

Safe roads, Reliable journeys, Informed travellers

# Sustainable Development Vision and Action Plan 2009-10



# Highways Agency Sustainable Development Action Plan 2009-10



# Foreword



**The Highways Agency is responsible for operating, maintaining and enhancing the strategic road network which carries a third of all vehicle traffic and two thirds of all freight journeys. The network plays a vital part in supporting Britain's economy and our quality of life. We are ambitious in our aim of seeking full and lasting economic, social and environmental benefits to meet the needs of the present and those of future generations.**

We have already taken steps towards integrating sustainable development into our business. Our Sustainable Development Action Plan 2008-09 received a creditable rating in the Sustainable Development Commission's assessment and our reporting on environmental, corporate and social responsibility in our annual report was praised for openness, clarity and customer focus in July 2008. Last year we began implementing a carbon accounting framework which allowed us to identify the Highways Agency's carbon footprint for 2008-09 associated with our internal business delivery and our construction and maintenance work. For the first time our Business Plan 2009-10 includes targets for reducing greenhouse gas emissions.

Our main focus for this year is people. It is essential that we understand the diverse needs of everyone affected by our work, whether Highways Agency employees, road users, those neighbouring our network, or people in the wider community. Our services must provide equality of opportunity and accessibility for all. For our employees we need to ensure that they are engaged and recognise the important role we all have in contributing to sustainable development.

We have set ourselves challenging actions in this year's Sustainable Development Action Plan but through continued involvement and co-operation from all business areas, stakeholders and suppliers we will see positive results. We each have a role in driving towards a sustainable future.

Graham Dalton, Chief Executive

We, the Highways Agency Executive Board, are committed to delivering the actions within this Sustainable Development Action Plan, encouraging the delivery of our aims and objectives and our corporate responsibility in an increasingly sustainable manner.

Graham Dalton  
*Chief Executive*

Ginny Clarke  
*Network Services*

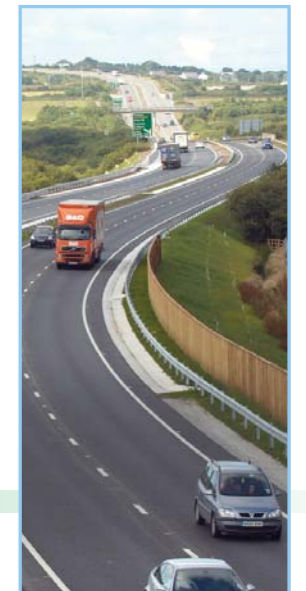
Stephen Dauncey  
*Finance*

Nirmal Kotecha  
*Major Projects*

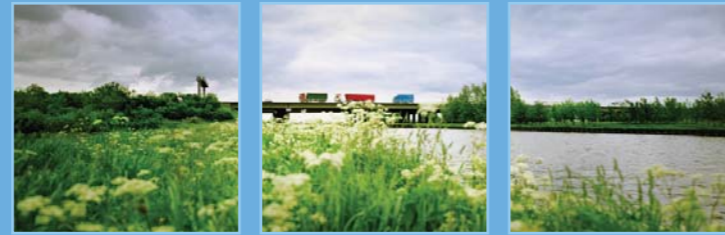
Denise Plumpton  
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*Human Resources*



# Background



The Highways Agency is an executive agency of the Department for Transport (DfT) and is responsible for operating, maintaining and improving the strategic road network in England, on behalf of the Secretary of State for Transport.

## **Our Aim is Safe Roads, Reliable Journeys, Informed Travellers.**

- Our customers and those who work on the our roads will enjoy improved safety
- Our customers will enjoy more reliable journeys on a network that is sustainable, strikes the best environmental balance and provides best value
- Our customers will have easy access to reliable accurate information when and where they need it to help them better plan and complete their journeys.

## **Our Objective is to deliver a high quality service to our customers by:**

- Improving road safety;
- Reducing congestion and improving reliability
- Respecting the environment
- Seeking and responding to feedback from our customers

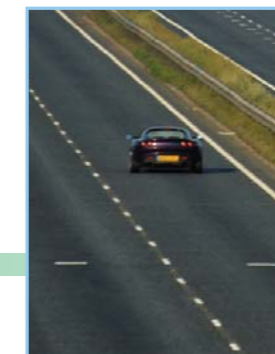
Through the delivery of our aims and objectives we continue to make an important contribution to the Government's sustainable development goals, Public Service Agreement targets (PSAs) and DfT's Departmental Strategic Objectives (DSOs).

This, the Highways Agency's third annual Sustainable Development Action Plan (SDAP), is an important corporate document. Here alongside our Business Plan and Annual Report, which includes our Corporate Social Responsibility (CSR) reporting, we set out our sustainability priorities and performance. This year the Agency will be preparing its Strategic Business Plan which will ensure that sustainability is embedded and reflected in the long term direction we are driving our business. This SDAP and the actions within cover

the financial year 1st April 2009 to 31st March 2010. The action plan builds on the foundations and vision of previous Highways Agency SDAPs and CSRs.

Our sustainability vision remains:

"To be a responsible organisation, committed to fulfilling our aims and objectives. To provide a national network that allows safe, efficient movement of goods and people, in a cost effective manner which minimises environmental and social harm, and seeks enhancements wherever possible"



# Department for Transport 'family' action plans

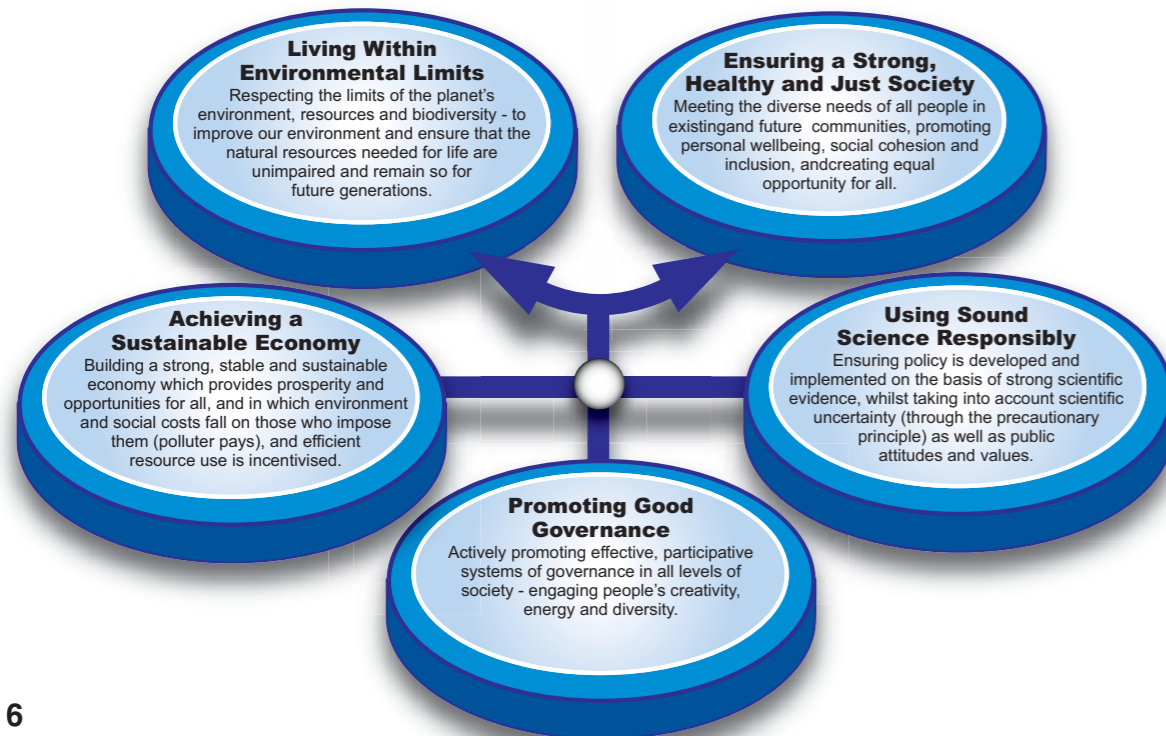


The UK Government Sustainable Development (SD) Strategy 'Securing the Future' (March 2005) requires all central government departments and their executive agencies to produce sustainable development action plans. The DfT and its seven agencies have produced individual action plans which set out our commitments and strategy for implementing sustainable development.

Links to all of the plans can be found on the DfT's website at:

<http://www.dft.gov.uk/about/howthedftworks/sda/>

A set of shared UK guiding principles of sustainable development are also explained within the strategy which should be used to guide vision, behaviour and action.



## Delivering a Sustainable Transport System

In November 2008 DfT published Delivering a Sustainable Transport System (DaSTS) which sets out five goals for our transport system:

- Supporting economic growth;
- Tackling climate change;
- Contributing to better safety, security and health
- Promoting equality of opportunity; and
- Improving quality of life and a healthy natural environment.

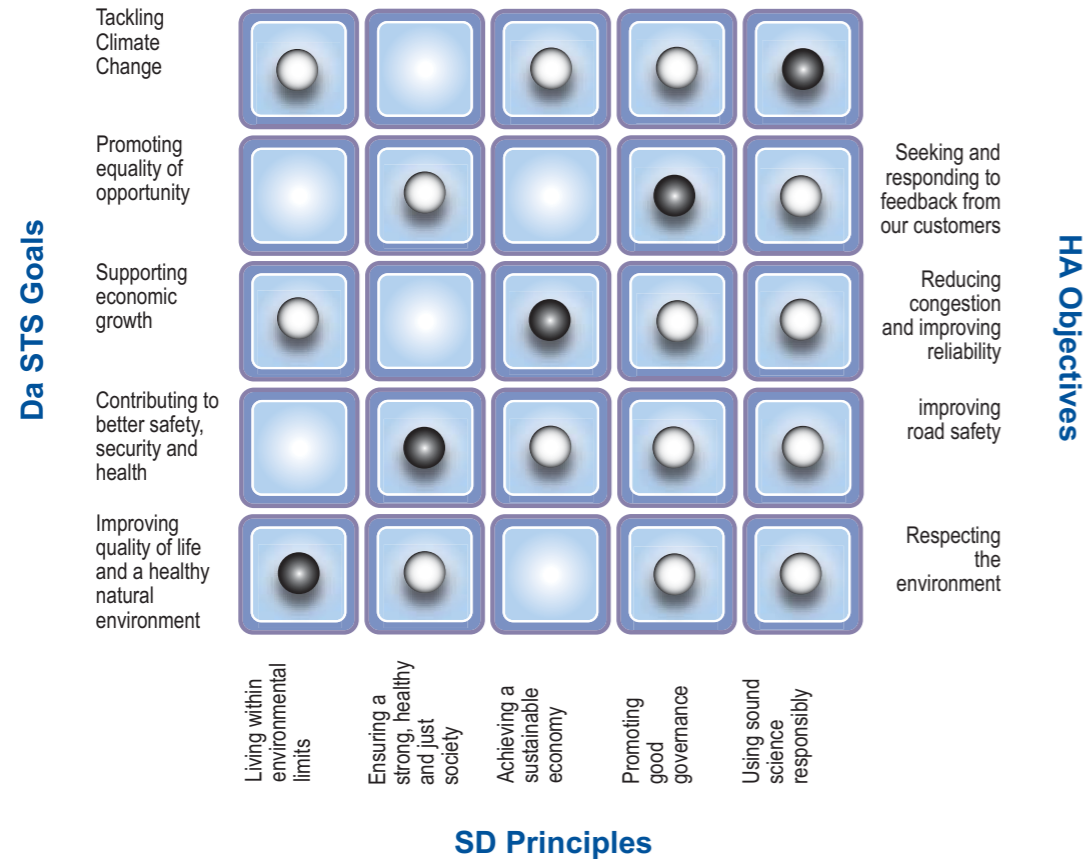
More detail on DaSTS is available on DfT's website at:

<http://www.dft.gov.uk/about/strategy/transportstrategy/dasts/>

The DfT expect to make progress against all five of these goals, but are aware that there can be tensions between them. In particular, supporting economic growth while reducing greenhouse gas emissions is likely to be the most challenging to deliver in parallel, at least in the short term. That said, they expect there to be a strong synergy between different goals. Across transport there is a drive to tackle emissions and achieve continued economic growth which is supported by DfT's carbon reduction strategy for transport 'Low Carbon Transport: A Greener Future' published in July 2009. This strategy explains how transport plans to make a major contribution to UK efforts to reduce CO2 emissions by 2022 and 2050 in line with the Climate Change Act 2008.

Together with the vehicle and driving standards developed by other DfT agencies, we are hopeful that together we can improve our performances and influence positive behavioural change in transport. In particular the travel planning and traffic information the Highways Agency provide can be a significant contributor towards reduced congestion and emissions.

In previous Highways Agency SDAPs, we have emphasised the role the ‘Securing the Future’ SD principles should play in guiding our behaviour. With the correlation between the guiding principles and the goals for the transport system, there is an even greater clarity of the relevance to our business.



Alignment of DaSTS goals > SD principles > Highways Agency Objectives

● Direct relationship, ○ Strong synergy

Within the Highways Agency, the alignment of individual staff objectives with our Agency objectives and the DaSTS goals and sustainable development principles, adds transparency. It is clear the work of our staff has a bearing on the environment, the economy, and society. We are using the sustainable development action plan to help our staff understand that the decisions made by all of us have sustainability consequences.

We can all play an important role in advancing the sustainability of the construction, maintenance and operation services we procure by considering their impacts and striving for improvements.



# Strategic planning and achievements



**Our endeavour to be a sustainable organisation is founded on bringing full and lasting economic, social and environmental benefits. The aim is to ensure that sustainability is recognised not just as an environmental consideration, but as an inclusive ethos that brings together economic efficiency and environmental protection while seeking social and corporate objectives. We can be a sustainable, efficient, delivery driven organisation as long as we see sustainability as a way of doing business, and not as a desirable add on once key decisions have already been made.**

Our first sustainable development action plan (2007-08) was aimed at Highways Agency staff and partners in the supply chain in understanding and improving our sustainability performance. We achieved a broad spectrum of positive gains across many parts of the business.

Corporate ownership of the sustainability plan by the Highways Agency's Board, including signature of all members, clearly communicated their commitment and

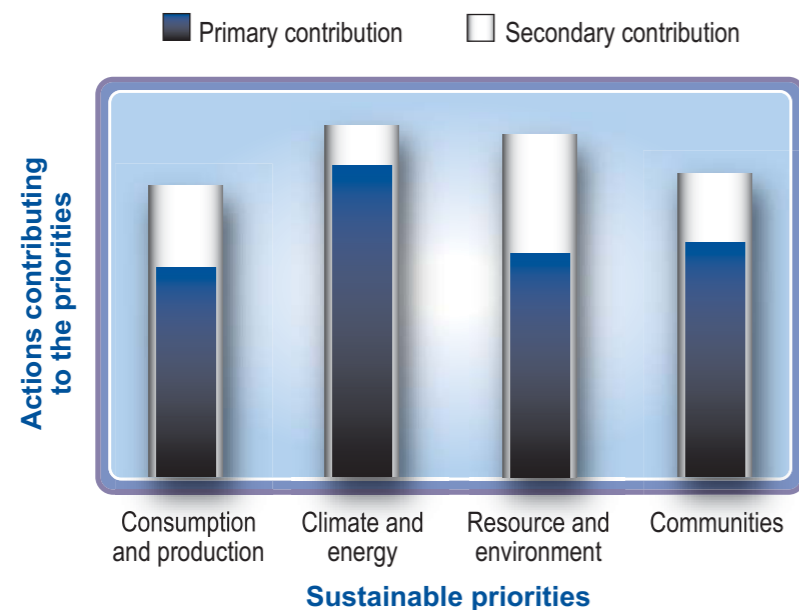
led to good business buy-in across the Agency's senior management. This strong leadership, supported by incorporating the SDAP delivery into established monitoring procedures by identified 'champions' (directorate representatives across the business), reinforced the corporate and staff buy-in. In turn, this kept us to tight targets and enhanced the understanding of how sustainability affects everyone. Over 80% of the SDAP actions were completed and the remainder carried over to our second SDAP.

With our second SDAP (2008-09) we emphasised the special importance of our supply chain in raising and implementing sustainable principles and priorities. Actions delivered in 2008-09 were seeking to expand the adoption of early quick wins and refine or revise corporate and procedural documents to achieve longer term benefits.

The 2008-09 SDAP showed the contribution each action had on improving our performance against the sustainability priorities. We sought to raise the awareness of, and our response to, carbon emissions and climate change with equal emphasis on climate change mitigation and

adaptation. Building on research from the previous year, we put in place the carbon accounting framework to calculate the Highways Agency's carbon footprint for the financial year 2008-09. We applied the risk based approach of our climate change adaptation strategy to priority areas of operation including structures, pavements and geotechnics. Together the footprinting and adaptation work raised staff and supply chain awareness of energy, resource use and change.





Proportion of 2008-09 SDAP actions supporting the four priorities for SD

During the last 12 months the Highways Agency and our supply chain have also worked together raising the wider sustainability agenda. Because we procure network construction and maintenance services, we have ensured our procurement strategy and the guidance to our authors of standards and specifications recognise the sustainability principles and priorities.

Sustainable procurement requires change and innovation in both technologies and behaviours, seeking:

- better products and services, which reduce the environmental impacts from hazardous substances and from the use of energy and finite resources;
- cleaner, more efficient production processes, which strengthen competitiveness and reduce waste;

- shifts in consumption towards goods and services with lower impacts; and
- ensuring the well being of people and communities and accessibility for all.

We successfully delivered all but five of the 2008-09 SDAP actions. However, implementing our SDAPs is about more than just delivering the actions. We have asked ourselves the question, "How can the Highways Agency ensure that staff understand and embrace the Agency's strategy for sustainable development to deliver better outcomes?" We were keen to draw on a cross section of people working for the Highways Agency to find out what they felt were the challenges we most needed to overcome to fully implement our sustainable development and climate change priorities.

The views of individuals differ, but common messages emerged. There was no question these priorities are relevant to us and our customers. We are confident we have senior management buy-in and a skill base within the organisation. There are good opportunities for change available, with neither financial nor reputational risk. Instead, to improve our sustainability results we need to:

- Educate - address any lack of understanding of the topic
- Engage - overcome resistance to change
- Excite – recognise the urgency

We will take these forward on 2009-10 and involve everyone in the Highways Agency.





# 2009-10 Action Plan



**Our focus this year is on people; everyone working for the Highways Agency, road users, neighbours to our network and the wider community. Our own staff initially engaged with our first SDAP, will be reminded of the role and responsibility we all have towards the diverse principals and priorities for sustainable development. We particularly want to include all our staff, to reinforce previous messages and ensure everyone recognises the role we all have in our day to day work for securing the future.**

While each action is important in itself, the aim of the SDAP is to help the Highways Agency fulfil our contribution to the Government's wider sustainable development priorities for immediate action. These are:

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

## The Sustainability Challenge:

We want to encourage our staff and suppliers to positively challenge the way we deliver our work. Just because it is the way we have always done it, does it mean it is the best way? Our staff and suppliers understand their work and we would like them to take a fresh look at delivery, to see if we can further improve what we deliver and how it is delivered, to enhance our sustainability performance.

Internally staff awareness of the principles of sustainable development is good, but staff still asks the question, "How is sustainability relevant to what I do?"

Everyone makes decisions which have an implication on resource use and people; these do not have to be big decisions to make an impact. We would like staff to consider how what they do could be improved, and empower staff because even small positive changes could play an important part in enhancing the economic, social, and environmental performance of the Highways Agency and society.



# Sustainable consumption and production



**Long term prosperity across the world may have increased, but the inefficient use of resources has produced a drag on our economy. The environmental and social impacts from current consumption and production patterns remain severe. Being able to achieve more with less is therefore a necessity, especially with the challenges facing us all from an ever increasing human population and the increasing pressure this puts on resources.**

We are taking a wider focus across the whole life cycle of the goods, services and materials we procure. We will seek to reduce inefficient use of resources and build people's awareness of social and environmental concerns and how these can be overcome.

Everyone in the Highways Agency has a role to play in integrating sustainability into all aspects of our business. However, as large amounts of goods and services are procured by the Agency, it is essential that our supply chain understand and support our aims as part of their wider corporate responsibilities. Our second SDAP sought to address this and, as a result, many positive steps have been taken towards achieving more sustainable patterns of consumption and production. We now have a dedicated sustainability section included in our Procurement Strategy which we measure against the Flexible Framework (Procuring the Future) to improve efficiency and effectiveness across our supply chain.

In order to embed sustainability and encourage change many focused workshops and conferences have taken place and working/action groups have been developed between the Agency, maintenance community, supply chain and stakeholders. The Maintenance Community Sustainability Management Group, which is made up of senior representatives from the Agency and Maintenance Community, is an excellent example; identifying and driving forward initiatives such as energy efficiencies, carbon accounting and best practice have been a major focus.

One area where we have seen advancements in best practice this year is waste. A waste strategy has been produced by the Highways Agency and existing guidance has been reviewed to ensure the supporting policy and information is in place for successful deployment. Within our Managing Agent Contractors (MACs) representatives have been identified to act as waste champions and to introduce waste reduction initiatives. Management plans on waste are now in place, which complies with regulatory requirements. Waste and recycling indicators and targets are prominent within our office facilities management.

An energy efficiency strategy for road lighting and signalling has also been produced and the Agency has also continued to liaise with the lighting industry to encourage the development of new/innovative technologies for road lighting.



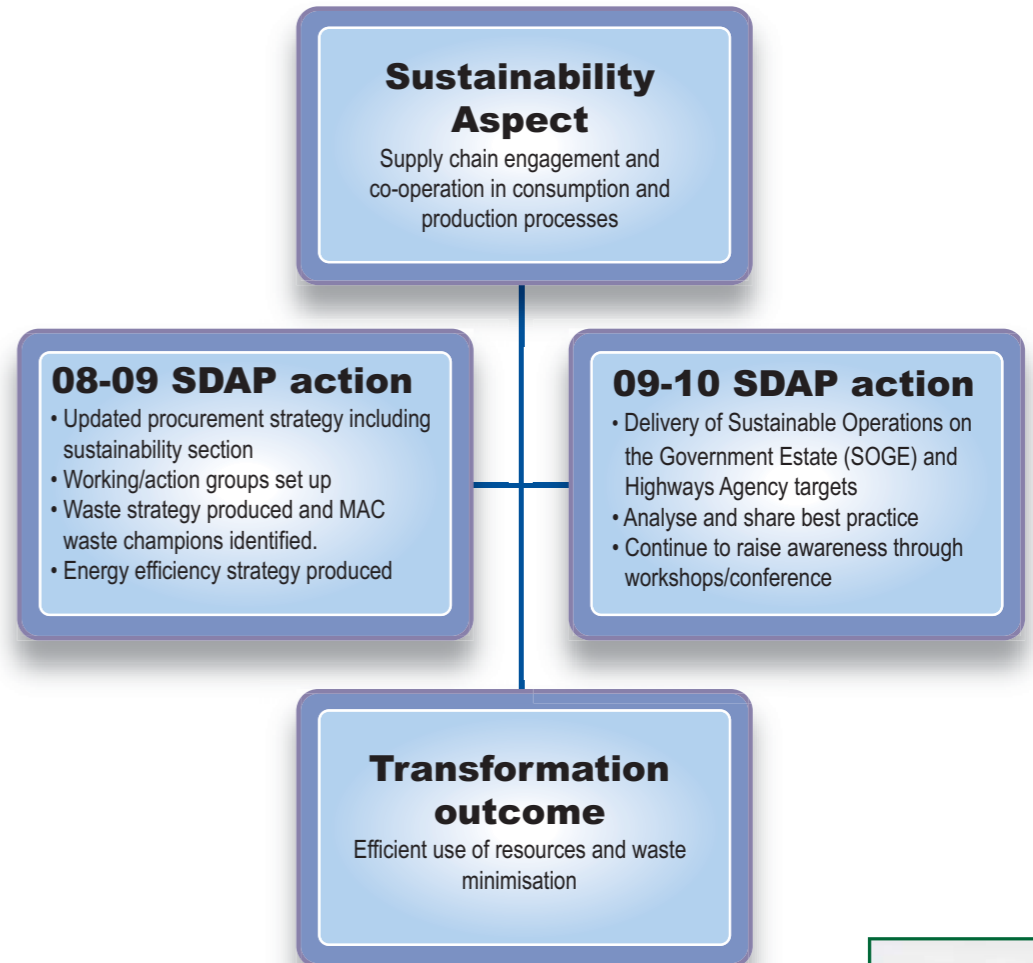
## case study:

### Reducing the carbon footprint of the motorway lighting.

To reduce network energy consumption (which accounts for approximately one quarter of our carbon footprint) a pilot programme to switch off motorway lighting between midnight and 5am was introduced on selected stretches. The Phase 1 Midnight Switch-Off project introduced its sixth and final site at the beginning of June 2009.

These initial stretches of motorway were chosen to form the first phase of our programme as they have excellent safety records and very low traffic flows between switch off hours. 40% savings in carbon emissions and energy use are expected for each section of the motorway where we do this.

Our focus for this year will once again be on stimulating change and innovation in both technologies and behaviours throughout the Agency and its supply chain. We will continue to raise awareness and implement guidance and targets with the purpose of exploring and achieving energy efficiencies in production and obtaining better products and services with lower environmental impacts. The introduction of process improvement methodologies to the Agency and its supply chain by our new Lean Division will promote efficiency savings in construction and maintenance. This will help remove waste from our processes, enabling us to deliver more with less.



# Climate change and energy



**We have emphasised previously why climate change is important to the Highways Agency: the emission of greenhouse gases associated with our operations and the need to measure, manage, and wherever possible reduce these; and the need to understand the risks climate change poses to the strategic road network and taking appropriate action to adapt to these changes.**

In the last 12 months we have made good progress on both fronts. We published carbon calculation and reporting advice in September 2008, which placed a requirement on our construction and maintenance contractors to provide carbon returns for the work they are carrying out on behalf of the Highways Agency. We have also been collecting information on the carbon footprint associated with our internal business delivery. The Annual Report 2008-09 includes our

first comprehensive carbon footprint for a financial year's activity. This information has been used to inform the development of carbon reduction targets for areas of our business in 2009-10. Actions such as these will enable the Highways Agency to improve the sustainability of our operations and provide a step forward in achieving SOGE targets which we have embedded in our performance reporting. To support delivery of SOGE targets, regular forums take place between DfT and its Executive Agency's. Updates on the reporting process, individual Agency progress, and ideas and best progress can all be shared to help each other obtain better results.

Road improvement project appraisal, applying the DfT transport analysis guidance, currently includes the assessment of the change in vehicle

carbon dioxide emissions. To take forward the carbon agenda we need to look at applying carbon considerations more widely in the investment decision making processes. The carbon footprinting work has provided a valuable data source that could be applied to help further inform design decisions from a greenhouse gas perspective. Our supply chain recognises the energy embedded in the materials we use, and also the emissions from their working procedures and methods. Our aim is to incentivise our supply chain to make cost effective reductions in these emissions.

We have applied our climate change adaptation strategy to the high priority risk areas of our business, and assigned management actions to those key climate related risks. The next step is ensuring more areas of our business, which could be affected by climatic variations, have considered the possible risks from a changing climate. We will use the latest scenarios from United

Kingdom Climate Impacts Programme (UKCIP) to further inform our work on adaptation. Our guidance to author's will ensure the changing climate is factored into our new technical standards and specifications.

2009-10 sees the first set of carbon reduction targets for the Highways Agency focusing on our administrative operations and the wider scope of network lighting. We hope to use these to further inspire our staff and supply chain to look for additional carbon savings in the delivery of our business. Our ongoing partnership agreement with Holland's Rijkswaterstaat and the Flemish Road and Traffic Agency will also help. Last year we met for a two day event to discuss the importance of sustainability and how working together can help us meet this challenge. Our collaboration will be stepped up again this year with an event focussed on further potential ways of reducing our carbon footprints.

## case study:

### Travel Manager changes

Changes to our internal Travel Manager system which is used by Agency employees to book methods of transport when travelling on business were implemented in April 2009.

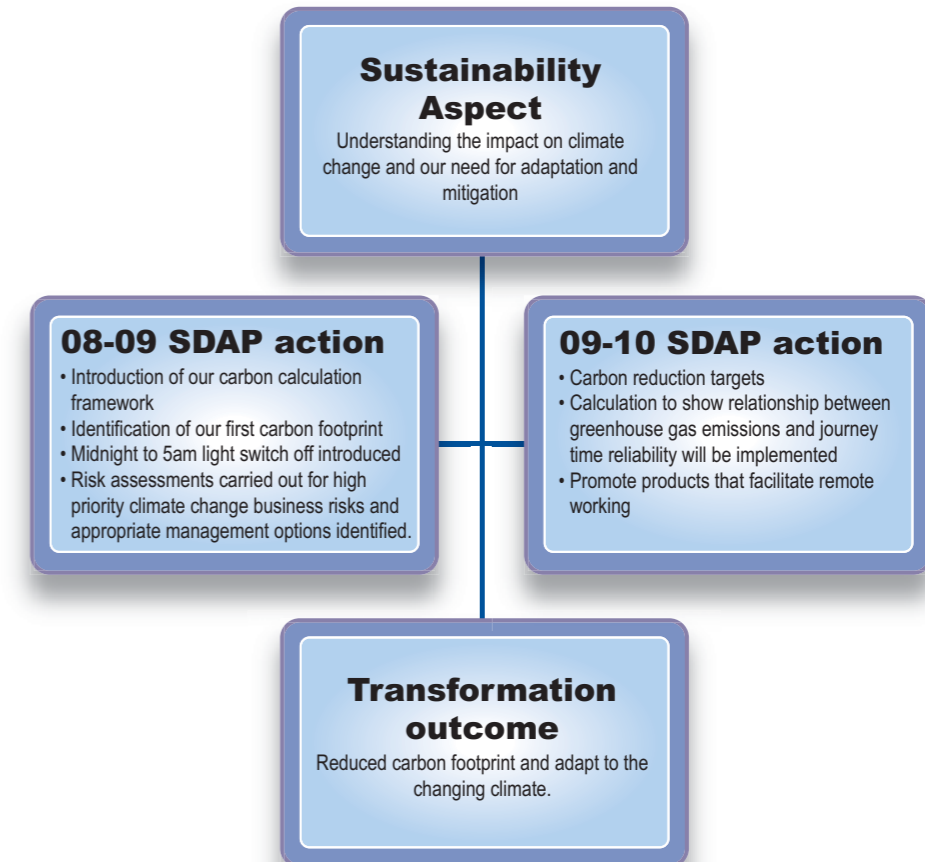
Travel methods now show their cost, time and carbon emissions for the proposed journey with the aim of influencing the travel behaviour of employees and achieving additional carbon savings.



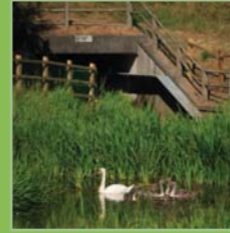
One of the big challenges we face is how we can apply carbon values to help inform the whole life decision making process. This year working with Forum for the Future, National Rail and representatives of our designers and contractors, we hope to better understand how the carbon story applies across major project decision making and influence points to determine where it is sensible to focus our carbon reduction efforts. We will continue to work on our carbon accounting work, to embed this alongside financial reporting and deliver a structured approach to carbon reporting across our business.

Information Communication Technology (ICT) is a large consumer of energy and resources but there are many improvements in both the technology and user behaviour that can be readily adopted and we will be making strides towards

implementing these improvements during 2009-10. Following the award of a new contract to manage and support our core ICT services, we are in an excellent position to make substantial savings in energy usage and reductions in greenhouse gas emissions through the migration of system applications and data to purpose built data centres, the introduction of power management and influencing behaviour of staff to name but a few. Our Green ICT strategy and action plan addresses and develops how Green ICT will support the provision of better information, more efficiently and more effectively.



# Natural resource protection and environmental enhancement



**Considerate use of natural resources is vital to the survival of human populations and a healthy natural environment. The concerns over exploitation of natural resources are well documented, but the challenges continue to grow with an increasing global population and the threats are real at local, national and international scales. Our health and wellbeing are directly linked to the quality of our air, water, soils and biological resources.**

We have clear performance aspirations to mitigate the potentially adverse impact of strategic roads and take opportunities to enhance the environment. We operate under a policy of a strong presumption against taking forward schemes that would adversely affect environmentally sensitive sites.

Our environmental sustainability challenge remains twofold; to ensure our network and the surrounding environment are fit for current and future generations, and to make sure our activities and practices have as little adverse impact as possible on the wider environment. The Highways Agency is committed to understanding and controlling the environmental impact of our activities, and undertaking a range of work designed to improve performance in this area.

The Design Manual for Roads and Bridges, the home of standards and advice for highway design and construction, contains volumes dedicated to environmental design and environmental assessment. Our good environmental design advice will be fully reviewed this

year, updating the award winning Good Roads Guide of the nineties. In environmental assessment too, a number of environmental aspects will be modified to best practice including noise, biodiversity and landscape assessment.



For the near future, we are reviewing our environmental strategy, seeking to document the path to meeting the challenges of constructing, maintaining and operating the national strategic network in England.

## case study:

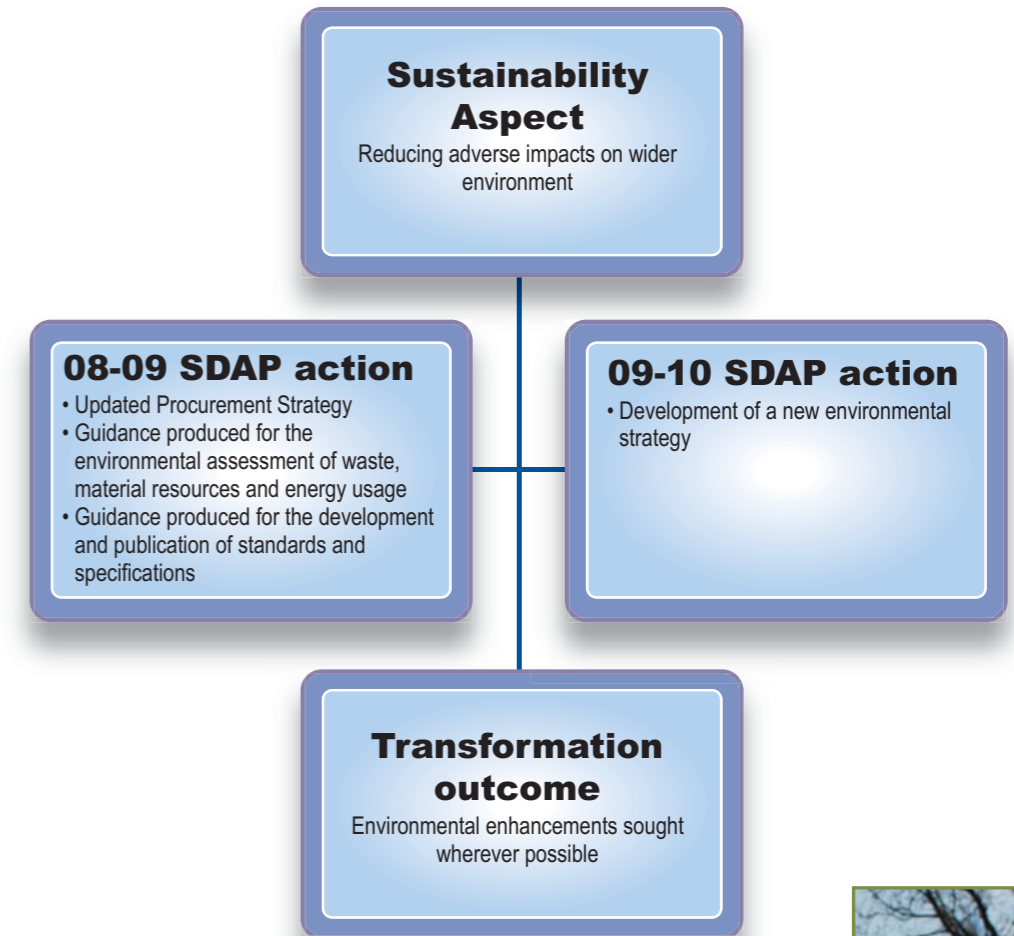
### National Tree Week

*The Agency marked National Tree Week (26 November – 7 December) with tree planting events across the network which saw the planting of our 52 millionth tree. This made the Agency one of the biggest planters of trees in England.*

National Tree Week comes at the end of a wonderful display of autumn colour on our busy highway network. It reminds us of the vital role that trees have to play in the sustainability of our transport links. They provide a rich habitat for wildlife, filter polluted air, stabilise the soil, reduce the

impact of storm water run-off and help to integrate roads with their surrounding landscape.

The Highways Agency now has 14,000 hectares of woodland on its estate and much of this planting screens people from views of traffic as well as providing seasonal interest and habitat.



# Sustainable communities



**Creating sustainable communities, places where people want to live and work, now and in the future is an aim of government. Communities should embody the principles of sustainable development at the local level to become sustainable. This can be achieved by meeting the diverse needs of existing and future residents, making sure communities are planned, built and run efficiently and in an environmentally considerate way.**

The strategic road network links people and places across the UK and beyond. It has a key role to play in supporting the economy and the quality of life for people and their communities. We understand that how we operate and improve the network has an impact on surrounding communities, so we are working hard to ensure that this impact is positive wherever possible.

## case study:

### Traffic Officer training DVD

Work has been done to improve safety through our services. Building on previous work to revise the procedure for assisting disabled drivers and passengers a training DVD – ‘Open Road Thinking: Raising Disability Awareness’ has been developed for traffic

officers. The DVD aims to increase their awareness on the necessary modifications required so that people with a disability can more easily and safely use our network. How Traffic Officers can build rapport and instil confidence with disabled customers is also an integral part of the DVD.

Safety of all road users is always at the forefront of our initiatives. A focus in our second SDAP was on influencing driver behaviour through communication and education, helping them to make smarter journey choices. Last year saw many of our information services being upgraded to help achieve better informed drivers. This includes our website, where the traffic information for our customers was improved with the broader aim of reducing congestion on our roads, improving safety and reducing emissions in the process. Improving the construction site health and safety culture has also been a priority.

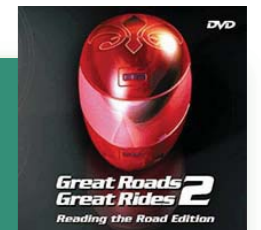
A number of actions in our second SDAP addressed the varying needs of our road users by providing certain groups with information of relevance to them through targeted Driver Information Programmes (DIPs) and making our network more accessible. The Agency and DfT jointly attended The Mobility Roadshow providing a platform where we could listen to and understand the needs of our disabled customers and highlight to them what the Agency is already doing and plans to do to meet their needs. We also continued to develop travel plans and ways of further embedding sustainability amongst our service providers and our own business areas.

## case study:

### Driver Information Programme

The follow up to Great Roads Great Rides (Great Roads Great Rides 2) was launched in February 2009 by Jim Fitzpatrick, the Road Safety Minister at the annual Royal Society for Prevention of Accidents (RoSPA) Road Safety Congress in Blackpool. This new resource was produced in collaboration with

DfT, the Driving Standards Agency (DSA) and other partners such as bike companies and trainers. It includes a DVD film and interactive package that aims to generate behavioural changes, reducing accidents and the disruption they cause.





Action from last year has influenced our main focus for this year which is meeting the diverse needs of all people, offering equality of opportunity and ensuring accessibility for all whether these be Agency employee's, or road users, road workers, drivers/cyclists or pedestrians. This aligns and is supported by the Agency's Gender, Race and Disability Action Plans.

This year we will role out targeted training and development across the Agency raising awareness of the diversity agenda. To address physical barriers on the network, which prevent disabled road-users from accessing our services the Agency has incorporated Disability Discrimination Act (DDA) requirements in the design features of its road improvement schemes. A programme will be implemented in 2009-10 to bring existing facilities in line with current design standards. Our accessibility programme must address the requirements of disabled people so it is essential that they are consulted to ensure we meet specific local needs. This is part of a larger programme

which supports our obligations under the DDA and seeks ways of meeting the requirements of disabled people who use the network.

Initiatives for improving safety and well being will once again be a priority supporting this year's focus. Driver education forms an important part of our strategy to reduce deaths and serious injuries on our roads so we will continue to develop new DIPs aimed at long-term improvement of driver behaviour. Examples include a magazine of technical information and guidance for those who tow any size trailer to support the 'Fit to Tow' DVD. To provide support to the UK's ageing population a DIP for older customers will be released looking at how motorways and driving have changed over the years. Policies, procedures and strategies will also be reviewed and updated contributing to better road worker health, safety and security. Work such as this will once again help us to support the Agency in achieving the PSA target for safety.



# Procurement



**Sustainability is founded on bringing full and lasting economic, social and environmental benefits so we must recognise that sustainability is not just an environmental consideration. It is an inclusive ethos that brings together economic efficiency, and environmental and social protection to deliver our corporate objectives. Ensuring we carefully select the goods and services we buy and understand their sustainability implications is vital if we are to deliver our business in a sustainable manner. Our Procurement Strategy emphasises how procurement will drive home the Government's sustainability priorities and that we will monitor our supplier's response.**

Improving our sustainable procurement performance will help us deliver a better service through:

- Improved road safety for our customers and safety on the network for those who work for us;
- Improved efficiency, reducing whole life costs;
- Cost savings;
- Reduced risks; and,
- Protecting our reputation.

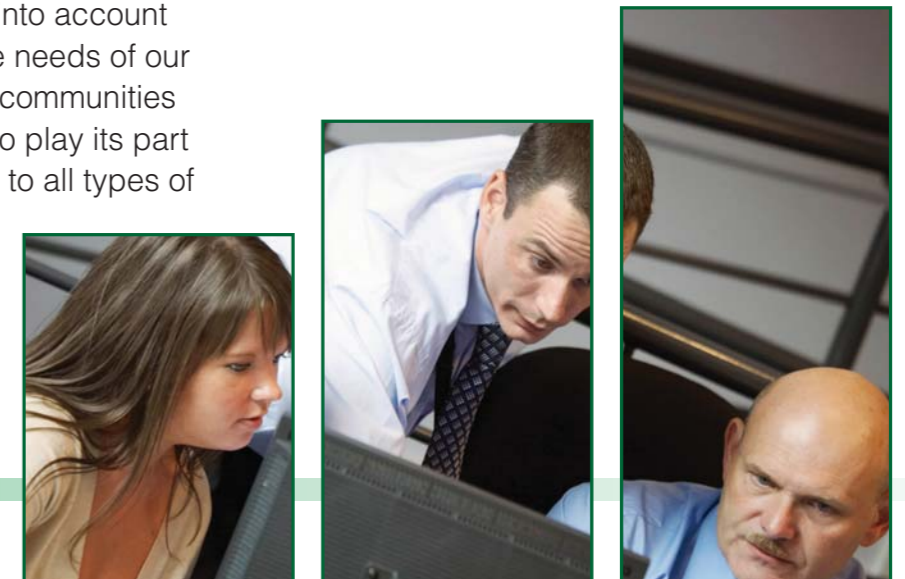
The Highways Agency procures large quantities of goods and services so it is important our supply chain understand and support our sustainability aspirations, and that we demonstrate genuine leadership and commitment to our supply chain. This means encouraging change and innovation in both technologies and behaviours, and maintaining effective working relationships where we can positively learn from each other.

The goods and services we buy all have sustainability implications associated with them, and we need to work with our supply chain to ensure that all parties understand these implications and how we can work together to minimise any adverse impacts and seek enhancements wherever possible. We would like to encourage our suppliers to take responsibility for the products and components they use in delivering our work, and understand their origins so we can truly understand the impact of delivering our business.

Encouraging suppliers to recruit and retain a diverse workforce from varying talent pools and demographics is also important as it brings diverse skills and talents that the Agency and suppliers will benefit from. Goods and services must take into account and cater for the diverse needs of our customers and those in communities and the Agency needs to play its part by reducing the barriers to all types of businesses who wish to compete for contracts.

To encourage diversity throughout the supply

chain a supplier diversity day has taken place providing an opportunity for the Agency to clearly state to over 70 key suppliers its approach to diversity. The day also provided a platform to promote diversity to our key suppliers and a way of encouraging them to promote diversity within their own supply chains. An Equality Impact Assessment has been carried out on our supplier selection approach. As a result diversity working groups have been set up in our Major Projects and Network Operations Directorates to assess what criteria should be included in supplier contracts.





Through the Sustainable Development Action Plan and workshops/conferences we have achieved better engagement with our supply chain allowing innovative ideas and opportunities to be captured. Our procurement strategy has now been updated to include a dedicated sustainability section establishing a common understanding for our staff and supply chain on what constitutes sustainable procurement for the Highways Agency.

The Flexible Framework (Procuring the Future) identifies five key themes which are the key behavioural and operational change programmes which need to be delivered in each public sector organisation to deliver sustainable procurement:

- People
- Policy, strategy and communications
- Procurement process
- Engaging suppliers
- Measurement and results

We are using the Department for Transport (DfT) Sustainable Procurement Strategy and the Framework to underpin our sustainable procurement strategy and will continue to work on its principles until they are all fully embedded – allowing us to achieve the highest quality procurement activity.



# Ownership



**In 2008 we established a Sustainable Development and Climate Change team reporting to David Gingell (Senior Responsible Owner) who has overall accountability for the development and delivery of our SDAP. The SDAP has support from all Highways Agency Board members, with Ginny Clarke acting as a Board level sustainable development lead.**

To fully integrate sustainability into all aspects of the Agency's business it is essential that all directorates co-operate, understand and engage with this important agenda. Each directorate is therefore represented in the action plan. In addition, each directorate assigns a specific owner to the delivery of each action. All directorates are also represented by their champions who coordinate cross cutting actions and share ideas and best practice.

Our suppliers, alongside our own staff, need to take ownership of the actions in our SDAP if we are to continue taking steps to becoming a sustainable organisation. Our champions of sustainability reach across the Agency and our supply chain.



# Involvement and communication



**The actions contained within this SDAP have been brought together in conjunction with our champions from all areas of the business, and our maintenance, construction and research supply chain communities, to help us achieve positive outcomes and move us all towards a sustainable future.**



Improving the sustainability performance of the Highways Agency through the engagement and involvement of all staff, stakeholders and members of the supply chain was a common aim in our first and second SDAP. The second action plan took this forward as a vision, creating a stronger steer for our staff to deliver all areas of our business in a sustainable manner, and our supply chain to deliver more sustainable products and services.

## Key communications channels:

### *Internal:*

- Business Plan
- Annual Report
- Portal (intranet)
- Procurement Strategy
- SDAPs
- Author's guidance
- Divisional 'champions'

### *External:*

- Highways Agency website
- HA PartnerNET website
- Major Projects supply chain conference
- Maintenance Community supply chain conference

This, our third SDAP, looks to build on this even further, embedding the considerations of sustainability into our culture as well as that of our supply chain and stakeholders. We need to raise awareness of the benefits that come with delivering our work in a sustainable manner and find ways of motivating everyone to foster a positive working environment in which best practice and innovation can be shared and applied. Through actions in our first and second SDAPs levels of understanding and engagement regarding sustainability have increased. This year we plan to communicate the new SDAP and its key messages with the aim of educating, engaging and exciting

A team of graduates commissioned to investigate current levels of awareness and engagement among Agency staff, also considered how best sustainability information is communicated using the most effective method. We will take advantage of our internal communications to do this, reaching our staff through regular articles in our weekly 'Update' and bi-monthly magazine 'Network'. The SDAP publication will be highlighted on the front page of our intranet and explained to teams Agency wide via our 'Agency Briefing'. This will give staff the opportunity to discuss how their teams, and themselves as individuals, can positively contribute towards sustainable development.

Sustainability is also going to be incorporated in to the induction process for new starters so we can highlight, as soon as they join the Agency, the importance of its consideration in all business areas and decisions. This year we will produce sustainability and climate change pages for our internal intranet and external website, creating another medium in which to raise the awareness and support for

our staff, suppliers, and our customers. Sustainable development remains a staff learning and development priority in 2009-10.

Regular workshops/conferences will once again take place between our construction and maintenance communities and Agency staff to encourage ideas on change and drive positive operational action. The Agency is also sponsoring the 'contribution to sustainable transport award' at the National Transport Awards, promoting the importance of sustainable development and our desire to see this happening throughout the transport industry.

With our people this year it is also important for us to raise the awareness levels of those who come into contact with our network; whether these be road users or neighbours of our network. As well as the National Transport Awards and website, we will continue to work with local authorities and businesses to encourage them to consider the use of travel plans to influence a higher uptake of sustainable travel choices. The Agency will also take part in external events such as The Mobility Roadshow and Gadget Show Live to engage with our customers face to face.



# Monitoring and reporting



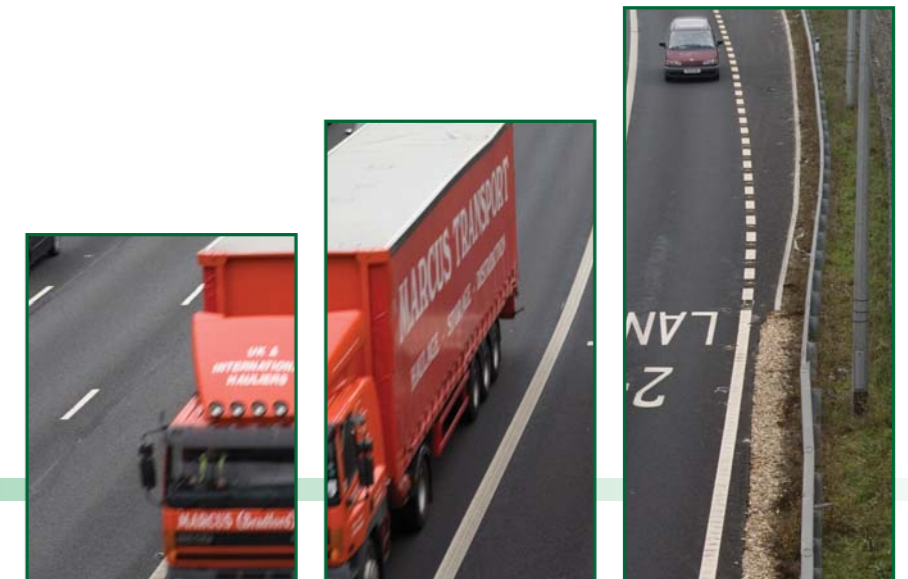
The Highways Agency's Sustainable Development and Climate Change team are responsible for monitoring the progress of this action plan. However, each directorate sustainability champion ensures their directorate's progress is monitored and provides quarterly progress updates on the actions contained within the SDAP. The Highways Agency Board is informed of progress on the SDAP actions quarterly.

All actions contained within our SDAP are also incorporated into our 'balanced scorecard' which is our monthly performance management and reporting tool. The progress on each action is reported every month and any risks or interventions required to keep the action on target are noted and reviewed by senior managers. Within this internal monitoring process a named individual is responsible for delivery of each action. The lead directorate is referenced within the SDAP action plan tables.

Outcomes of our internal monitoring are taken into consideration and fed back into the action plan where appropriate. If necessary, actions will be updated or timescales edited to ensure progress and a positive outcome. Within the business year significant change is unlikely, but actions which drop behind their target at year end are reviewed by champions and owners for consideration of their future delivery.

After the 31 March and the final quarter progress report, the Highways Agency's internal audit team review the action delivery and evidence prior to us reporting on progress.

We report progress to the Sustainable Development Commission and within the Corporate Social Responsibility (CSR) section of our Annual Reports. We highlight the delivery of our SDAP and the progress we have made towards the sustainability priorities set in 'Securing the Future'. Embedding all aspects of sustainability into our business and culture is vital and our CSR reporting provides us with another method for emphasising these priorities and ensuring sustainability is integrated as business as usual.



## Highways Agency Sustainable Development Vision and Action Plan 2009-10

The sustainability actions we intend to deliver are listed in this table. The opening Action area column, reports the main linkage to the Sustainable Development Commission's recommended categories. Each action is described briefly and has a target delivery date and an Agency owner. We have taken care to emphasise which sustainability priorities we believe each action contributes towards, both primary (●) and secondary (○). The final column sets out what we see will be the desired outcome from each action.

Action area: Procurement, Policy ( <i>decision-making</i> ), People, Operations	Ref	Action description	Action target	Owner	Sustainability priority impact				Desired outcome
					Consumption & production	Climate & energy	Resources & environment	Communities	
Procurement	1	Through the Maintenance Community Sustainability Management Group (MCSMG) continue to develop and deliver sustainability initiatives amongst service providers through provider SDAPs.	Mar-10	NO	●	●	●	●	<i>Undertake projects based on examples of best practice/ Quick Wins with the potential to become accepted practice as part of scheme planning and delivery. Document examples for sharing across the community. (Written report)</i>
Procurement	2	Reviewing any ICT procurement exercises: Incorporating the consideration of sustainability into the business case approvals process.	Mar-10	ID	○	●	○	●	<i>Prospective suppliers will be asked to provide statements on how they meet the criteria.</i>
Policy	3	Implement the calculation developed to show the relationship between greenhouse gas emissions and the Journey Time Reliability (JTR) PSA	Dec-09	NO NetServ		●			<i>To continue work to use the JTR/CO<sub>2</sub> relationship to help provide guidance which can help identify the carbon optimum JTR interventions. (Research output)</i>
Policy	4	Develop a new Environmental Strategy for the Highways Agency.	Mar-10	NetServ	●	●	●	●	<i>Deliver a revision of our environmental strategic approach and a clearer vision of: the strategic environmental direction; the Agency's environmental roles/responsibilities; principles with which environmental KPM, environmental processes/practices must comply; an implementation/action plan including environmental objectives and targets.</i>
Policy	5	Promote the use of voice and web conferencing, and other products which facilitate remote working, to reduce the need to travel between offices.	Nov-09	ID		●		●	<i>Increased use of voice and web conferencing. Reduction in the amount of travel between offices supporting the Business Plan KPM to reduce business travel carbon emissions by 5%..</i>



Action area: Procurement, Policy ( <i>decision- making</i> ), People, Operations	Ref	Action description	Action target	Owner	Sustainability priority impact				Desired outcome
					Consumption & production	Climate & energy	Resources & environment	Communities	
Policy	6	Reduce our power consumption and CO2 emissions through: • Introduce power management of desktop devices. • Improving the equipment in printing rooms to allow in-house production of publications. • Promoting the use of SHARE for the storage of e-mails • Educating individuals through promotional activities to take responsibility for power consumption and adopt greener working methods.	Mar-10	ID	○	●			<i>Implement a range of active device power management actions to significantly reduce power consumption supporting the Business Plan KPM to reduce office carbon emissions by 5%.</i>
Policy	7	Develop firm proposals for a longer term carbon performance management reporting system	Mar-10	FS	○	●	○		<i>Feasibility Study (written report) which analyses various systems/processes including: our current financial system (including the purchase order system and oracle projects); our performance management system (balanced scorecard and monthly performance report).</i>
Policy	8	Embed sustainability and carbon considerations in HA decision making processes through the delivery and application of research on: whole life sustainability and carbon; application of HA carbon management strategy; water footprinting, and roll out of key sustainability and climate change communications messages	Mar-10	NetServ	●	●	●	○	<i>Delivery of suite of initiatives that demonstrate further integration of key sustainability and carbon management principles across the business and key processes. (Research output)</i>
Policy	9	Prepare a strategic business plan ensuring sustainability is a key theme throughout	Mar-10	NetServ	●	●	●	●	<i>Publication of a Strategic Business Plan which sets a longer term direction for the agency and facilitates sustainability being integrated into all key work areas. (SBP publication)</i>
People	10	Through regular communications to Agency staff and suppliers raise awareness and understanding of the sustainability agenda	Mar-10	NetServ	●	●	●	●	<i>To obtain greater engagement across all business areas on how individuals can make a positive contribution towards sustainability in their work and the importance of challenging the way we currently deliver work across the Agency. (Written review of training and publications)</i>

Action area: Procurement, Policy ( <i>decision-making</i> ), People, Operations	Ref	Action description	Action target	Owner	Sustainability priority impact				Desired outcome
					Consumption & production	Climate & energy	Resources & environment	Communities	
People	11	Promoting equality of opportunity: Refine and incorporate interim Value Management (VM) guidance for Local Network Management Schemes (LNMS) with benefits for disabled users into main LNMS VM guidance document	<b>Dec-09</b>	NetServ				●	<i>Update of the guidance. (Revised VM guidance)</i>
People	12	Contributing to better safety, security and health: Road Worker Safety Strategy 2009-11	<b>Dec-09</b>	NetServ				●	<i>Strategy publication and related monitoring plan alongside the monitoring of: • Design, Construction and Maintenance Strategy 2008-11 and the • H&amp;S Audit Plan 2008-11.</i>
People	13	Develop advice on the assessment of impacts of roads on communities and private assets within the Design Manual for Roads and Bridges (DMRB).	<b>Mar-10</b>	NetServ				●	<i>Publication of updated environmental assessment advice including assessing the impacts on local businesses, including farm businesses, and the accessibility issues of the local community. (DMRB update)</i>
People	14	Full use of new version of the Accident and Incident Reporting System (AIRSweb) for accident, incident and near miss reporting.	<b>Dec-09</b>	MP				●	<i>AIRSweb in full use by Major Project service providers</i>
People	15	Review opportunities across our suite of publications to include focussed sustainability messages to customers.	<b>Mar-10</b>	ID	○	○	○	●	<i>New versions of publications will include sustainability messages.</i>
People	16	Deliver equality training to leaders, managers and staff	<b>Mar-10</b>	HR			○	●	<i>Increased knowledge of equality duties and confidence to tackle discrimination and promote equality. (Training and monitoring)</i>

Action area: Procurement, Policy ( <i>decision- making</i> ), People, Operations	Ref	Action description	Action target	Owner	Sustainability priority impact				Desired outcome
					Consumption & production	Climate & energy	Resources & environment	Communities	
People	17	Offer educational and training opportunities to 80% of our workforce that fall below government skills level 2 (which is currently 7% of total HA workforce)	Mar-10	HR			○	●	<i>Acceptance of training and educational opportunities by 57% of those staff who are approached, this will facilitate the HA in achieving a longer term goal of having 97% of its total workforce at level 2 or above</i>
Operations	18	Undertake research into the introduction of sustainability into the VM scoring process for renewal works.	Dec-09	NO NetServ	●	●	●	●	<i>Conduct a cost benefit analysis into introducing sustainability into VM scoring process for Renewal of Roads and Renewal of Structures schemes.</i>
Operations	19	Within the Maintenance Community, trial performance measures and targets seeking a reduction in CO <sub>2</sub> emissions against Scope 3 items within the Highways Agency's Carbon Accounting Tool.	Mar-10	NO		●			<i>Maintenance Community service providers will seek to reduce their carbon emissions from agreed areas compared with the corresponding 2008-09 baseline.</i>
Operations	20	Improve the understanding of the greenhouse gas emissions associated with key major project investment and decision making.	Dec-09	MP		●			<i>To ensure the greenhouse gas impacts of schemes are more fully understood. Take opportunities to improve decision making by developing a tool in collaboration with the Forum for the Future, National Rail and supply chain representatives.</i>
Operations	21	Within the Major Projects Community, investigate the corporate social responsibility (CSR) approach of the supply chain and promote best practice.	Nov-09	MP	●	●	●	●	<i>Analyse and share best practice via Major Projects Community/Principals Group disseminating the findings of the review of supply chain CSRs.</i>
Operations	22	Contribute to achieving Sustainable Operations on the Government Estate (SOGE) targets and the Highways Agency Business Plan Carbon target by: <ul style="list-style-type: none"> <li>• Reduce carbon emissions across the Highways Agency office and Regional Control Centre (RCC) estate by 5%.</li> <li>• Reduction in waste across the office and RCC estate by minimum 5% reduction against 2008-09 figures.</li> <li>• To collate data relating to energy, waste and water for all outstations, where the information is available. This will be our baseline data for reduction targets in 2010-11.</li> <li>• To collate data relating to paper consumption in all offices and RCCs, where the information is available.</li> <li>• To obtain Display Energy Certificates (DEC) for all offices and RCCs.</li> </ul>	Mar-10	HR	●	●	●		<i>Delivery of SOGE and Highways Agency targets. Enhanced data for monitoring and target setting and to support a Highways Agency wide awareness campaign to highlight HR Property and Facilities Management work.</i>

**Owner: Network Services (NetServ) incl. Procurement, Major Projects (MP), Network Operations (NO), Information (ID), Human Resource (HR), Finance (FS)**

