

**sustainable development commission**

**2006 Sustainable Development  
Action Plan Progress Report**

**Department for Environment, Food and  
Rural Affairs**  
With SDC Commentary

**November 2007**

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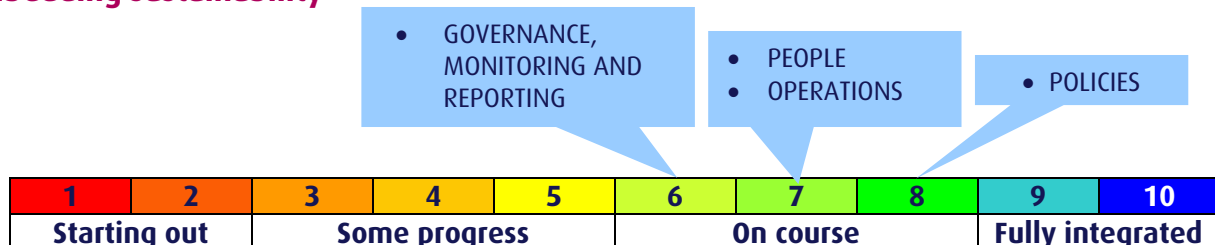
## DEFRA'S SELF ASSESSMENT SUMMARY

This is a summary of Defra's progress report; the full version begins on page 7.

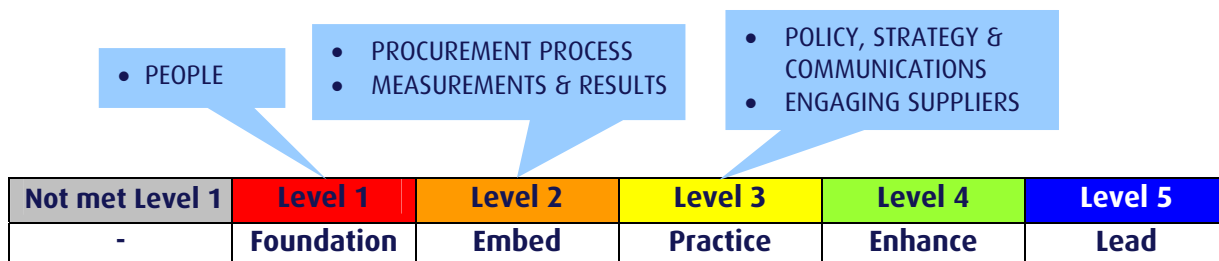
The core purpose of the Department for Environment, Food and Rural Affairs (Defra) is to improve the current and future quality of life, by integrating environmental, social and economic objectives – putting sustainable development into practice every day, and championing SD as the way forward for Government.

**Progress against actions:** 79% of actions were reported as complete or on target.

### Embedding sustainability



### Procurement – Flexible Framework



## SDC'S SUMMARY COMMENTS

This is a summary of SDC's commentary; the full version begins on page 4.

Overall, Defra reported a good level of progress against the actions in its SDAP, on embedding sustainability, and on sustainable procurement. The departmental strategy refresh resulted in renewed interest and involvement in the SD agenda, and clarified and reinforced its importance to the department.

#### Strengths:

- Good evidence to support the levels reported for progress on embedding sustainability and on sustainable procurement
- Progress reported on awareness raising and engagement was particularly positive
- Senior level ownership, buy-in from senior managers, and a board level champion for SD.

#### Weaknesses:

- The quality of evidence in the actions table was variable
- The rationale for impact ratings was not provided.

#### Challenges for next year's SDAP progress report:

- Demonstrate how the Department is considering the impact of the actions in its SDAP
- Provide further details of how the SDAP is monitored, and the governance systems in place to support delivery.

# INTRODUCTION

Government has made it clear that it wants the public sector to be a leading exponent of sustainable development (SD). The UK SD strategy, *Securing the Future*,<sup>1</sup> requires all central government Departments and their Executive Agencies (EAs) to produce Sustainable Development Action Plans (SDAPs) and report progress on them regularly. An SDAP sets out the strategic actions that the organisation intends to take to integrate sustainable development into its decision-making and everyday operations. It thereby helps the organisation make its required contribution to the delivery of the Government's commitments and goals set out in *Securing the Future*.

*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".

Most Departments published their first SDAP in 2006. These plans contained commitments for 2006/07, and the SDC is now reporting on progress made by Departments against those commitments.

The purpose of progress reporting is three-fold:

1. To see what progress had been made against the first plans
2. To encourage Departments and others to evaluate the quality, purpose and contribution of their SDAPs, as well as the individual actions and policies, in regards to the UK's SD goals
3. To strengthen the quality of future SDAPs and reporting by identifying strengths, weaknesses and priority areas for improvement.

To help Departments and EAs produce quality progress reports, the SDC designed a

self-assessment guidance tool. The tool covers the following areas:

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

- **Progress against actions:** Report progress against 2006/07 commitments and against any significant actions that did not feature in the original SDAP
- Consider the impact of actions and the contribution these actions would make to the SD "shared priorities for immediate action"<sup>2</sup> (from here on referred to as the "SD shared priorities")
- **Embedding sustainability:** Consider how well SD had been embedded into policies, people, operations and reporting mechanisms
- **Procurement:** Gauge progress on sustainable procurement against the criteria in the Flexible Framework<sup>3</sup> or a suitable alternative
- **Taking stock:** Identify what had helped and hindered the organisation in delivering its SDAP.

This report comprises the SDC's commentary, followed by the Department for Environment, Food and Rural Affairs' (Defra's) full progress report.<sup>4</sup>

The SDC's commentary evaluates the progress reported by Defra, as well as the quality of its self-assessment.<sup>5</sup> All ratings/levels reported are the organisation's own judgement of performance, and there was no process of external verification by the SDC.

The commentary does not review the content of the original SDAP. As such, comments should not be taken as an endorsement of actions and policies pursued. The SDC has already commented on Departments' first SDAPs and provided summarised assessments in the 2006 report *Off the Starting Block*.<sup>6</sup>

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<sup>2</sup> The SD shared priorities for immediate action, as outlined in *Securing the Future*, are: sustainable consumption and production, climate change and energy, natural resource protection and environmental enhancement, and sustainable communities.

<sup>3</sup> *Procuring the Future*, Defra, June 2006 – see Section 2 for more details.

<sup>4</sup> Reported progress against: *'Sustainable Development Action Plan'* Defra, December 2005,

<sup>5</sup> Please see SDAP Progress Report methodology paper – [www.sd-commission.org.uk](http://www.sd-commission.org.uk).

<sup>6</sup> *Off the Starting Block*, Sustainable Development Commission, November 2006.

## SDC'S COMMENTARY

### Progress against actions

The Department for Environment, Food and Rural Affairs (Defra) reported good progress against the actions in its 2006 SDAP:

- 79% of all actions were reported as complete or on target
- Almost all of the high impact actions (impact rating 3 or 4) were either complete or on target
- Evidence and/or comments were provided against the majority of actions.

However, the quality of information provided in this section was variable:

- In several instances the text provided either did not directly correspond to the action, or cover all parts of the action. For example, action 8 was to publish a revised travel strategy and to expand the carbon offset scheme to cover rail and road, but the comments did not mention progress on the latter. The report back on action 13 listed a number of **think sustainable** activities, but did not say whether an internal communications strategy had been produced.
- Some actions were listed as being "on target" even though the target date had passed. These actions should have been reported as "complete" or "behind but recoverable". For example, action 33 to respond to the SDC report *I Will if You Will* by the end of 2006 was reported as "on target", yet the response had not yet been published.
- Where progress was behind target, or actions had been completed but later than planned (eg. the new *Waste Strategy for England*, or *National Action Plan for Sustainable Procurement*), reasons were not always provided.
- Defra reported that evidence was not readily available across the board. However, this may have resulted from a misinterpretation of the question, as a number of actions had a web-link as evidence, and these were accessible.

Although Defra considered that its actions as a whole, once completed, would make a good

contribution to the SD shared priorities, it did not explain the rationale behind the impact levels selected. **The SDC would have liked to have seen more commentary to explain how Defra had considered the SD impacts of its actions.**

### Embedding sustainability

Defra considered itself to be "on course" for embedding SD into *policies, people, operations and systems for governance, monitoring and reporting*. Good evidence was provided to support the levels chosen for all themes. On *governance, monitoring and reporting*, it was positive that Defra reported senior level ownership at the Director, Management Board and Permanent Secretary level; and that it had established an external Stakeholder Panel to monitor progress against the SDAP and provide a challenge function, including reviewing its progress report. However, it was not entirely clear what systems had been put in place to deliver, monitor and report on the SDAP itself.

Defra demonstrated a particularly good level of activity on raising awareness and engagement across the Department, and with other government Departments and stakeholders, such as:

- Held an SD open meeting for staff and colleagues from the Defra Network, Government Departments and stakeholders
- Ran sessions to raise awareness and build SD capacity
- Worked closely with the internal communications team to promote knowledge transfer and coherent messaging on SD
- Had an SD Enthusiasts Network with 70 members across divisions to help engage staff at the local level and disseminate information across Defra.

Defra also reported a number of positive developments on operations. For example, it won awards for the sustainability of two of its buildings, worked with the Carbon Trust on a Carbon Management Programme, and made energy savings through a pilot scheme on voltage optimisation. **However, the SDC would also liked**

**to have seen details on any steps taken to reduce waste, given that performance was behind target in SDIG 2005/6, and coverage of travel, biodiversity, and social impact.**

Defra reported that it was continuing to improve the SD content of its training courses. The SDC looks forward to seeing how this progresses in 2007/08, and encourages the department to demonstrate how it is reflecting SD in its core skills and leadership development, recruitment, career planning and performance management.

On embedding SD into policies, Defra worked with the Better Regulation Executive and SDC to strengthen the coverage of SD in the new Impact Assessment guidance.<sup>7</sup> The SDC welcomes the continued dialogue on evaluating SD and broader outcomes of government policy.

Internally, sustainability audit workshops were held around six key policies, which highlighted benefits of thinking about SD, best practice, and areas where more consideration is needed. All new policies were subject to a Regulatory Impact Assessment (RIA), in which policy leads were encouraged to include SD at an early stage, and had to include a sustainability assessment. A tool was developed (*Stretching the Web*) to help policy makers think about the economic, environmental and social impacts of their proposals.

Defra also had a Ministerial Challenge Panel on Regulation that challenged key policies. **The SDC would have liked to see more detail on the extent to which SD was included in the Challenge Panel process.** Further, Regulatory Improvement Units advise policy teams on aspects of better regulation, and encourage policy makers to use SD tools.

The SDC would have welcomed further details of how Defra ensured that policy development (both internally and across government) took a holistic SD approach in practice, given the strong cross-government focus on reducing regulatory burden. The SDC would have also liked to see evidence of how Defra had aligned its policy with the SD Strategy, joined up policy goals under the SD

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<sup>7</sup> The new guidance was introduced in May 2007, replacing 'Regulatory Impact Assessment' with 'Impact Assessment'. As progress reports cover actions prior to this date, the term RIA is still used in that context.

umbrella, and promoted SD in external partnerships and relationships.

## Procurement

Defra reported progress against the Flexible Framework, and assessed itself as being at the "foundation" level for *people*; at the "embed" level for *measurement and results* and *procurement process*; and at the "practice" level for *engaging suppliers* and *policy, strategy and communications*. On the whole, a good level of evidence was provided to support the levels chosen for each theme:

- Has had its own Sustainable Procurement Policy, Strategy and Toolkit in place since December 2005. However it was not clear whether this covered risk, process integration, marketing, supplier engagement, measurement and review process, or whether it had been endorsed at a high level.
- Set up a collaborative procurement group, bringing key procurement staff from across the Defra family together to identify opportunities for collaboration and develop work programmes on common issues – one of which was sustainability. While this was positive, the SDC would also have liked to see how SD was being considered in the other work programmes, rather than it being seen in isolation.
- Good progress had been made towards the next level of the Flexible Framework on *people* – providing all procurement staff with sustainable procurement training. The SDC looks forward to seeing whether Defra has moved to "embed" in next year's progress report.
- Provided secretariat support to the Sustainable Procurement Task Force report *Procuring the Future* and led on the Government's response to the report and the *UK Government Sustainable Procurement Action Plan*.
- Committed to reaching level five ("lead") of the Flexible Framework by Autumn 2008, and developed a programme of work to achieve this. However, it is not clear whether this relates only to the *policy, strategy and communications* theme, where this statement is reported, or whether Defra intends to reach this level on all themes.
- Identified key sustainability impacts of its procurement activities, and included

sustainability requirements in its high impact contract areas. The SDC would be keen to see whether Defra can build on this progress by including sustainability requirements in all areas of spend, and demonstrating how risks are managed through all stages of the procurement process, including ongoing management.

- Launched a Supplier Engagement Programme at its first supplier conference in February 2007. The SDC looks forward to hearing how Defra progresses with its sustainability forum and programme of work, which was reported to be in development. The SDC would also welcome further information on what the Programme includes, in particular whether it addresses supplier spend analysis, and evidence of supplier buy-in.

However, in some instances Defra did not provide evidence against all of the criteria listed in the Flexible Framework, for example:

- Whether a sustainable procurement champion had been identified
- Whether SD had been incorporated into the induction programme for key employees
- How it ensures sustainable procurement is part of the wider departmental sustainable development strategy
- Whether it had adopted a whole life cost approach to procurement decisions, and awarded contracts on the basis of value-for-money, not lowest price
- Whether procurers had adopted Quick Wins.

Further, on *monitoring and results*, Defra reported that it was taking forward work to identify and manage risk in the supply chain, in particular mapping and quantifying social issues and impacts. The SDC considers that this activity needs to have been completed before being at the “embed” level, but welcomes that Defra is clearly moving in the right direction.

Based on the progress reported, the SDC considers that Defra made good progress on sustainable procurement, and looks forward to seeing how it progresses further in future.

### Taking stock

At the start of the SDAP process Defra felt that progress was held back by a lack of ownership and

buy-in. However, these issues were addressed, and it reported that senior level ownership, buy-in from senior managers, and the nomination of a management board champion, helped to deliver the SDAP. Other factors which supported delivery included:

- Good communications with the corporate centre of Defra (Programme and Project Management Unit, Business Planning)
- That SD was already embedded to a reasonable level, so it was not starting from a zero baseline
- Successful **think sustainable** campaign and SD Enthusiasts network, and willingness of staff to get involved.
- PSA1 gave it accountability for championing SD across Government.

Focus had temporarily shifted away from existing business, including delivery of the SDAP, with the launch of the departmental strategy refresh and change programme which was introduced under new Ministerial priorities in May 2007. However, once priorities were established there was a renewed interest and involvement in the SD agenda. Further, communications on the position of SD within Defra’s strategy clarified and reinforced its importance to the department.

### Summing up

**Overall, Defra reported a good level of progress against the actions in its SDAP, on embedding sustainability, and on sustainable procurement.**

The quality of evidence provided was, on the whole, high. In particular, the sections on embedding sustainability and assessing performance on procurement against the Flexible Framework contained a number of interesting and often innovative examples to support the levels chosen. Better evidence could have been provided, however, in the actions table and on how sustainability was being embedded into governance, monitoring and reporting. The SDC would also liked to have seen the rationale for impact ratings.

The progress report itself was comprehensive, well written and clear, and covered all of the areas outlined in the SDC Guidance Tool.

**sustainable development commission**

**2006 Sustainable Development  
Action Plan Progress Report**

**Department for Environment, Food and  
Rural Affairs' Self-Assessment**

**23<sup>rd</sup> July 2007**



# 1 EMBEDDING SUSTAINABILITY

Defra was asked to consider whether the activities arising from its SDAP enabled it to capture the opportunities of sustainable development for its customers, partners and staff and, if so, how.

Regarding the work programme outlined in its SDAP, and based on progress towards actions, Defra rated itself out of 10 for its

performance on embedding sustainable development in its:

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

The following scale was used:

1	2	3	4	5	6	7	8	9	10
<b>Starting out</b>		<b>Some progress</b>			<b>On course</b>			<b>Fully integrated</b>	

## Defra's response

<b>Level: 8</b>	<b>Policies:</b> On course	<b>Defra's comments in support of this rating:</b>
<p><b>Criteria:</b></p> <ul style="list-style-type: none"> <li>• Much alignment of policy with Government SD Strategy, UK Framework and related guidance</li> <li>• Much joining-up policy goals under the SD umbrella</li> <li>• Much signalling SD in external partnerships and relationships</li> <li>• Much embedding SD in policy approval processes / Regulatory Impact Assessments (RIAs)</li> <li>• Much effective stakeholder engagement</li> <li>• Much building SD capacity among delivery partners.</li> </ul>		<ul style="list-style-type: none"> <li>• Sustainability audit workshops with six key policies were conducted in autumn 2006. Results showed that in many policy areas, policymakers are already putting SD into practice in their work. These sessions flagged up benefits of thinking about SD, best practice, but also areas where more consideration was needed.</li> <li>• Face-to-face meetings were held with all Defra's Directors in autumn 2006 to monitor progress on SDAP commitments. This provided an opportunity to engage Directors on the SD agenda and check the status of actions.</li> <li>• Defra held its first SD Open Meeting in February 2007 for staff and colleagues from the Defra Network, Government Departments and stakeholders. This provided an opportunity for attendees to hear about, and challenge the Management Board on Defra's approach to SD and to implementing SD in policy.</li> </ul> <p>Cont...</p>

**Criteria:**

- Much alignment of policy with Government SD Strategy, UK Framework and related guidance
- Much joining-up policy goals under the SD umbrella
- Much signalling SD in external partnerships and relationships
- Much embedding SD in policy approval processes / Regulatory Impact Assessments (RIAs)
- Much effective stakeholder engagement
- Much building SD capacity among delivery partners.

- All new policies in Defra are required to complete a Regulatory Impact Assessment (RIA). Defra's Better Regulation and Regulation Improvement teams encourage policy makers to complete the sustainability checklist as part of this process, for example by using the *Stretching the Web* tool. We are now seeing evidence (in e.g. submissions and consultations) that policymakers are using this and other SD tools, to ensure that sustainability aspects of their proposals are fully considered.
- New certified training for policymakers has been piloted and is now being rolled out for policymakers in Defra. SD and the *Stretching the Web* tool is a key part of the course content.
- The Defra as Sustainability Leader (DaSL) team have run sessions with several teams across the Defra Network and with some Government Departments to raise awareness and build capacity on SD. Sessions have included discussions on *Securing the Future*, *Stretching the Web*, the **think sustainable** campaign and a range of work and activities across the SD agenda. These sessions also aimed to share best practice and support staff in embedding SD into their work areas.

The DaSL team have also engaged with the Defra Network (Executive Agencies and NDPBs) through a full-day workshop, sharing best practice and hearing presentations from a number of organisations.

<b>Level:</b> <b>7</b>	<b>People:</b> On course	<b>Defra's comments in support of this rating:</b>
<p><b>Criteria:</b></p> <p>SD is greatly reflected in:</p> <ul style="list-style-type: none"> <li>• Core vision and values</li> <li>• Training and development (e.g. core skills, induction, leadership development)</li> <li>• Performance management (e.g. competency framework)</li> <li>• Recruitment</li> <li>• Career planning and placements</li> <li>• Internal communications</li> <li>• Volunteering</li> <li>• Fund raising</li> </ul>		<ul style="list-style-type: none"> <li>• SD is reflected in Defra's core vision and values and is the overarching aim of the Department.</li> <li>• SD played a prominent role in Defra's recent strategy refresh. For example, a panel consisting of the Director for Strategy and SD, DG for Environment and DG for Natural Resources and Rural Affairs held a seminar for Defra staff on "Does <i>One Planet Living</i>® mean SD is dead? – No".</li> <li>• SD also features in the Defra staff survey and quarterly pulse surveys – details of survey results are shown in Annex 4, attached.</li> <li>• Work continues to improve the SD content of our training courses, including our e-induction package for new staff. Sustainable procurement training has been offered for relevant staff within Defra and the Defra network (Executive Agencies and NDPBs) and Defra had held two sustainable procurement workshops for SCS across Whitehall to raise awareness of the agenda.</li> <li>• Regular SD lunchtime seminars provide staff with information about interesting SD-related topics, including updates on specific policy areas within Defra. Recent seminars have included "<i>The Low Carbon Diet</i>" and "<i>Renewable Materials – The Future of Nearly Everything</i>".</li> <li>• Defra's Sustainable Development Unit (SDU) has worked closely with staff in the internal communications team to ensure knowledge transfer and coherent messaging on SD communications.</li> <li>• SDU re-launched the volunteering web pages on Defra's intranet and encouraged staff to use their 1 day's special leave for volunteering, by holding a volunteering fair with external organisations and collating case studies for staff. SD-related projects were particularly highlighted.</li> </ul> <p>Cont...</p>

<p><b>Criteria:</b> SD is greatly reflected in:</p> <ul style="list-style-type: none"> <li>• Core vision and values</li> <li>• Training and development (e.g. core skills, induction, leadership development)</li> <li>• Performance management (e.g. competency framework)</li> <li>• Recruitment</li> <li>• Career planning and placements</li> <li>• Internal communications</li> <li>• Volunteering</li> <li>• Fund raising</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Managers were also encouraged to participate in volunteering events and this was highlighted to staff through internal communications.</li> <li>• A dedicated team has been created within the People and Performance Directorate, to lead on equality, diversity and corporate social responsibility, including a new CSR manager and a new emphasis on wellbeing at work.</li> <li>• Defra's SD Enthusiast Network now totals about 70 members across all Divisions. The Network helps to engage at the local level and disseminate information across Defra. Some members have taken on specific roles, including SD-proofing their Division's policies, organising SD seminars or surveying colleagues to get a clearer understanding of how best to target SD messages.</li> </ul>
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<p><b>Level:</b> <b>7</b></p>	<p><b>Operations:</b> On course</p>	<p><b>Defra's comments in support of this rating:</b></p>
	<p><b>Criteria:</b> Much structure around the Framework for Sustainable Development on the Government Estate including elements such as:</p> <ul style="list-style-type: none"> <li>• Management systems (e.g. EMS)</li> <li>• Energy, water, waste (resource efficiency, recycling etc.)</li> <li>• Travel</li> <li>• Sustainable procurement (e.g. efficient, green, fair, local, healthy)</li> <li>• Construction and refurbishment.</li> <li>• Biodiversity</li> <li>• Positive social and community impact</li> </ul>	<p>The recent SDIG report for 2005-6, published by SDC, showed that Defra met targets on water efficiency, on data collection on waste, on renewable energy and on sustainability in new builds and refurbishment. We did not meet the targets on waste reduction, on increased recycling, on carbon dioxide emissions from the estate and on energy efficiency. That placed us in the middle of the pack with a three star rating.</p> <p>However, there is a great deal of work taking place within Defra to improve our operations performance:</p> <ul style="list-style-type: none"> <li>• Our continued work alongside the Carbon Trust includes: a system to highlight potential sites for energy saving projects, a framework for staff motivation programme and an internal carbon trading system.</li> </ul> <p>Cont...</p>

**Criteria:**

Much structure around the Framework for Sustainable Development on the Government Estate including elements such as:

- Management systems (e.g. EMS)
- Energy, water, waste (resource efficiency, recycling etc.)
- Travel
- Sustainable procurement (e.g. efficient, green, fair, local, healthy)
- Construction and refurbishment.
- Biodiversity
- Positive social and community impact

- A project to engage Facilities Managers to improve understanding of the issues around climate change has been designed and is currently being rolled out.
- An electricity voltage optimisation device, Powerperfector, has been piloted at three sites, resulting in an average 11% energy saving so far. This programme will now be rolled out to a further 19 sites. Total carbon savings for all 22 sites is estimated to be 560 tonnes a year.
- Defra has been working with the Carbon Trust on a Carbon Management Programme. We are applying for match funding from Salix, initially for four new projects.
- We are developing a communications and training programme for staff on Defra's ISO 14001 certified Environmental Management System.
- Construction & Refurbishment: All recent refurbishments have been to BREEAM 'Excellent' standards and our new building at Alnwick is being developed as the first carbon neutral building on the Government estate, with the potential of it being zero carbon, subject to the necessary assessment once the projected has been completed.

Recent refurbishments have been met with awards including the 2006 RICS London Region Sustainability Building of Year award for Nobel House, and both the 2006 BRE Bespoke BREEAM Award and 2006 RICS South East Region Sustainability Building of the Year award for Mills Building in Weybridge.

<p><b>Level: 6</b></p>	<p><b>Governance, Monitoring and Reporting: Some progress</b></p>	<p><b>Defra's comments in support of this rating:</b></p>
<p>Defra scored itself based on how it felt it is progressing on creating and embedding the appropriate mechanisms and processes to record and report progress of SDAPs, and sustainable development generally.</p> <p>This was a subjective assessment, with no pre-defined criteria.</p>		<ul style="list-style-type: none"> <li>• Senior level ownership of SDAP at Director, Management Board and Permanent Secretary level.</li> <li>• SDU have worked closely with Defra's Programme and Project Management Unit to influence HMT's request that all Departments report on SD in their Departmental Annual Report (DAR) 2007.</li> <li>• Internally, reporting on SD was already included in DAR.</li> <li>• Progress against the sustainable development Public Service Agreement (PSA1) is measured by the trends in the sustainable development framework indicators. Overall, Defra is on course to meet the target. Further details on how this target is measured can be found at <a href="http://www.defra.gov.uk/corporate/busplan/busplan.htm">http://www.defra.gov.uk/corporate/busplan/busplan.htm</a></li> <li>• Sustainable development features on the agendas of both our Corporate Resources Group and the Defra Management Board and is regularly discussed. SDU has identified that senior level accountability is crucial to successful delivery.</li> <li>• We have established an external Stakeholder Panel to monitor progress against the SDAP and to provide a challenge function.</li> <li>• Defra held its first SD Open Meeting in February 2007 where Management Board members were challenged on Defra's approach to SD. The audience included staff from the Defra Network, Government Departments, SDC and the SDAP Stakeholder Panel.</li> <li>• Defra coordinates and provides the Secretariat support to several cross-Whitehall SD groups, including the SD Programme Board, SD Policy Working Group and Sustainable Procurement and Operations Board.</li> <li>• The Defra as Sustainability Leader Team coordinate the Defra network of SD contacts and keep them informed of news, progress and best practice through regular highlight reports. Workshops, as mentioned previously, are also held.</li> </ul> <p>Cont...</p>

<p>Defra scored itself based on how it felt it is progressing on creating and embedding the appropriate mechanisms and processes to record and report progress of SDAPs, and sustainable development generally.</p> <p>This was a subjective assessment, with no pre-defined criteria.</p>	<ul style="list-style-type: none"> <li>• SDU is currently undertaking a review of all UK SD strategy commitments. This will enable the SD Programme Board to focus on any weaknesses in delivery.</li> <li>• We have developed strong links with the National Forest Company (NFC), a Defra NDPB, on a project to analyse their overall contribution to SD. Defra provided a secondee to the project and was represented at steering group meetings. The project report will be officially launched at Defra in London in July 2007.</li> </ul> <p>We are currently setting up the DaSL programme, the delivery plan of which will be our 2007/9 SDAP, due later this year.</p>
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## 2 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*<sup>8</sup>) 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, Defra identified the level it has reached, and provided information in support of this self-assessment.**

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<sup>8</sup> *Procuring the Future*, The Sustainable Procurement Task Force National Action Plan. Defra, June 2006.



## Defra's response

PEOPLE	
Level 1: FOUNDATION	
<p><b>Criteria:</b> Sustainable procurement champion identified. Key procurement staff have received basic training in sustainable procurement principles. Sustainable procurement is included as part of a key employee induction programme.</p>	<p><b>Defra's comments:</b> Staff from across Defra attended the National Sustainable Procurement Conference on 1st November 2006. Sustainable Procurement training was delivered to key procurement staff in Defra's Procurement and Contracts Division (PCD) on 12th December 2006. In 2006 Defra's PCD set up a Defra collaborative procurement group. The group has brought together key procurement staff from across the Defra family who have identified opportunities for collaboration and developed work programmes on common procurement issues. The work programmes cover category management, supplier relationship, contract management, market analysis and sustainability. The sustainable procurement workstream has focused on providing all procurement staff with sustainable procurement training. Further training sessions have been held in May/June 2007. Progress against the people theme has been slow due to the lack of dedicated resources for training.</p>

POLICY, STRATEGY & COMMUNICATIONS	
Level 3: PRACTICE	
<p><b>Criteria:</b> 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><b>Defra's comments:</b> Defra has had its own Sustainable Procurement Policy, Strategy and Toolkit since December 2005. Defra provided secretariat support to the business led sustainable procurement task force who produced its report 'Procuring the Future' on 12th June 2006. After the report was published Defra took the lead by committing to reaching Level 5 of the Flexible Framework by Autumn 2008 and has developed a programme of work to help meet this aim. Defra has since led on the Government's response to the Task Force report and the UK Government Sustainable Procurement Action Plan (SPAP) which was published on 5th March 2007. A communication strategy is currently being developed for the SPAP and for sustainable procurement across Defra. Defra's own Policy, Strategy and Toolkit will now be refreshed in line with the SPAP. This had been delayed until it was publicised.</p>

## 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. Whole-life-cost analysis adopted.

**Defra's comments:**

The sustainable impacts of Defra's procurement activities have been identified and sustainability requirements are now being included in high impact contracting areas including Food, Timber, Transport, Energy, Paper and Construction.

## ENGAGING SUPPLIERS

### Level 3: PRACTICE

**Criteria:**

Targeted supplier engagement programme in place, promoting continual sustainability improvement. Two way communication between procurer and supplier exists with incentives. Supply chains for key spend areas have been mapped.

**Defra's comments:**

Defra has developed a Supplier Engagement Programme which was launched at Defra's first supplier conference on 26th February 2007. The aim of the conference is 'Pioneering Sustainability and Delivering Value'. The conference included delegates from all Defra Directorates and from Defra's top 60 strategic suppliers. The conference presented Defra's overarching aim of 'One Planet Living™' and Defra's sustainable development strategic priorities, to send a clear message to suppliers about sharing Defra's commitment to sustainable procurement. There were also specific presentations on the Government's sustainable operations targets and suppliers were asked to work with Defra to help meet these targets. They were also encouraged to sign up to developing plans to make their business carbon neutral. A sustainability forum and programme of work is currently being developed with possible help from the Carbon Trust to conduct carbon footprint assessments for businesses.

## MEASUREMENTS & 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.

**Defra's comments:**

Defra's Procurements and Contracts Division is working with the University of Manchester on identifying and managing risk in the supply chain and in particular mapping and quantifying social issues and impacts.

The Sustainable Procurement Programme for Defra covers the whole of the Defra network but this initial assessment of Defra's position against the Flexible Framework has been completed against core Defra.

### 3 TAKING STOCK

SDC asked Defra a series of questions designed to reflect on the success, barriers and progress of its SDAP, and to identify what helped or hindered. Defra's responses to these questions are detailed below.

**1. What has helped your organisation to deliver its SDAP? e.g., capacity, funding, culture, leadership, policies, procedures and/or organisational arrangements.**

- Senior level ownership – having a Management Board champion
- Good communications with corporate centre of Defra (Programme and Project Management Unit, Business Planning)
- SD embedded to a reasonable level already so not starting from zero baseline
- Buy-in from senior managers
- Successful think sustainable campaign and SD Enthusiasts network – and a willingness of staff to get involved.
- Defra's PSA1 has given us accountability for championing SD across Government.

**2. What has hindered the delivery of your SDAP? e.g., capacity, funding, culture, leadership, policies, procedures and/or organisational arrangements..**

- A Departmental strategy refresh and change programme, introduced under new Ministerial priorities in May 2006, temporarily shifted staff focus away from existing business. However, once priorities were established there was renewed interest and involvement in the SD agenda. Communications on the position of SD within Defra's strategy (through slides, messages and the panel discussion mentioned above) clarified and reinforced the importance of SD to Defra.
- Lack of buy-in / ownership – lack of a management board champion at the start of the process.

**3. What information do you hold and collect relating to the sustainable development impact of your organisation's overall policies/projects/activities? e.g., Regulatory Impact Assessments (RIAs).**

- Regulatory Impact Assessments – Defra's Better Regulation Unit encouraged all RIAs to consider SD at an early stage of the process. All new policies are subject to an RIA. Defra also has a Ministerial Challenge Panel on Regulation (MCPR) that challenges key policies.
- Regulatory Improvement Units advise policy teams on aspects of better regulation and also encourage policy makers to use SD tools, which are available on the Defra intranet.
- We collate and publish data on the national set of SD indicators. The next *Sustainable Development Indicators in Your Pocket* publication is due in July 2007.

**4. Were there any key updates/changes to your 2005/06 SDAP? Please briefly list.**

- Please refer to the actions table below.

## 4 PROGRESS AGAINST ACTIONS

The tables that follow report Defra's 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
- **On target** indicates the action is incomplete in one or more aspects, but is still on target
- **Recoverable** indicates that an action is behind target, but recoverable
- **Behind target** 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, Defra 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*<sup>9</sup>. These are:

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

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

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

<sup>9</sup> *Securing the Future – Delivering the UK Sustainable Development Strategy*, HM Government, March 2005.

## Department for Environment, Food and Rural Affairs's self-assessment of progress towards SDAP actions

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
1	All RIAs will have sustainability assessments included at an early stage in the process.	End 2006	Director of Regulation	On target	<p>Details of the IA process are available on the Defra website at <a href="http://www.defra.gov.uk/corporate/regulat/impact-assessment/index.htm">http://www.defra.gov.uk/corporate/regulat/impact-assessment/index.htm</a>.</p> <p>Completed RIAs for some policy areas are also available on the Defra website.</p>	✓	3	<p>A review of the Impact Assessment (IA) process has taken place, with new guidance published by the Better Regulation Executive (BRE). Defra worked with the BRE and the SDC to ensure that SD aspects in IA are strengthened, notably:</p> <ul style="list-style-type: none"> <li>• The IA front-page template asks for details on greenhouse gas costs and benefits</li> <li>• The guidance is clear that economic, social and environmental costs need to be considered</li> <li>• The guidance is clear that significant costs and benefits need to be listed, even where they are not monetisable or quantifiable</li> <li>• The toolkit contains</li> </ul>

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								<p>the SD checklist approach and will contain links to the <i>Stretching the Web</i> tool and guidance on ecosystem services valuation</p> <p>In Defra, policy makers must include a sustainability assessment as part of the IA (formerly RIA) process. We continue to promote our <i>Stretching the Web</i> tool within Defra. The tool was developed based on the cost/benefit checklist within IA and helps policy makers think about the economic, environmental and social impacts of their proposals.</p> <p>We are pleased that some policy teams in</p>

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								Defra are now including their Stretching the Web results as part of their IA submission, although work is continuing to ensure that all policies include this degree of sustainability assessment at an early enough stage in the process.
2	Each Directorate General will undertake a sustainability audit of its key policies, with the involvement of external stakeholders.	End 2006	All policy Director Generals (DGs)	Complete	See Annex 1 (attached) for a summary.	✓	3	Sustainability audit workshops were carried out with representative policy teams in each Directorate General, between September and November 2006.  The workshops highlighted that policy teams take different approaches to considering economic, social and environmental impacts, but that overall, SD is generally part of the



Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								<p>policy development process.</p> <p>The workshops produced positive messages for the teams by recognising the progress they had already achieved and developing the policy along the principles of sustainable development.</p> <p>Annex 1 (attached) provides more information on these audit workshops and their conclusions.</p>
3	With DTI, develop a coherent policy framework for sustainable products and publish a set of measures for taking this forward.	End 2006	Director of Sustainable Consumption and Production and Waste	Recoverable			4	Work on this action is ongoing. In Summer 2006, the form and timing of any publication related to this work was considered by new Defra Ministers to be second order to getting

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								<p>the content of the action to a solid and convincing state. Ministers were nevertheless in favour of building that content around those areas of product work highlighted in <i>Securing the Future</i>. A strengthened theme was the development of 'action roadmaps' for a set of key product types (as recommended by the Sustainable Consumption Roundtable in Spring 2006).</p> <p>The Waste Strategy for England 2007 announced that the Government is now establishing a new products and materials unit within Defra to drive forward work to improve the</p>

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								environmental performance of products and services across their whole life cycle. Defra is also actively bringing together evidence about environmental impacts and will identify and target solutions where they will be most effective. Defra will publish a progress report on delivery in Spring 2008.
4	Implement actions arising from Climate Change Review Programme	From early 2006	Director of International Climate, Air and Analysis	On target	<a href="http://www.defra.gov.uk/environment/climatechange/uk/ukccp/index.htm">http://www.defra.gov.uk/environment/climatechange/uk/ukccp/index.htm</a>	✓	4	A revised and updated Climate Change Programme for the UK was published in March 2006. Implementation of the commitments within this programme is being taken forward by an inter-departmental steering group. Full details are given on the Climate Change pages of the Defra website.

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
5	Publish the agreed vision for the natural environment and a policy document outlining our next steps towards delivery.	Early 2006	Director of Wildlife and Countryside	Complete	<a href="http://www.defra.gov.uk/wildlife-countryside/natures/pdf/v061218.pdf">http://www.defra.gov.uk/wildlife-countryside/natures/pdf/v061218.pdf</a>  Details of our work to develop a more strategic approach to natural environment policy can be found at <a href="http://www.defra.gov.uk/wildlife-countryside/natures/index.htm">http://www.defra.gov.uk/wildlife-countryside/natures/index.htm</a>	✓	3	The draft vision was published on 18 December 2006. This has been followed by the ecosystems approach project which is developing, with stakeholders, an action plan for embedding an ecosystems approach to policy making and delivery in England, for publication around the end of 2007. This will set out how we will manage natural environment outcomes in a more holistic way, better reflecting the true value of ecosystem services in decision making. This work is supported by a series of working seminars, and an ongoing programme of research (see action ref. 56 below).
				Complete	<a href="http://www.sus">http://www.sus</a>	✓	4	This work has been

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
6	As part of Community Action 2020, agree an action plan with voluntary and community sector organisations, to mainstream sustainable development into their policies and everyday work.	May 2006	Director of Strategy and Sustainable Development	Complete	<a href="http://www.sustainable-development.gov.uk/advice/community/index.htm">tainable-development.gov.uk/advice/community/index.htm</a>			<p>taken forward as part of the Every Action Counts (EAC) initiative, launched in June 2006.</p> <p>Defra provided training during 2006 to representatives of the voluntary and community sector as part of EAC, to enable VCS organisations to create and implement their own action plans.</p>
7	Launch an e-newsletter to help raise awareness of sustainable development progress and opportunities to all sectors (public, private, community, NGO etc.).	February 2006	Director of Strategy and Sustainable Development		<a href="http://www.sustainable-development.gov.uk/what/newletter/current.htm">http://www.sustainable-development.gov.uk/what/newletter/current.htm</a>	✓	4	<p>A bi-monthly newsletter, <i>SD-Scene</i>, was launched in February 2006. Its aim is to provide regular updates on progress towards sustainable development, including implementation of the UK SD Strategy 'Securing the Future' - ensuring SD is seen to be reality not just a</p>

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								concept  The first issue went out in January 2006 to 300 individuals who had taken part in the UK SD Strategy consultation. By early 2007 there were 4922 subscribers - drawn from central, local and regional government, business, the third sector and education. We will continue to monitor this.
8	<b>Travel:</b> Publication of a revised Defra travel strategy that will focus on reducing business road miles and thus carbon emissions. Expanding our existing carbon offset scheme for air travel to:  a) rail travel; and  b) road travel.	October 2006  June 2006  June 2007	Director of Finance	Recoverable	Information is available on Defra's intranet	✓	2	Defra has developed reporting systems with our contracted travel providers to calculate CO <sub>2</sub> emissions from official business travel by air and rail. However, if individuals book business travel off-contract, we are unable to accurately calculate CO <sub>2</sub> emissions for these journeys and are forced

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								<p>to estimate the emissions in these circumstances.</p> <p>For road travel, Defra is able to calculate CO<sub>2</sub> emissions for all journeys from grey fleet vehicles, car hires booked on-contract, pool vehicles that are reported on centrally and Private Use Scheme vehicles.</p> <p>We have not yet published a revised Travel Strategy, although work continues on reviewing Defra's entire business travel policy to reflect our sustainability and CO<sub>2</sub> emissions aspirations.</p>
9	<b>Waste:</b> Reduction of packaging waste on goods supplied to Defra.	March 2006	Director of Procurement & Contracts	<b>Recoverable</b>			3	Since this action was developed, the sustainable procurement agenda has moved on a

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	We will develop best practice clauses on reducing supplier packaging and take-back of re-usable packaging as appropriate to goods supplied. These will be incorporated into new and renewed supply contracts. We will also use our influence to incorporate packaging clauses in pan-government contracts.							<p>great deal. Sustainability issues are included in contracts, usually on a case-by-case basis. Some specific areas where we have reduced packaging waste include:</p> <ul style="list-style-type: none"> <li>• For printing we request bulk sheets on a pallet - usually around 20,000 sheets (rather than ream packed - 500)</li> <li>• All bundled packages have paper bands (rather than rubber)</li> <li>• All bulk deliveries are in cardboard cartons rather than shrink wrapped packages</li> <li>• For mailing, we insist on paper envelopes and do not accept the cheaper plastic</li> </ul>



Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								<p>wrapper (as magazines that you likely receive)</p> <ul style="list-style-type: none"> <li>CDs are always distributed in card covers, rather than plastic 'jewel' cases (as music CD's) and where they go out with a brochure, we adhere them to the inside of the cover, thus saving the separate cover</li> </ul>
10	<b>Water:</b> Where practical we will develop water saving projects at Defra sites, to re-use rain water for non-potable purposes.	December 2006	Director of People and Performance	On target	Information is available on Defra's intranet	✓	3	Work on this action is ongoing. All new builds and refurbishments undergo a sustainability review to identify opportunities to improve sustainability across the estate, including saving water. The current refurbishment at Kings Pool, York, incorporates rainwater harvesting,

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								where the collected is used to flush toilets. The newly refurbished Nobel House is taking part in a pilot of waterless urinals.
11	<b>Energy:</b> Through our agreed Carbon Management Programme with the Carbon Trust, we will undertake a full review of energy management of the estate and institute a range of invest to save measures to realise carbon savings into the future. This partnership is being viewed as a pilot for other Government departments.	Review: July 2006  Implementation: from August 2006	Director of People and Performance	On target		x	2	A full review of Defra's energy management took place during 2006 under the Carbon Management Programme. The programme runs from April 2006 to March 2009 and has a ring-fenced fund, specifically for projects which will actively reduce carbon dioxide emissions. Current projects include operational improvements (Automated meter reading & monitoring and improved building Management Systems); implementation of energy saving

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								<p>technologies (Powerperfactor, T5 (energy efficient replacement for fluorescent tubes) and M2G (gas consumption reduction technology)); and staff awareness initiatives.</p> <p>Additionally, Defra's Estates Rationalisation Programme will reduce Defra's carbon emissions by 500 tonnes per annum through the release of two buildings on the London estate.</p> <p>The impact rating of this action will rise once the Carbon Management Programme initiatives are up and running.</p>
12	Procurement: We will ensure that sustainable development principles	March 2006 onwards	Director of Procurement & Contracts	Recoverable			3	Defra collaborated with the OGC buying solutions and the Department for Work

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	are embedded in pan-Government call-off contracts for goods and services – the first of which will be the Pan-Government Travel Contract.							<p>and Pensions as a lead partner on the new Pan-Government Travel Contract which was launched in April 2006.</p> <p>The resulting travel booking system automatically captures rail, air and ferry travel data and calculates the carbon emissions generated from Departmental air and rail travel.</p> <p>An online booking system provides information to users on sustainable travel options. The system is now being extended to include individual carbon emissions and estimated offsetting costs for each journey to further educate the user as well as directly</p>

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								<p>offering a more sustainable alternative.</p> <p>This initiative is presenting the total cost of travel not simply just the ticket price. Management information provided by the supplier is being used to identify travel trends and areas of spend, to allow Defra to negotiate further and achieve cost reductions as well identifying more sustainable ways to travel.</p>
13	Complete an internal communications <b>think sustainable</b> strategy with messages on SD over 2006 covering policy, people, places (estates) and procurement.	January 2006	Director of Strategy and Sustainable Development	Complete	The <b>think sustainable</b> pages of the Defra intranet give more information.	✘	4	During November 2006, a range of events took place as part of <b>think sustainable</b> week. Events included seminars, fairs, panel and group discussions, external speakers and an eco-audit walk – all designed to inform staff

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
				Complete				<p>and help them feel confident about making a difference.</p> <p>The monthly <b>think sustainable</b> lunchtime seminars have covered a broad range of issues – including construction, fair trade business, housing and energy</p> <p>Although this action is complete, work continues under the <b>think sustainable</b> identity.</p>
14	Use the re-launched internal SD Enthusiasts Network to drive internal commitment to SD, aiming for a nominated representative in every Division of Defra.	February 2006	Director of Strategy and Sustainable Development	Complete	The sustainable development pages of the Defra intranet give more information.	✘	3	The Enthusiasts Network was successfully re-launched in 2006 for people in Defra and its delivery bodies who are willing to take an active role in promoting sustainable development (SD) within their work area.

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								There are approximately seventy people in our dedicated network of volunteers. They are supported by the Sustainable Development Unit and provided with the latest SD information and news.
15	Continue <b>think sustainable</b> communications campaign to increase the survey scores on questions highlighted above, in comparison to 2005 results.	Summer 2006	Director of Strategy and Sustainable Development	On target	See below for a summary. A detailed breakdown of the latest survey scores is available on request.	x	2	At the end of 2005 and throughout 2006 there were five waves of 'Pulse' staff surveys, which each targeted a random fifth of the Department.  Results for the sustainable development-related questions were up when compared with the same questions in the full 2005 survey. Summary details are given in Annex 4

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								(attached).
16	Make <b>think<i>sustainable</i></b> tools available to Defra family and other Government Departments.	March 2006	Director of Strategy and Sustainable Development	Recoverable	The <b>think<i>sustainable</i></b> tools are available on the Defra intranet and can be provided to other Government departments, agencies and non-Departmental Public Bodies on request.	✓	1	We are in the process of making the tools available electronically via the Defra internet website, although unforeseen technical difficulties have prevented this from happening sooner.  We aim for the tools to be available on the Defra internet site by summer 2007.
17	All Management Board members will have a performance contract requirement to promote sustainable development internally and externally.	April 2006	Permanent Secretary/DGs	Complete	An explanation by the Permanent Secretary of how SD is built into senior level performance management can found in the Open Meeting transcript on the Defra intranet.	✗	3	The performance objectives of Board members take a holistic approach, building sustainability into all work objectives rather than specifically adding an extra SD related objective.  Management Board performance measures



Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								include effective input to wider government thinking to maximise the contributions sustainable development and environment policy can make to other government objectives, ensuring other Departments take full account of key environmental objectives in their policy thinking, work on sustainable consumption and production and incorporating SD in Defra strategies.
18	Assess the options for bringing SD into objective setting and the performance development process across Defra.	End 2006	Director of People and Performance	Complete	Defra's revised Core Competency Framework is available on the Defra intranet.	✘	1	The Sustainable Development Unit were involved with, and sustainable development was considered as part of, the recent revision of Defra's Core Competence

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								<p>Framework.</p> <p>The framework covers the skills and behaviours needed by staff within Defra and although there is an underlying expectation that staff should operate in their individual roles in a sustainable way, it is not specifically mentioned as a behaviour.</p> <p>Guidance on objective setting is currently being drafted and this is an area that could be adapted further to include advice on taking account of sustainable development when setting objectives. However, staff will not be required to have a mandatory extra "sustainable" objective.</p>

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
19	Work with organisers of the Defra Team Awards to include sustainable development – to reward teams who make a significant contribution towards Defra’s SD goals.	Autumn 2006	Director of People and Performance	Complete	The team award pages of the Defra intranet give more information.	✘	4	A new category of award was introduced for the 2006 Team Awards: Best Team Achievement in Sustainability.
20	Produce a new Defra Skills and Capability Framework reflecting the skills our staff will need to deliver sustainable development. The framework will also enable staff to better identify and manage their own development needs.	April 2006	Director of People and Performance	Recoverable	The Defra Core Competence Framework can be found on the Defra intranet, as can further information on the Renew programme.	✘	1	A revised Defra Competence Framework was launched in February 2007. Further work to look at behaviours and skills is underway under the Renew programme.

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
21	Conduct a cross-organisational skills audit against this framework to identify gaps to enable more effective learning and development succession planning.	June 2006	Director of People and Performance	Recoverable	Further information on the Renew programme can be found on the Defra intranet pages.	✘	1	A cross-organisational skills audit is being developed which will be set against the skills and behaviours identified by the Renew programme mentioned above.
22	Introduce a new skills database to facilitate greater use of flexible teams and succession planning, ensuring we make the most effective use of our staff in delivering our business.	Dec 2006	Director of People and Performance	Recoverable	Further details of the planned work can be found in Renew Delivery Board papers.	✘	1	<p>The design phase of the database is in progress under the Defra Renew programme. The implementation phase will begin in Autumn.</p> <p>A Skills Database is being designed as part of a project to deliver a new flexible resourcing process. This project comes under the "Our Way" workstream of Renew and is part of the Core Processes Project.</p> <p>Essentially the purpose of this project is to</p>

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								<p>develop a process which will provide the Dept with the ability to locate, schedule and deploy staff expertise within Defra to the required programmes and projects.</p> <p>Our design specification does not include the use of the skills database for succession planning.</p>
23	<p>Aid the implementation of departmental reform and restructuring where possible, through:</p> <ul style="list-style-type: none"> <li>• working with Directorates General to develop implementation plans; and</li> <li>• implementing a new process, incorporating a review of the existing priority movers process, to</li> </ul>	<p>Work with DGs: March 2006</p> <p>New process: December 2006</p>	Director of People and Performance	Complete	Information on the strategy refresh and Defra Renew programmes is available on Defra's intranet.	✘	3	<p>During 2006 Defra revisited its priorities, ways of working and organisational structures. This coincided with the Comprehensive Spending Review 07 and development of the new PSA set.</p> <p>Communications on the position of SD within Defra's strategy (through slides,</p>

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	ensure effective internal redeployment of those affected by departmental restructuring.							messages and the SD Open Meeting mentioned above) clarified and reinforced the importance of SD to Defra.
24	<p>Use our recently published delivery plan to ensure that Defra meets diversity targets for the Senior Civil Service and top management:</p> <ul style="list-style-type: none"> <li>• 37 per cent of the SCS to be women;</li> <li>• 30 per cent of top management posts to be women;</li> <li>• 4 per cent of the SCS to be minority ethnic staff; and</li> <li>• 3.2 per cent of the SCS to be disabled people.</li> </ul>	Increased % by end 2006, making progress towards 2008 targets	Director of People and Performance	Behind target			1	<p><b>Progress towards 2008 targets at April 2007:</b>  <b>Women:</b> 25% of SCS  <b>Women:</b> 20% top management posts  <b>Ethnic staff:</b> 2.7% of SCS  <b>Disabled people:</b> 2.2% of SCS</p> <p>A key element of Defra's Diversity Strategy is achieving greater representation of minority groups in the SCS and at Grades 6 and 7. The Department is taking steps to address the under-representation of minority groups at the most senior levels (and</p>

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								<p>feeder grades). Actions include a series of Positive Action Mentoring programmes for staff in minority groups.</p> <p>There has been a decline in the representation of women and no progress has been made against the disability or ethnicity SCS targets. There has also been little progress against feeder grade targets, particularly those relating to ethnicity and disability.</p> <p>The reduction in representation is largely due to Departmental restructuring and the movement of staff from the core Department to a Non Departmental</p>

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								<p>Public Body. The structural change the Department is undergoing is likely to have a destabilising and significant impact on figures between now and 2008. As a consequence we do not anticipate meeting the targets.</p> <p>Actions to address under-representation of minority groups at senior levels include a series of Positive Action Mentoring programmes for staff in minority groups.</p>
25	Improve formal complaints procedures in relation to bullying, harassment and discrimination.	April 2006	Director of People and Performance	Recoverable		✘	1	<p>This action has been delayed as a result of changes in the structure of Human Resources teams within Defra. However, a new policy team will be in place by July 2007.</p>



Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								<p>This team will become responsible for the review of the current procedures whilst the newly formed Diversity, CSR and Wellbeing team will become responsible for the future management of the Bullying and Harassment Advisory scheme and the Mediation Service, both of which are integral to the way in which we deal with allegations of workplace harassment.</p> <p>A Casework Record has also been set up to monitor all casework to ensure that no one group of staff is being disadvantaged by our current procedures.</p>
26	Develop a home working	April 2006	Director of	On target	Generic information on	✘	3	Home working policy is being looked at as part

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	policy which will encourage people to improve their work-life balance and help to make energy efficiency savings through more efficient occupancy of the estate.		People and Performance		Smart Working is available on the Defra intranet.			of the Smart Working Programme. Full details on Smart Working have been published on the Defra intranet and advice is available to staff on how to achieve successful Smart Working through a series of staff workshops & from Smart Working Team reps.
27	Revise the Pay and Workforce strategy, ensuring integration of sustainable development, in relation to HR issues, and publish internally.	May 2006	Director of People and Performance	On target		x	1	Work on this action continues, although the Pay & Workforce strategy has been superseded by HR's 'People Strategy' and also elements of the 'Our Way' and Our Performance workstream of the Renew Defra programme.
28	Senior management will be encouraged to take a day out of the office to	End 2006	Director of People and Performance	Recoverable	General information is available on Defra's	x	2	In August 2006 the Permanent Secretary, Helen Ghosh, and several members of

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	spend on volunteering in a role that contributes towards sustainable development.				volunteering intranet website.			senior management participated in a conservation volunteering activity at Mowbray Fields (near Didcot). At the same time, Defra's volunteering intranet website was re-launched.
29	Regular discussions will be held on sustainable development at Management Board meetings.	April 2006	Permanent Secretary	Complete		✗	3	Sustainable development has been discussed at several Management Board meetings and the Management Board also played a key part in Defra's first Sustainable Development Open Meeting (see Annex 3 attached).
30	Non-executive Board members will be given training on sustainable development.	End 2006	Permanent Secretary	Complete		✗	4	A training event on sustainable development took place in January 2006 chaired by one of Defra's non-exec directors.
				Complete	Further	✓	4	A stakeholder panel was

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31	Create an external stakeholder panel to formalise feedback on our approach to this action plan and monitor progress.	Summer 2006	Director of Strategy and Sustainable Development		information about the panel is given in Annex 3 below.			<p>formed after publication of Defra's SDAP in December 2005. The panel has met twice to discuss and provide feedback on Defra's SDAP process. They also attended Defra's SD Open Meeting (see Annex 3 attached).</p> <p>Recommendations from Stakeholder Panel meetings fed into this report (see Annex 2, attached, for more information)</p>
32	Hold the first annual Open Meeting, open to all, for MB members to be questioned on Defra's progress against this action plan.	End 2006	Permanent Secretary	<b>Complete</b>	Open Meeting transcript and summary documents are available on request.	✘	4	An Open Meeting was held on 15th February 2007. It was an opportunity for Defra staff, SD colleagues from Defra's Executive Agencies, NDPBs and other Government Departments, the Sustainable Development

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								<p>Commission (SDC) and invited external stakeholders from our SDAP Stakeholder Panel to challenge the Management Board on Defra's approach to sustainable development.</p> <p>Short introductions to key areas, including SD in Defra's Strategy Refresh, sustainable operations and championing SD across government, set the scene for the event's agenda. Submitted questions were taken by the Management Board, as well as the audience being given the opportunity to comment and ask questions.</p>
33	Respond to report from Sustainable Consumption	End 2006	Director of Sustainable	On target	Defra news release at <a href="http://www.def">http://www.def</a>	✓	4	<i>I will if you will</i> was published in May 2006 by the Sustainable

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	Roundtable, due in March 2006, on action to promote more sustainable patterns of consumption. Test new these new ideas – amongst others – with the public in a Deliberative Forum.		Consumption and Production and Waste		<a href="http://ra.gov.uk/news/latest/2007/climate-0512.htm">ra.gov.uk/news/latest/2007/climate-0512.htm</a>			Consumption Roundtable (SCR) - a joint initiative between the Sustainable Development Commission and The National Consumer Council, funded by Defra and the DTI. Many of the significant recommendations have or are in the process of being picked up in various Defra programmes and strategies, not least the citizens and mass engagement and sustainable consumption and production programmes. A response to the recommendations is being co-ordinated within Defra and will be published shortly. The Deliberative Forum (The Citizen Summit), as

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								recommended in the SDAP, took place 12 May 2007 in London. The summit showed strong public support for the need for government, business and individuals to act together on climate change. A series of qualitative research projects were also undertaken to provide further information on the five key areas stemming from the SCR report. Final reports from all projects will be available from the end of June 2007.
34	Design, build and operate an 'Environment Direct' information service which gives consumers the real facts on the impact their purchasing decisions can have on the environment.	End 2006	Director of Communications	Complete	DirectGov site: <a href="http://www.direct.gov.uk/en/Environmentandgreenerliving/index.htm">http://www.direct.gov.uk/en/Environmentandgreenerliving/index.htm</a> Defra news release at	✓	3	A section of the Government's citizen-facing website, DirectGov, has been set up entitled 'Environment and Greener Living'. This project operated initially under the

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					<a href="http://www.defra.gov.uk/news/latest/2006/environ-1228.htm">http://www.defra.gov.uk/news/latest/2006/environ-1228.htm</a>			working title 'Environment Direct' and is a workstream of Defra's Sustainable Consumption and Production programme.
35	Publish a national action plan for sustainable procurement across the public sector.	April 2006	Director of Strategy and Sustainable Development	Complete	<a href="http://www.sustainable-development.gov.uk/publications/pdf/SustainableProcurementActionPlan.pdf">http://www.sustainable-development.gov.uk/publications/pdf/SustainableProcurementActionPlan.pdf</a>	✓	4	UK Government Sustainable Procurement Action Plan was published in March 2007.
36	Continue to help business become more resource efficient through the Business Resource Efficiency and Waste programme (BREW), which is providing £95 million of funding throughout the period 2005-6.	Throughout 2006	Director of Sustainable Consumption and Production and Waste	Complete	Information on the BREW Programme is at: <a href="http://www.defra.gov.uk/environment/waste/brew/">http://www.defra.gov.uk/environment/waste/brew/</a>	✓	3	Information via weblink
37	Publish a revised Waste Strategy for England,	Summer 2006	Director of Sustainable	Complete	Full details are given on the Defra website at	✓	3	A new <i>Waste Strategy for England</i> was published on 24 May



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	embodying the principles of sustainable consumption and production. Subject to consultation on a planned progress report this autumn, this will focus on the protection of human health and the environment by producing less waste and using it as a resource wherever possible.		Consumption and Production and Waste		<a href="http://www.defra.gov.uk/environment/waste/strategy/strategy07/index.htm">http://www.defra.gov.uk/environment/waste/strategy/strategy07/index.htm</a>			2007.
38	Publication of the Sustainable Buildings Code jointly with ODPM and the Department of Trade and Industry (DTI). All new homes funded by Government or its Agencies, including through relevant public-private partnerships, will be expected to meet the Code from April 2006.	March 2006	Director of Strategy and Sustainable Development	Complete	Full details of the Code are on the DTI website at <a href="http://www.dti.gov.uk/sectors/construction/sustainability/codes/ushomes/page13697.html">http://www.dti.gov.uk/sectors/construction/sustainability/codes/ushomes/page13697.html</a>	✓	3	A commitment to publish a revised code was made in March 2006 and the agreed joint <i>Code for Sustainable Homes</i> was published on 13 December 2006. The Code is a new national standard for sustainable design and construction of new homes.

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39	Work to secure a successful outcome to the Doha Development Agenda (DDA) and to conclude it this year. A successful outcome will include agreement to significantly reduce import tariffs on agricultural products; to phase out agricultural export subsidies; and to substantially reduce trade-distorting agricultural support in our domestic markets. This agreement will need to be in the context of the wider DDA package which includes elements beyond agriculture.	End 2007	Director of Analysis and CAP Strategy	Recoverable			3	There are still many challenges ahead but recent momentum within the WTO, and a pronouncement by some key countries to conclude the negotiations by the end of the year, have given renewed hope that we will be able to conclude a deal.

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40	Completion of regulations to implement the reformed July 2006 European Union (EU) sugar regime, as part of further reform of the Common Agricultural Policy. This should be a more market-based, deregulated and simple regime that will also make trade fairer for developing countries.	July 2006	Director of Food and Farming	Complete	Details available on the Defra website at <a href="http://www.defra.gov.uk/farm/crops/sugar/index.htm">http://www.defra.gov.uk/farm/crops/sugar/index.htm</a>		2	The new EU Sugar Regime came into effect on 1 July 2006.
41	Actions arising from the draft Food Industry Sustainability Strategy when finalised	Summer 2006	Director of Food and Farming	Complete	Full details of the Food Industry Sustainability Strategy (FISS), including links to actions being taken, are at <a href="http://www.defra.gov.uk/farm/policy/sustain/fiss/index.htm">http://www.defra.gov.uk/farm/policy/sustain/fiss/index.htm</a>	✓	4	Following the publication of the FISS in April 2006, industry-led Champions' Groups on Energy Use and Climate Change; Waste, Water, Food Transportation and Ethical Trading were set up and have produced reports to Ministers that contain 78 recommendations for action to improve the

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								<p>industry's sustainability. These have been published on Defra's website and a web-based stakeholder consultation on the outcomes from the Groups' work is underway.</p> <p>Defra is taking forward further actions arising from the FISS under its new Food Chain Programme.</p>
42	Implement a package of measures to tackle barriers to the commercialisation of environmental innovations identified by the business-led Environmental Innovations Advisory Group (EIAG).	March 2006	Director of joint Defra/DTI Environmental Industries Unit	<b>Complete</b>	<p>Information on the work of EIAG including its first report is available at <a href="http://www.dti.gov.uk/sectors/environmental/index.html">http://www.dti.gov.uk/sectors/environmental/index.html</a></p> <p>Details of CEMEP are available at <a href="http://www.def">http://www.def</a></p>	✓	3	This work has been driven by the Environmental Innovations Unit, based in DTI. The EIAG has now come to the end of its initial three-year term and has published its First Report. The Report sets out EIAG's overall approach and details progress made on specific workstreams.

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					<a href="http://ra.gov.uk/environment/business/commission/index.htm">ra.gov.uk/environment/business/commission/index.htm</a>			<p>Following a review at the end of 2005, Ministers have agreed that EIAG should continue for a further two years to build on the good progress it has achieved. EIAG will be reviewed again in March 2008.</p> <p>In November 2006, the Commission on Environmental Markets and Economic Performance (CEMEP) was launched by DTI and Defra. CEMEP is due to report in Summer 2007.</p>
43	Produce a report on progress toward Sustainable Consumption and Production (SCP) and an updated plan of action (including our response to	End 2006	Director of Sustainable Consumption and Production and Waste	On target	Refer to 33, above	Refer to 33, above	4	Our SD strategy commitment will be met by including an overview of the SCP programme as the context for the Round Table on Sustainable

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	the round table on consumption).							Consumption (RTSC) response (mentioned in 33, above), rather than publishing a separate Action Plan. The timetable for this will fit with the planned response to the RTSC.  Many of the RTSC recommendations have or are in the process of being picked up in various Defra programmes and strategies. Responses are being co-ordinated within Defra and will be published shortly.
44	Implement a compulsory Ram Genotyping Scheme to increase resistance to Scrapie, towards Defra's PSA9 target of a reduction of Scrapie in the national flock by 40 per cent by 2010.	Mid 2006	Director of Food and Farming	Behind target			2	The EU Commission dropped planned compulsory genotyping in 2006 and so GB Ministers requested a review of the National Scrapie Plan (NSP) 'Breeding Programme' which reported at the

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								end 2006.  This review recommended two options - either closure or continuation of the NSP 'Breeding Programme' but on a cost shared basis. These options will form the basis of a consultation in Summer 2007.
45	<p>Launch of Whole Farm Appraisal and further phases of Whole Farm Approach:</p> <ul style="list-style-type: none"> <li>• Launch a live version of the Whole Farm Approach, including an online version of the Appraisal, and increased functionality and service availability –including access to good practice advice in order to raise awareness of regulatory</li> </ul>	Launch live version of WFA: early 2006	Director of Regulation	<b>Complete</b>	Full details of WFA available at <a href="http://www.defra.gov.uk/farm/wholefarm/index.htm">http://www.defra.gov.uk/farm/wholefarm/index.htm</a>	✓	3	The Whole Farm Approach portal was released in March 2006, with subsequent updates released in June and December 2006. As of December 2006, over 5000 farmers had signed up to Whole Farm Approach, with over 2000 of those having submitted data back to Defra.

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	<p>requirements and to enable farmers to focus on sustainable practices when planning their farming operations.</p> <ul style="list-style-type: none"> <li>• Develop an on-line Farming Advisory System to be launched in January 2007, to enable farmers to achieve compliance with the standards that underpin cross-compliance.</li> </ul>	Develop advisory system: end 2006		Recoverable		✘	2	The Farm Advisory System offers advice to farmers through various interfaces including the Whole Farm Approach and through an advice contract with Natural England. Timescales for delivery of this work are being re-assessed.
46	Launch Older Cattle Disposal Scheme (OCDS), which will replace Over Thirty Months Scheme (OTMS). This will end the costly destruction of cattle aged over 30 months and born after July 1996 that would otherwise be sold for human consumption. Only cattle born before August 1996 will continue	January 2006	Director of Food and Farming	Complete	Full details can be found at <a href="http://defra.gov.uk/farm/livestock/schemes/ocds.htm">http://defra.gov.uk/farm/livestock/schemes/ocds.htm</a> and <a href="http://www.rpa.gov.uk">www.rpa.gov.uk</a> .	✓	2	The OCDS is an exceptional market support measure providing for disposal of and compensation for cattle born before 1 August 1996. It started on 23 January 2006 and will end on 31 December 2008.



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	to be slaughtered and destroyed at the end of their productive lives under the OCDS.							
47	<p>Maintain rigorous BSE controls to:</p> <ul style="list-style-type: none"> <li>• achieve further decline in BSE epidemic with no more than 60 cases confirmed in 2006</li> <li>• negotiate lifting of EU export ban in early 2006.</li> </ul>	<p>60 cases by end 2006;</p> <p>Lifting of export ban by early 2006</p>	Director of Food and Farming	Complete			<p>3</p> <p>3</p>	<p>104 cases were confirmed in 2006 so the PSA target of 100 was not fully met. This is, in part, because changes in EU legislation require the Department to test increasing numbers of cattle under the active surveillance programme. The number of cases detected is also affected by the longevity of cattle born before August 1996, in which the estimated prevalence of infection is greatest.</p> <p>The export ban was lifted on 3 May 2006 and over 1000 tonnes of</p>

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								British beef has since been exported with a value of over £80 million.
48	Draw together efforts on adaptation to climate change across the UK and raise awareness and understanding about the need to adapt. Adaptation Policy Framework to be launched in March/April 2006 following a full public consultation to begin in Autumn 2005.	April 2006	Director of International Climate, Air and Analysis	Complete	Information on the Adaptation Policy Framework (APF) available at <a href="http://www.defra.gov.uk/environment/climatechange/uk/adapt/policyframe.htm">http://www.defra.gov.uk/environment/climatechange/uk/adapt/policyframe.htm</a>	✓	4	The APF consultation ran from November 2005 to 31 January 2006. In March 2006, Government published <i>Climate Change: The UK Programme 2006</i> , available at <a href="http://www.defra.gov.uk/environment/climatechange/uk/ukccp/index.htm">http://www.defra.gov.uk/environment/climatechange/uk/ukccp/index.htm</a> .
49	Show commitment to our Kyoto Protocol target including through submission of Fourth National Communication and the report on Demonstrable Progress and encourage other annex 1 parties to meet theirs. Follow up on	Submission – January 2006 Conference – Dec 2006	Director of International Climate, Air and Analysis	On target				Ongoing towards the report, back on plan of action under Japanese presidency of G8 in 2008. Scaling up workshops due to be held in July and Gleneagles Dialogue Ministerial due in September

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	outcomes of Gleneagles G8 Summit in 2005 (plan of action on technologies and investment framework) through the G8 dialogue on climate change.							2 <sup>nd</sup> Monterrey beginning September. 3rd Ministerial 9-11 September - Berlin Scaling up Workshop: AP region 18th July LAC region July 26-27th G20 Scaling up workshop - Vera Cruz, Mexico
50	Raise public awareness of climate change through delivery of the first year of the Climate Change Communications Initiative, launched in Autumn 2005.	First grants in Spring 2006	Director of International Climate, Air and Analysis	Complete	Further information is available on the Climate Challenge website at <a href="http://www.climatechallenge.gov.uk/">http://www.climatechallenge.gov.uk/</a> . This website includes information about the Act on CO2 campaign and Carbon Calculator.	✓	3	The Climate Change Communication Initiative is led by Defra in partnership with the Energy Saving Trust, the Carbon Trust, the Department of Trade and Industry, the Environment Agency, the UK Climate Impacts Programme and the Department for Transport.  Since Autumn 2005, Climate Change Champions have been nominated and the

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								Climate Challenge website has gone live. As part of the initiative, a total of 83 projects have been awarded funding from the Climate Challenge Fund.
51	Target and assist a greater proportion of vulnerable fuel poor households through the Warm Front Scheme by providing an additional £30 million funding in the 2006/07 period over 2005/06 levels, as part of the additional funding to tackle fuel poverty announced in <i>Fuel Poverty in England: The Government's Plan for Action</i> .	End 2006/7 year	Director of International Climate, Air and Analysis	Complete	Warm Front's annual report outlines increased Warm Front activity during the 2006/7 financial year. This will be accessible from the Warm Front Scheme Manager's website soon ( <a href="http://www.eaga.com">www.eaga.com</a> ).	✓	3	Additional 250,000 households have been assisted in 2006/7. However, fuel price rises between 2003-6, have significantly increased the number of households in fuel poverty.
52	Following consultation publish a Review of Air Quality Strategy, which	Summer 2006	Director of International Climate, Air	Recoverable	More details of progress to date at: <a href="http://www.def">http://www.def</a>	✓	3	A consultation on the review of the strategy ended in July 2006. A significant amount of

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	will address measures for improving air quality in the UK.		and Analysis		<a href="http://ra.gov.uk/corporate/consult/airqualitystrat-review/index.htm">ra.gov.uk/corporate/consult/airqualitystrat-review/index.htm</a>			further analysis of new measures and objectives is needed and a new strategy is planned for issue in July 2007.
53	Push for early international adoption of an emerging agreement on a Strategic Approach to International Chemicals Management (SAICM)	February 2006	Director of Local Environment, Chemicals and Rural	Complete	This web site records that SAICM was agreed in February 2006, and what action has been going on since: <a href="http://www.chem.unep.ch/saicm/">http://www.chem.unep.ch/saicm/</a>	✓	1	The UK is the "focal point" for the EU-JUSCANS region and Defra has organised the process (with help from others). Defra has also contributed \$300,000 to the Quick Start Programme, which is intended to fund projects in the developing world to get SAICM underway.  SAICM will take a number of years to improve chemicals management throughout the world, so the impact so far is at level 1. However, the issues we are tackling are large and as time

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								progresses the impact will become much greater.
54	Delivering against our commitments to tackle intra-urban flood risk in Making Space for Water. Launch intra-urban drainage pilots that bring together those with responsibilities for urban drainage such as Local Authorities, Environment Agency and water companies to tackle flood urban risk effectively and holistically.	Summer 2006	Director of Water	On target	Link to Urban Flood Risk and Integrated Drainage (IUD) project page on Defra website: <a href="http://www.defra.gov.uk/environment/fcd/policy/strategy/ha2.htm">http://www.defra.gov.uk/environment/fcd/policy/strategy/ha2.htm</a>	✓	3	The intra-urban drainage pilots were launched by Environment and climate change minister Ian Pearson on 15 <sup>th</sup> January 2007. These fifteen pilots are due to complete by spring 2008 and lessons from these pilots will be used to develop good practice guidance and inform consideration of whether any further measures are needed to ensure a more integrated approach to managing urban flood risk.
55	Ensure effective flood risk management output and performance measures are in place that reflects Government priorities	Summer 2006	Director of Water	On target	Link to Outcome Measures project page on Defra website: <a href="http://www.defra.gov.uk/enviro">http://www.defra.gov.uk/enviro</a>	✓	3	Public consultation on outcome measures was completed in spring 2007 and the final measure definitions will be published in summer

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	including sustainable development. Portfolio of performance measures agreed with the Environment Agency and put to public consultation.				<a href="http://n/fcd/policy/strategy/sd4/default.htm">n/fcd/policy/strategy/sd4/default.htm</a>			2007. These measures will begin to influence decision making on the ground from spring 2008 once target setting and prioritisation approaches have been agreed.
56	Complete initial scoping research (on policy characterisation, valuing the natural environment, environmental limits, and pressures on the natural environment) to develop the evidence base needed to support delivery of our vision for the natural environment.	End April 2006	Director of Wildlife and Countryside	Complete	Details of initial (phase 1) research can be accessed at <a href="http://www.defra.gov.uk/wildlife-countryside/natures/phase1.htm">http://www.defra.gov.uk/wildlife-countryside/natures/phase1.htm</a>	✓	2	The natural environment research programme supports work to develop an ecosystems approach (see action ref 5, above). The initial scoping research provided important insights as to how underpinning concepts – such as environmental limits and valuation of ecosystem services – of an ecosystems approach can be applied in practice. A second phase of research contracts – commissioned from

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								August 2006 – takes this further through developing a number of case studies, and work to provide an insight into the state & trends and value of England’s ecosystem services. Further details can be found at: <a href="http://www.defra.gov.uk/wildlife-countryside/natres/phase2.htm">http://www.defra.gov.uk/wildlife-countryside/natres/phase2.htm</a> .
57	Continue to support the conservation and sustainable use of biodiversity in developing countries through the Darwin Initiative – review monitoring and evaluation process to capture and report on outputs from the programme including lasting benefits for biodiversity.	March 2006	Director of Wildlife and Countryside	On target	Details of the Darwin Initiative are given at <a href="http://www.defra.gov.uk/environment/darwin/index.htm">http://www.defra.gov.uk/environment/darwin/index.htm</a>		2	The size of the fund is small compared to the scale of the problem but the Darwin Initiative is highly regarded and to date has not been subject to funding cuts despite the heavy pressures on Departmental budgets.



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58	<p>Active promotion of the Environmental Stewardship Scheme Entry Level Scheme (including Organic Entry Level Scheme) through:</p> <ul style="list-style-type: none"> <li>• A series of farmer workshops led by the Rural Development Service (RDS) regions (over 20,000 farmers already attended by June 05)</li> <li>• Engagement of key stakeholders, who assist in promoting the scheme, via an Agri-Environment Steering Group</li> <li>• A promotional strategy of Environmental Stewardship, drawn up by RDS, involving Ministerial visits, shows and other events, press notices,</li> </ul>	End 2006	Director of Wildlife and Countryside	Complete	See <a href="http://www.defra.gov.uk/erdp/schemes/es/default.htm">http://www.defra.gov.uk/erdp/schemes/es/default.htm</a> for more details of ES.	✓	4	During 2006, promotion of Environmental Stewardship continued at both national and regional level under the direction of an Environmental Stewardship Marketing Strategy. ES formed the major feature of Defra and RDS exhibits during the agricultural show season, including at the Cereals and Sheep events. It was also the main focus of a major exhibit at the Royal Show - the exhibit was also used as the backdrop for the launch of 4 new ES options. National and regional press releases were issued to maintain media coverage of the scheme and its progress to stimulate further interest and

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	publicity material, etc to help promote the scheme, particularly around significant milestones (e.g. 10,000 agreement holders, x ha of land under agreement, etc.)							applications. - these included national Defra press releases to announce the 1000th application for an OELS agreement and the launch of the 4 new ES options. Numerous regional press releases were issued to highlight the contribution individual ES agreements were making to conserving and improving local wildlife habitats, landscapes and historic features. After taking over responsibility for delivery of ES in October 2006, Natural England issued press releases highlighting the contribution ES can make to increasing farm bird populations and to announce the continuation of the

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								scheme during the transition from the 2000-06 to the 2007-13 Programme. National promotional activity was scaled back in the latter part of the year as pressure on existing budgets grew and uncertainty remained over the UK budget allocation under the 2007-2013 Programme. Regional promotional activity continued at levels appropriate to the availability of funding for new agreements.
59	<p>Establish Natural England:</p> <ul style="list-style-type: none"> <li>• Royal Assent for Natural England and Rural Communities (NERC) Bill expected before Easter Recess</li> <li>• Formal vesting of</li> </ul>	<p>Easter 2006</p> <p>October 2006</p>	Director of Wildlife and Countryside	<b>Complete</b>	News release available at <a href="http://www.naturalengland.org.uk/press/releases2006/111006.htm">http://www.naturalengland.org.uk/press/releases2006/111006.htm</a>	✓	4	Received Royal Assent in March 2006 and vested on 2 October 2006.

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	Natural England							
60	Publish UK Integrated Coastal Zone Management Strategy	February 2006	Director of Marine and Fisheries	Recoverable	Details will be available on the Defra website.	✓	2	<p>Consultation on promoting ICZM in England was published in June 2006. A summary of consultation responses is due to be published in June 2007.</p> <p>It is intended that an action plan be published in late 2007, but integrated coastal management is also being progressed through work on the Marine Bill.</p>
61	Draft Marine Bill published for public consultation, including proposals for a new Marine Management Organisation.	October 2006	Director of Marine and Fisheries	Timetable amended. Current progress: On target	All relevant publications, including consultation document and RIA, available on Defra website at <a href="http://www.defra.gov.uk/corporate/consult/mar">http://www.defra.gov.uk/corporate/consult/mar</a>	✓	4	Marine Bill consultation published March 2006; summary of responses published October 2006. Marine Bill White Paper "A Sea Change" published March 2007. Drafting Bill during 2007.

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
					<a href="http://inebill-whitepaper07/index.htm">inebill-whitepaper07/index.htm</a>			
62	Identify, in consultation with stakeholders, a mechanism to balance fishing fleet size and structure with available fish stocks.	January 2006	Director of Marine and Fisheries	Complete	Statutory instrument available at <a href="http://www.opsi.gov.uk/si/si2007/20070312.htm">http://www.opsi.gov.uk/si/si2007/20070312.htm</a>	✓	2	A decommissioning scheme for beam trawlers targeting western channel sole was launched in April 2007, with the aim of reducing capacity and aiding conservation in the fishery. The Marine Fisheries Agency is currently processing applications.
63	Establish a programme for simplifying fisheries management regulation.	April 2006	Director of Marine and Fisheries	Complete	<a href="http://www.defra.gov.uk/corporate/regulat/pdf/simplification-plan.pdf">http://www.defra.gov.uk/corporate/regulat/pdf/simplification-plan.pdf</a>	✓	3	Programme established. Comments indicate it is respected by fishing industry.
64	Bring into force the majority of provisions in the Clean Neighbourhoods and Environment Act 2005, providing local authorities with improved	April 2006	Director of Local Environment, Chemicals and Rural	Complete	<a href="http://www.defra.gov.uk/environment/localenv/legislation/cnea/index.htm">http://www.defra.gov.uk/environment/localenv/legislation/cnea/index.htm</a>	✓	3	

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	tools to deal with local environment quality problems such as litter and fly tipping.							
65	Royal Assent on the Commons Bill is expected by the summer of 2006. We will then begin the consultation process for any regulations which will inform when we will commence the various provisions.	Royal Assent – Summer 2006  Consultation – Autumn 2006	Director of Wildlife and Countryside	Complete	Full details at <a href="http://www.defra.gov.uk/wildlife-countryside/issues/common/commonact/index.htm">http://www.defra.gov.uk/wildlife-countryside/issues/common/commonact/index.htm</a>	✓	3	The Commons Bill received Royal Assent on 19 July 2006. The Act enables commons to be managed more sustainably by commoners and landowners working together through new commons councils with powers to regulate grazing, vegetation and other agricultural activities. This will help bring more common land into good or recovering condition, contributing to the Government's target of 95% of all SSSIs being in good or recovering condition by 2010.

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
66	Introduce a new Rural Social and Community Funding Programme that will empower voluntary and community sector organisations in rural areas to design and deliver sustainable local schemes to improve community capacity and address the causes of social exclusion.	April 2006	Director of Local Environment, Chemicals and Rural	Complete	<a href="http://www.defra.gov.uk/rural/communities/funding-opportunities.htm">http://www.defra.gov.uk/rural/communities/funding-opportunities.htm</a>	✓	3	<p>The programme, which is worth £27 million over two years (2006/07 and 2007/08), has three complementary elements:</p> <ol style="list-style-type: none"> <li>1. Support for Rural Community Councils through strategic Service Level Agreements (SLAs) stretching to March 2008. We have separate SLAs with each of the 38 RCCs (£3.5m/year)</li> <li>2. Support for activities in 47 sub-regions (mainly county or unitary council areas) across the country. We have facilitated work by sub-regional</li> </ol>

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								<p>partnerships of VCS and faith sector organisations, parish councils and other public bodies to develop and implement their own business cases for RSCP funding. (£9m/year)</p> <p>3. Support for national and regional activities and organisations that play a key part in delivering the Programme's objectives.</p> <p>The funding for the RSCP comes to an end on 31 March 2008.</p>
67	Support the Affordable Rural Housing Commission to recommend ways to improve access to	Spring 2006	Director of Local Environment, Chemicals and	<b>Complete</b>	Affordable Rural Housing Commission final report: <a href="http://www.def">http://www.def</a>	✓	3	The Affordable Rural Housing Commission published its final report in May 2006. The Government's ongoing



Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	affordable housing in rural areas.		Rural		<a href="http://ra.gov.uk/rural/housing/commission/default.htm">ra.gov.uk/rural/housing/commission/default.htm</a>			web based response is hosted by Defra/CLG at: <a href="http://www.defra.gov.uk/rural/arh/index.htm">http://www.defra.gov.uk/rural/arh/index.htm</a>
68	<p>As part of our work on Community Action 2020</p> <ul style="list-style-type: none"> <li>• equip 30 community development trainers with the knowledge, understanding and resources to be able to deliver bite sized community training courses on sustainable development.</li> <li>• Obtain final sign off for the embedding of sustainable development content in to the National Occupational Standards for community development workers.</li> <li>• Roll out the first of the new community enabling</li> </ul>	<p>Trainers: September 2006</p> <p>Community enabling schemes: June 2006</p>	Director of Strategy and Sustainable Development	<b>Complete</b>	Information on progress, including downloadable tools and training materials are available at <a href="http://www.everyactioncounts.org.uk/index.asp">http://www.everyactioncounts.org.uk/index.asp</a>	✓	4	Each of these actions was part of the Every Action Counts initiative and all have now been completed or rolled out as part of the initiative.

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	schemes and tools to help local community groups increase take action which delivers sustainable development.							
69	Conduct research programme into wellbeing, and lead discussions with stakeholders on how policies might change, with an explicit wellbeing focus.	End 2006	Director of Strategy and Sustainable Development	Complete	Details of the work as part of this programme are available at <a href="http://www.sustainable-development.gov.uk/what/priority/wellbeing.htm">http://www.sustainable-development.gov.uk/what/priority/wellbeing.htm</a>	✓	3	Projects commissioned and completed: <u>Influences on personal wellbeing and its application to policy making,</u> <u>Relationship between sustainable development and wellbeing,</u> <u>"Sustainable development and wellbeing: relationships, challenges and policy implications"</u> <u>"Wellbeing: international policy interventions"</u>
70	At the 14th United Nations (UN) Commission	May 2006	Director of Strategy and	Complete		✗	2	CSD15 concluded without agreement on a negotiated outcome.

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	<p>for Sustainable Development (CSD) meeting in May 2006:</p> <ul style="list-style-type: none"> <li>• push for focused outcomes identifying key obstacles and good practice on implementation of commitments on energy for sustainable development, climate change, industrial development and air quality/atmosphere</li> <li>• support partnerships focus and broader engagement, in order to encourage and support broader international adoption of SD partnerships</li> <li>• pursue the development of robust policy responses and concrete actions in advance of CSD15</li> </ul>		Sustainable Development					<p>Difficult negotiations resulted in a text, which lacked ambition. The level of commitment was no commensurate to the urgency of the problems. On this basis the EU rejected the negotiated outcome.</p> <p>The UK and EU are now pursuing ways of taking forward CSD15 issues.</p>

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
71	Follow-up UN Millennium Review Summit outcomes on international environmental governance and environmental sustainability by working with the Foreign and Commonwealth Office for an effective UN General Assembly process on UN environmental activities (to be established by Spring 2006) and with the Department for International Development (lead) on integration of environmental sustainability in development.	Ongoing through-out 2006	Director of Strategy and Sustainable Development	On target		x	3	The UK (Defra) is a Co-Chair of the Informal EU Working Group on international environmental governance so is an active player in driving the IEG/UNSWC agenda.
72	Build on the bilateral Sustainable Development Dialogues (SDDs) with	July 2006	Director of Strategy and Sustainable	All 5 framework documents	Information on the dialogues, including all 5 framework	✓	3	All 5 dialogue documents have now been signed and the Wilton Park Conference

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	China and India, formally signed off in November and October 2005 respectively. Agreed at Prime Ministerial level in 2004, these dialogues will build on, and provide a framework for, existing country-level activities as well as identify new areas of collaboration (Brazil, South Africa and Mexico have subsequently been added). Agree framework documents on SDDs with all five partner countries and host Wilton Park conference to consolidate 5-country dialogues work and share lessons learned across the five dialogue countries.		Development	and Wilton Park conference – <b>Complete</b>  Work on the dialogues is still ongoing – <b>Green</b>	documents, is available from - <a href="http://www.sustainable-development.gov.uk/international/dialogues/">http://www.sustainable-development.gov.uk/international/dialogues/</a>  Information on the Wilton Park conference, July 2006, is available from - <a href="http://www.wiltonpark.org.uk/documents/conferences/WPS06-13/pdfs/WPS06-13.pdf">http://www.wiltonpark.org.uk/documents/conferences/WPS06-13/pdfs/WPS06-13.pdf</a>			held.  Work is now ongoing to build up the work programmes for each of the dialogues.
73	• Consolidate cross-Government Learning Network on Partnerships through expanded	July 2006	Director of Strategy and Sustainable Development	<b>Complete</b>	Brief information on LNOP available at <a href="http://www.sustainable-">http://www.sustainable-</a>	✓	2	The cross-Government Learning Network on Partnerships will continue until August 2007.

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	<p>capacity-building training sessions and policy dialogue</p> <ul style="list-style-type: none"> <li>• Support partnerships focus and broader engagement at CSD 14</li> <li>• Encourage developing country engagement in key SD partnerships through UK Sustainable Development Dialogues.</li> </ul>	<p>May 2006</p> <p>December 2006</p>			<a href="http://development.gov.uk/international/partnerships/index.htm">development.gov.uk/international/partnerships/index.htm</a>			Encouraging engagement in key SD partnerships is part of the SDDs. See action 72 above.
74	Promote the adoption by the European Council of a single coherent EU sustainable development strategy that adequately covers the EU's internal and external responsibilities.	June 2006	Director of Strategy and Sustainable Development	Complete	A renewed <u>EU Sustainable Development Strategy (SDS)</u> was adopted on 15-16 June 2006.	✓	3	The UK submitted its contribution to the European Commission's progress report in June 2007. In December, the European Council will discuss future priorities and orientations.
75	Work with other government departments, other countries and	Report published March 2006;	Director of Marine and Fisheries	Complete	Final report is available at <a href="http://www.high-">http://www.hig</a>	✓	2	The ' <i>Closing the Net</i> ' report and proposals were launched on 3 <sup>rd</sup> March 2006. UK directly

Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	external bodies to support the development and implementation of the High Seas Task Force Report on combating Illegal, Unreported and Unregulated (IUU) fishing, due for publication in March 2006. Prepare and launch action plan to deliver the Report's recommendations.	work ongoing			<a href="http://seas.org/docs/HSTFfinal/HSTF-Final-Report-09-03-06.pdf">seas.org/docs/HSTFfinal/HSTF-Final-Report-09-03-06.pdf</a> . Action plan and more information is available at <a href="http://www.closingthenet.info">www.closingthenet.info</a>			supporting several projects through WIF, including setting up a UK Coordination Unit (a joint initiative between DEFRA and DFID) to facilitate and progress action on all the proposals.

# Annex 1

## Summary of Sustainability Audits Workshops

### Background

Workshops were held in May 2006 with Directors to discuss an approach for conducting sustainability audits. Pilot audits were then held with teams from all four policy Directorate-Generals (DGs) during September – November 2006.

Sessions covered a range of activities and discussions, with the main focus on: learning and getting teams to think about and discuss how SD impacts on their work areas, developing their analytical skills and awareness of wider impacts; and using SD toolkits to develop policy, whether by re-focusing on the bigger picture, thinking strategically or working through the challenges of a project.

The *Stretching the Web* tool was used in each session to develop thinking and help discussions. Each workshop was tailored to suit the needs of the team and the current state of the project or policy area. The range of additional activities or discussions included:

- completing a second *web* to highlight the different impacts over a prolonged period of time, or to reflect implementation of the policy

- a forward look discussion on what impacts may look like in 10, 20 or more years

- barriers to implementing SD in practice or developing sustainable policies

- impacts of external drivers e.g. demographics, new technologies, ageing population, consumer preferences, water usage and energy consumption

- climate change - how the policy work contributed to mitigation or adaptation, and how known impacts might challenge the policy area

- Defra Big 5 leadership behaviours – joint session with HR on recognition of behaviours in the work place

- 'One Planet Living™' – session with Strategy Unit including discussion on Defra's mission statement and what it means to policy development

- communications – looking at channels, messages and audiences

- how to work with and make best use of Defra's corporate centre

- linkages with other Defra policy areas and cross-government policies/agendas

- opportunities for co-funding (cost-sharing)

- working with partners – roles of stakeholders and how to manage effective working relations

### Conclusions

The workshops highlighted that policy teams take different approaches to considering economic, social and environmental impacts, but that overall, SD is generally part of the policy development process. SDU facilitators found that there was a real value to the audits, particularly the additional sessions where discussions were tailored around specific issues of interest to the team.

Junior staff in particular felt that the sessions helped to develop their understanding of SD and see how their work contributed to Defra's overarching aim. One attendee said that he hadn't realised the wide-ranging nature of SD, how much it was reflected in his team's work and how SD could be used to make the team's work better. Similar comments from the sessions demonstrated that the workshops achieved the aim of developing a greater understanding of SD.



All teams commented that the workshops worked well in the format of a cross-policy activity, facilitated by members of Defra's SDU. This gave all team members the opportunity to be involved in, and think through the scenarios whilst SDU could provide the challenge function and share their knowledge and experience. However, no alternative formats were tried as the workshops were planned as a part of a pilot.

Groups found that the *Stretching the Web* tool was particularly helpful in seeing the bigger picture and generating discussions around impacts of the policy. It also helped teams that were due to write RIAs (now called IAs) as the questions were taken direct from the Cabinet Office checklist. In general, groups gave more positive scores to economic impacts than to social, while environmental factors depended on the nature of the policy. Some sessions found that social impacts were not always as well considered across the range of policies. The workshops sessions therefore helped teams to identify the social impacts of their proposals and policy options and how to conduct further work into assessing social impacts. This was useful as it highlighted that Defra needs to do more to consider the social impacts of policies.

Common challenges faced by teams included the difficulty of testing the effectiveness of the policy during its development (e.g. identifying the impact on the ground) and joining up or influencing the right people within a short time period.

Overall, the workshops produced positive messages for the teams by recognising the progress they had already achieved and developing the policy along the principles of sustainable development.

## Annex 2

### Spotlight on Stakeholder Engagement

In the SDC's critique of Defra's SDAP, particular reference was given to Defra's role in engaging stakeholders on sustainable development. More information about two successful examples of the engagement work we have undertaken is given below.

#### SDAP Stakeholder Panel

Defra established an SDAP Stakeholder Panel comprised of 12 external stakeholders. The panel played a key role on reporting on Defra's SDAP with specific roles to:

- review and assess how Defra has met its published actions against the Sustainable Development Commission's (SDC) criteria. In particular, the panel will look at feedback from the sustainability audits of key policies in Defra and advise on next steps.

- provide a challenge function to Defra, including the Management Board by attending the Open Meeting on 15 February 2007. This will be an opportunity for Defra staff and the Stakeholder Panel to discuss Defra's approach on SD with members of the Management Board.

The panel convened twice (December 2006 and May 2007) and also challenged the Management Board at the SD Open Meeting (February 2007). The panel made suggestions on next steps for the sustainability audits of key policies and reviewed this self-assessment report, including the actions table. The panel commented on the ratings for each of the four 'embedding sustainability' sections above. This self-assessment therefore reflects the views of the panel based on their knowledge and experience of Defra's work and contributions to the SD agenda.

The panel also commented that the self-assessment criteria were not helpful in providing an accurate rating. In particular, the "much alignment / embedding etc" did not support quantitative analysis and the lack of criteria for the Governance section was also unhelpful.

Defra found the challenge, analysis and reviewing functions of the SDAP Stakeholder Panel to be very useful. The Panel also helped Defra to engage on a higher level with a range of stakeholders from environment, social and economic backgrounds. Discussions also helped to share best practice, offer support and build capacity. Indeed, further discussions and information sharing were held with some of the organisations represented outside of the panel.

#### SD Open Meeting

As mentioned above, Defra held its first SD Open Meeting on 15<sup>th</sup> February 2007 in Nobel House Atrium. The Open Meeting was a key feature of the 2006 SDAP with the aim of holding Management Board accountable on Defra's approach to SD and actions in the SDAP, as well as engaging with colleagues and stakeholders on the SD agenda. Short introductions to key areas, including SD in Defra's Strategy Refresh, sustainable operations and championing SD across government, set the scene for the event's agenda. An executive summary is attached as Annex 3, below. This summary and a full transcript of the event will be available on the Defra website shortly.

## Annex 3

### Defra's Sustainable Development Open Meeting

#### Executive Summary

The Sustainable Development (SD) Open Meeting, held on 15<sup>th</sup> February 2007 in Nobel House Atrium, was an opportunity for Defra staff, SD colleagues from Defra's Executive Agencies, NDPBs and other Government Departments, the Sustainable Development Commission (SDC) and invited external stakeholders from Defra's Sustainable Development Action Plan (SDAP) Stakeholder Panel to challenge the Management Board on Defra's approach to Sustainable Development, and to help shape the way forward. The panel consisted of Helen Ghosh (*Permanent Secretary*), Andrew Burchell (*Director General, Chief Operating Officer*) Bill Stow (*Director General, Strategy and Evidence Group*), Jill Rutter (*Director, Strategy and Sustainable Development*) and Matt Jackson (*Sustainable Development Unit*)

The Open Meeting was a key feature of Defra's 2006 Sustainable Development Action Plan (SDAP). Short introductions to key areas, including SD in Defra's Strategy Refresh, sustainable operations and championing SD across government, set the scene for the event's agenda. Submitted questions were taken by the Management Board, as well as questions and comments from the floor.

Helen Ghosh highlighted that the Open Meeting was a first for Defra and talked attendees through the thinking process behind the WWF concept of *One Planet Living*<sup>®</sup>. Helen commented that as a result of Defra's Strategy Refresh, the ideas that support sustainable development are probably stronger than ever in Defra and that SD remains a priority for Ministers and the Management Board. Helen raised that sustainable development is something for all parts of society, and the increasing interest in SD and climate change from the private sector is a spur for government to do better. Helen also introduced the *Renew Defra* programme which aims to make Defra an organisation that is quick on its feet, and flexible to meet the challenges set by Ministers and changing priorities.

Andrew Burchell commented on Defra's strength at planning, setting the direction and creating a vision, but that the Department needs to do more to deliver. Andrew praised Defra's Executive Agencies who, uniquely across Whitehall, also produced SD Action Plans. Andrew also mentioned Defra's SDAP action on sustainability audit workshops, carried out by a number of Defra teams, which included the *Stretching the Web* tool to consider the economic, social and environmental impacts of policies. Discussion also focussed on sustainable operations and the launch of more stretching targets in 2006. Andrew highlighted three targets to show the scale of the challenge: i) the government estate to be carbon neutral by 2012, ii) Reducing our waste by 5%, and iii) increasing our energy efficiency by 15% by 2010. Andrew mentioned that work was underway with BioRegional Consulting Ltd to explore options to go further than these targets.

Discussion with the audience covered questions on Defra's SDAP action, One Planet Living<sup>™</sup>, how the Department is working to reduce energy and water consumption in households, SD in performance contracts for Management Board members, and what the panel were doing in their private lives to address these challenges.

The section “where do we go from here” was introduced by Jill Rutter. Jill talked about the SD Strategy and the good work that is going on across government in other Departments to further the SD agenda. She mentioned how Defra is working with, and has put extra resource into the Sustainable Development Commission (SDC), and is working with the National School for Government (NSG), in particular on Professional Skills for Government. Jill also highlighted the work Defra’s Sustainable Development Unit had done to embed SD across government and the regions and how it was an issue for all staff.

Matt Jackson raised Defra’s plans for the 2007-09 SDAP and how Defra aims to be more ambitious and to lead by example on a range of SD issues. He highlighted the range of activities and work currently underway in Defra and pointed out that this SD Open Meeting was an opportunity for the audience to make suggestions and to shape Defra’s approach. Matt talked about work with Defra’s Executive Agencies and NDPBs, drawing on work with the National Forest Company as an exemplar of good practice and leadership. Matt also mentioned Defra’s **thinksustainable** programme, including the SD Enthusiasts Network; examples of volunteering in Defra; **thinksustainable** week in November 2006 and some of the activities that took place in London and York; and *Stretching the Web* (mentioned above).

A second discussion session with the audience included comments from external partners and raised questions on how Defra is engaging other sectors on the natural environment and protection agenda, Defra’s policy on patio heaters, how Defra plans to work more closely with Agencies and how to tackle challenges of costs and new technologies to reduce carbon emissions.

A copy of the full transcript of the event is available by emailing your request to [sdindefra@defra.gsi.gov.uk](mailto:sdindefra@defra.gsi.gov.uk).

**Several challenges were highlighted for Defra during the event, including:**

To continue to embed SD in performance contracts for Defra Board Members.

To focus accountability on what Defra aims to deliver in SD through the business planning process and Senior Responsible Officer (SRO) responsibility of relevant programmes.

To celebrate successes and share best practices within the Defra Network and other Departments to help mainstream and embed SD principles and actions across Whitehall, e.g. SD Enthusiasts Network, DfES Sustainable Schools Action Plan, and all the sustainable building awards which have been won around the Defra estate.

To enable and encourage the Sustainable Development Commission (SDC) to build SD capacity amongst all Government Departments.

To implement a sharper method for carbon assessments which includes the social cost of carbon. This will be one way of getting more out of sustainability assessments in the RIA/IAs.

To role out a package of SD tools, including *Stretching the Web*, to help colleagues, stakeholders and other Government Departments embed SD into their working practices and policies.

To hold a programme of **thinksustainable** events in Defra throughout the year, encouraging a wide range of staff to take action on SD.

To tackle the travel choices people within Defra make, particularly around travel for business and the personal use of their cars on business, e.g. through the Travel Liaison Unit.

To engage with members of the Defra Network and other partners, e.g. the Carbon Trust and the Environment Agency.

## Annex 4

### Defra Staff Survey – summary statistics

Since the end of 2005, there have been five waves of “Pulse” surveys within core-Defra (with a selection of a fifth of the department being targeted for each wave, therefore ensuring full departmental coverage over the course of all 5 waves). The following table shows the sustainable development related questions in these surveys, as well as the figures from the 2005 full staff survey for comparison purposes.

<b>Question</b>	<b>Pulse 2005-06 - Wave 5 Results</b>	<b>Pulse 2005-06 - Wave 4 Results</b>	<b>Pulse 2005-06 - Wave 3 Results</b>	<b>Pulse 2005-06 - Wave 2 Results</b>	<b>Pulse 2005-06 - Wave 1 Results</b>	<b>2005 Staff Survey</b>
“I understand how to incorporate Sustainable Development into my work”	57%	55%	54%	61%	57%	51%
“I understand what sustainable development is”	87%	86%	85%	84%	83%	82%
“Sustainable development is taken seriously by senior managers”	59%	56%	58%	59%	58%	56%
“Sustainable development is relevant to me in my job”	59%	60%	59%	61%	56%	58%
“I know where to go for advice on sustainable development”	64%	64%	63%	70%	68%	65%

A full survey is being undertaken during 2007, which also incorporates questions on sustainable development.

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**Defra response signed by:**

SD Reporting Officer: Claire Holgate, Sustainable Development Division, 23/07/07

SD Responsible Officer: Jill Rutter, Director, Strategy & Sustainable Development, 23/07/07

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**SDC review and commentary:**

Commentary by: Claire Monkhouse, Senior Policy Analyst, Watchdog Team

Peer reviewed by: Rachel Hurle, Policy Analyst, Watchdog Team

Authorised by: Tim Lang & Becky Willis, SDC Commissioners

Sign-off date: 23/10/2007