and, although not fully embedded, there is a continuous programme of improvements in place.</p>	<p>In December 2007, the National Audit Office published the report "Energy consumption and carbon emissions in government departments". In it, they highlighted that "With the exception of the Food Standards Agency, no department has met or is on track to meet all targets" in relation to carbon reduction, energy efficiency and sourcing renewable energy. In addition, the SDC awarded the Agency a 5 star rating in the "Sustainable Development in Government Report 07". We would therefore rate ourselves as being on course based on these recent ratings.</p> <p>During 2007, 57% of FSA waste was recycled and 100% of electricity was sourced from renewable sources. Some things we have done this year include reducing the timing of sensor lighting from 20 to 10 minutes, fitting energy saving controllers to the water heaters, reducing the water level in all cisterns, fitting water savers saving 1 litre per flush and changing to biodegradable cleaning products.</p> <p>We are looking at continuous improvement. A decision to release 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. We have made arrangements with Green Standards to re-use items of furniture and IT equipment that we will not require after the fit out of the floors. Green Standards ensure that surplus office furniture and equipment is offered to Schools and Charities, both in the UK and developing countries. Nothing will go to landfill.</p> <p>In line with the Sustainability Agenda, desk top printers and the current black and white photocopiers will be replaced with 3 Multi Functional Devices (MFDs) per floor which will provide colour copying, printing and scanning. This will reduce electricity, paper and consumables costs. In addition personal bins will be removed and new recycling stations implemented. We will also continue to address our water consumption.</p>

	<p>Governance, Monitoring and Reporting: On course</p>	<p>FSA's comments in support of this rating:</p>
<p>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.</p>		<p>The Agency's SDAP is "owned" by its Executive Management Board (EMB). During the period covered by the SDAP, progress in relation to sustainable operations and procurement were reported quarterly to the EMB and the Agency's Board via our Management Information System. Meaningful reporting of progress on incorporating sustainability into the Agency's policy and decision making is currently being developed.</p> <p>A high level, cross-Agency steering group has been set up to provide leadership and consistency of approach with regard to sustainability as well as to monitor delivery of the action plan. The Group is also responsible for determining priorities and improving our sustainability performance.</p> <p>Governance and accountability have been strengthened via the introduction of a sustainability and diversity sign-off sheet and the requirement to include sustainability implications in Board papers.</p>

4 TAKING STOCK

1. Strengths and challenges.

The Agency's open, consumer focussed values continue to ensure we are one of leaders in stakeholder engagement in relation to sustainable development issues. In addition to the regular consultation with interested parties on the development of our SDAP, we have also closely involved both staff and stakeholders in the development of our new approach to sustainable development in policy making. The Agency has also performed particularly well on the facilities management side. In December 2007, the National Audit Office published the report "Energy consumption and carbon emissions in government departments". In it, they highlighted that "With the exception of the Food Standards Agency, no department has met or is on track to meet all targets" in relation to carbon reduction, energy efficiency and sourcing renewable energy. In addition, the SDC awarded the Agency a 5 star rating in the "Sustainable Development in Government Report 07". We have exceeded our 2007/8 SDAP targets in relation to gas, electric and water consumption. We have also exceeded our waste reduction target.

Incorporating sustainable development principles into policy making is the greatest sustainability challenge to the Agency. The first, and most crucial, step is to define more clearly what we mean by "taking sustainable development into account" in the policy making context. An innovative process designed to refine what sustainability means for Agency policy making and to clarify what the Government's sustainability principles mean in light of the Agency's remit began in Autumn 2007. It will culminate in a discussion of the issues by the Board in September 2008. Other challenges include developing an Agency travel plan and recording carbon emissions.

2. Helps and hinders

The establishment of the Sustainable Development Steering Group (SDSG) in July 2007 has helped drive forward the sustainability agenda in the Agency by providing direction and leadership. With its cross-Agency membership it is also helpful in ensuring a more integrated approach to SD. Incorporating sustainable development into the IA process continues to help embed sustainability into policy making. Lack of staff resources on the sustainable development team has meant some work has had to be reprioritised.

3. Identify a way forward

One of our main priorities for 2008/9 will be responding to the challenge of incorporating sustainability principles into policy making. A draft statement of approach will be discussed by the Board of the Food Standards Agency in September 2008 and, if agreed, will be implemented through training and revised guidance and assessment tools for staff. This is reflected in our 2008/9 SDAP.

5 PROCUREMENT

Procurement is an area of key importance to delivering sustainable development. Sustainable procurement (policy, processes and operations) should be embedded into all areas of organisations, and should be incorporated in the whole SDAP process.

The Flexible Framework (detailed in *Procuring the Future*⁴) identifies 5 key themes which 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.

For each theme in the Flexible Framework, the Agency has identified the level we have reached, and provided information in support of this self-assessment.

⁴ *Procuring the Future*, The Sustainable Procurement Task Force National Action Plan. Department for Environment, Food and Rural Affairs, June 2006.

Food Standards Agency’s response

PEOPLE	
Level 3: Practice	
<p>Criteria: Targeted refresher training on latest sustainable procurement principles. Performance objectives and appraisal include sustainable procurement factors. Simple incentive programme in place.</p>	<p>FSA’s comments: Continuous professional updated training undertaken by all Procurement staff in FSA, both internally and externally. These include Sustainability seminars/workshops including National Conferences run by the Sustainable Development Commission and networking with other Government Departments e.g. DEFRA. Sustainability procurement issues are part of the induction programme for new members of the team and FSA in general.</p> <p>The FSA has introduced an annual Awards scheme and one of the first winners was a project based on Sustainability issues.</p>

POLICY, STRATEGY & COMMUNICATIONS	
Level 3: Practice	
<p>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.</p>	<p>FSA’s comments: A general Sustainability Policy is in place and is part of the guidance available to all staff through Foodweb (internal Intranet). Further guidance is being developed and will be issued shortly. Key procurement documentation has been revised to incorporate sustainability issues and will be available for all staff to use. This will be available to staff via Foodweb and communicated to suppliers via the FSA Procurement Portal.</p>

PROCUREMENT PROCESS	
Level 2: EMBED	
<p>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. Whole-life-cost analysis adopted.</p>	<p>FSA's comments: An analysis has been undertaken on all major contracts. Clear targets are in place. Sustainability issues are now addressed as a matter of routine at an early stage on contracts over £50k. Work is in progress to address smaller value contracts and procurement activity. The vast majority of FSA contracts are awarded on the basis of most economically advantageous tender not lowest price.</p> <p>The quick wins identified by the Market Transformation Programme have been adopted wherever possible and progress is being made towards the others.</p>

ENGAGING SUPPLIERS	
Level 2: Embed	
<p>Criteria: Detailed supplier spend analysis undertaken. General programme of supplier engagement initiated, with senior manager involvement.</p>	<p>FSA's comments: Where a detailed analysis has been undertaken, those suppliers have been set targets. All bidders must address Risk, Business continuity and other Sustainability issues.</p>

MEASUREMENTS & RESULTS	
Level 2: Embed	
<p>Criteria: Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken. Measures implemented to manage the identified high risk impact areas.</p>	<p>FSA's comments: The impact of addressing Sustainability issues in procurement activity is being continuously addressed. Measures are in place to identify areas of high risk.</p>

6 PROGRESS AGAINST ACTIONS

The tables below show progress against specific actions in its 2006 SDAP. The table 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:

- **Complete** indicates that an action is complete, and the associated output/outcomes fully realised
- **Green** indicates the action is incomplete in one or more aspects, but is still on target
- **Amber** indicates that an action is behind target, but recoverable

- **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, Bills, guidance, literature
- Objective performance measures, indicators and associated sources of data
- Reports of events, particularly outcomes and next steps
- Auditable correspondence
- Auditable activities.

In column G, FSA reported 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*⁵. 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

⁵ *Securing the Future – Delivering the UK Sustainable Development Strategy*, HM Government, March 2005.

FSA's self-assessment of progress towards SDAP actions

SDAP PROGRESS REPORT 2007 – 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	Stakeholder workshop to be held	30 November 2007	LSA Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Well attended, successful meeting which generated many useful ideas which have been fed into the Agency's draft "Approach to Sustainable Development in Policy Making". Note of meeting on intranet site. Article in January edition of FSA news.	✓	3	On all 4 priorities
2	Informal consultation on the Agency's sustainability role to be held.	January 2008.	LSA Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Consultation on the Agency's draft "Approach to Sustainable Development in Policy Making" was issued on 11 March to over 300 interested parties. Consultation document and summary of responses is on FSA website.	✓	3	On all 4 priorities
3	Board discussion of the Agency's role.	31 May 2008. This target has been changed to September 2008	LSA Division	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	The Board discussion has been re-scheduled for September 2008 due a heavy agenda in June and July. Revised timetable available on file.	✓	3	On all 4 priorities
4	Impact assessments will include sustainability considerations.	28 February 2008	LSA Division to monitor.	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber	All Impact assessments are required to include sustainability considerations but we have been unable to monitor actual progress as other work streams such as the draft "approach" have taken priority.		3	On 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
				<input checked="" type="checkbox"/> Red				
5	To reach level 1 of the Flexible Procurement Framework.	31 March 2007	Finance Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	See comments under section 5.	✓	2	On sustainable consumption and production
6	To reach level 2 of the Framework.	31 March 2008	Finance Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	See comments under section 5.	✓	2	On sustainable consumption and production
7	To reduce gas consumption in Aviation House.	2% for 2007/8 relative to 2006/7 levels.	Information Services & Facilities Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Actual reduction 9.94%. See 2006/7 and 2007/8 SOGE reports.	✓	2	On climate change and energy.
8	To reduce electric consumption in Aviation House.	By 3% for 2007/8 relative to 2006/7 levels.	Information Services & Facilities Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Actual reduction 5.43%. See 2006/7 and 2007/8 SOGE reports.	✓	2	On 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
9	Reduce water use per capita in Aviation House.	By 1% for 2007/8 relative to 2006/7 levels	Information Services & Facilities Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Actual reduction of 3.52%. See 2006/7 and 2007/8 SOGE reports.	✓	2	On natural resource protection and environmental enhancement
10	To reduce waste volume.	By 2% for 2007/8 relative to 2006/7 levels	Information Services & Facilities Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Actual reduction of 7.24%. See 2006/7 and 2007/8 SOGE reports.	✓	2	On Climate change and natural resource protection and environmental enhancement.
11	To increase the number of dual fuel cars on the FSAS fleet 2007 (currently have 2 out of the 5 in the FSAS fleet)	to 5 by 31 December	FSA Scotland	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	In February 2007 Food Standards Agency Scotland replaced all five pool cars with diesel models thus reducing fuel consumption by half.	✓	2	On Climate change and energy.
12	To reduce electricity consumption at the Aberdeen Office.	By 7% by April 2008 (from April 2007 figure).	FSA Scotland	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber	In 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.	✓	2	On 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
				<input type="checkbox"/> Red				
13	To increase the use of video conference facilities	By 10% by April 2008 (from April 2007 figure).	FSA Scotland	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input checked="" type="checkbox"/> Amber <input type="checkbox"/> Red	Although travel by FSAS staff is often essential our aim is that by increasing use of VC facilities we will reduce our travel expenditure, thus reducing CO2 emissions. Unfortunately use of VC facilities has been limited . To address this, the existing units have now been replaced and an additional facility purchased increasing the complement to three.		1	
14	To maintain liP accreditation following reassessment against the revised Standard.	by late 2007	Human Resources Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	liP report available on intranet site.	✓	1	On all 4 priorities
15	To develop the management capability and practice of middle managers through skills development.	By April 2008	Human Resources Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Learning and development programme 2007/8 available in HR section.	✓	1	On 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
16	To run the next phase of the lifestyle screening programme.	March 2007	Human Resources Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Evidence from HRD files.	✓	1	On all 4 priorities
17	SDSG to be set up	By July 2007	LSA Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	Information, including membership details, agendas, papers and minutes of meetings on SD page of intranet site.	✓	1	On all 4 priorities
18	SDSG to hold its first meeting.	By August 2007	LSA Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	As above.	✓	1	On all 4 priorities
19	The rollout of the Sustainability and Equality checklist.	By August 2007	LSA Division	<input checked="" type="checkbox"/> Complete	See archived issue of in-house magazine "Matters" and also under Rules and Tools on intranet site. Copies of checklists received available on file.	✓	1	On 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
				<input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red				
20	The introduction of quality assurance checks.	By October 2007	LSA Division	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input checked="" type="checkbox"/> Red	We have been unable to introduce these checks as other work streams such as the draft "approach" have taken priority.		2	On all 4 priorities
21	Ad hoc panel of sustainability experts to be set up.	By September 2007	LSA Division	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	This target is no longer relevant as the need for this panel is being reassessed. Alternative sources of expert input and advice are being investigated and are being considered further. Notes on registered file.	✓	1	On all 4 priorities
22	Review of sustainability assessments and their impact.	By May 2008	LSA Division	<input type="checkbox"/> Complete <input type="checkbox"/> Green <input type="checkbox"/> Amber <input type="checkbox"/> Red	This has been subsumed into the more general review of Sustainable Development in Agency policy making. See evidence for action points 1 and 2.	✓	2	On all 4 priorities
23	Report progress against this Plan on the Food Standards Agency's	By May 2008.	LSA Division	<input checked="" type="checkbox"/> Complete <input type="checkbox"/> Green	Action complete but behind original target date. This progress report will be published on FSA website.	✓	1	On 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
	website.			<input type="checkbox"/> Amber <input type="checkbox"/> Red				

FSA's response signed by:

SD Reporting Officer: Karen Dell, Sustainability Team
SD Responsible Officer: Tim Smith, Chief Executive

A handwritten signature in black ink, appearing to be 'Tim Smith', enclosed within a rectangular box drawn with two horizontal lines.

SDC review and commentary:

Reviewed by:

Peer reviewed by:

Authorised by:

Sign-off date:

Sustainable Development Action Plan – Progress Report Summary 2008

Organisation: **Food Standards Agency**

Department Non-Ministerial Department Executive Agency NDPB Other

Report of progress against: Sustainable Development Action Plan - 1 January 2007 to 31 March 2008.

Progress Against Actions

Percentage of actions complete or on target: 86.0%
Average impact rating* of all the actions which are complete or on target: 2.00

*The Impact rating (1-4) is a self-assessment of the contribution to SD priority areas, and is not an indication of performance.

Embedding Sustainability

Self assessment ratings against four themes: To what extent is sustainable development embedded?

Policies	People	Operations	Governance, Monitoring and Reporting
On Course	On Course	On Course	On Course

Sustainable Procurement

Self assessment ratings against five themes of the Flexible Framework: What level has the organisation already reached? (Where an alternative sustainable procurement tool has been used, please provide an appropriate summary.)

People	Policy, Strategy & Communications	Procurement Process	Engaging Suppliers	Measurements and Results
Level 3 - Practice	Level 3 - Practice	Level 2 - Embed	Level 2 - Embed	Level 2 - Embed

Taking Stock

What have been the **highlights** of your organisation's sustainable development progress over the past year?

- Energy use - see NAO report of December 2007. Gas & electric reduction targets in SDAP exceeded.
- Facilities management - see SDC Sustainable Development in Government Report 07. Water use and waste reduction SDAO targets exceeded.

What are the key **challenges** for the future?

- Incorporating Sustainable Development into policy making.
- Developing an integrated travel plan.

What are the key things which have **helped and hindered** progress towards sustainable development?

Helps:

- Setting up Sustainable Development Steering Group and representation from across the Agency.

Hinders:

- Limited staff resources dedicated to SD. This situation was exacerbated by a six month development secondment for one member of the SD team.

What **lessons have been learnt** from the progress report? How will these be taken forward in the next SDAP?

- We have learned that implementing SD into policy making is our biggest challenge and that this should be a priority for the 2008/9 SDAP.
- More resources need to be dedicated to SD. From September 2008, organisational changes will be made in the Agency and a dedicated SD branch set up. The number of full time equivalent staff working on SD will be increased by over 50%.

Please summarise how the SDAP is aligned with and has helped your organisation to deliver its high level strategic objectives, including any Public Service Agreements (PSAs) and Departmental Strategic Objectives (DSOs).

The 2007/8 SDAP was based on the Agency's Strategic Plan 2005/10.

Authorised by: SD Responsible Officer - Tim Smith, Chief Executive

Date:

