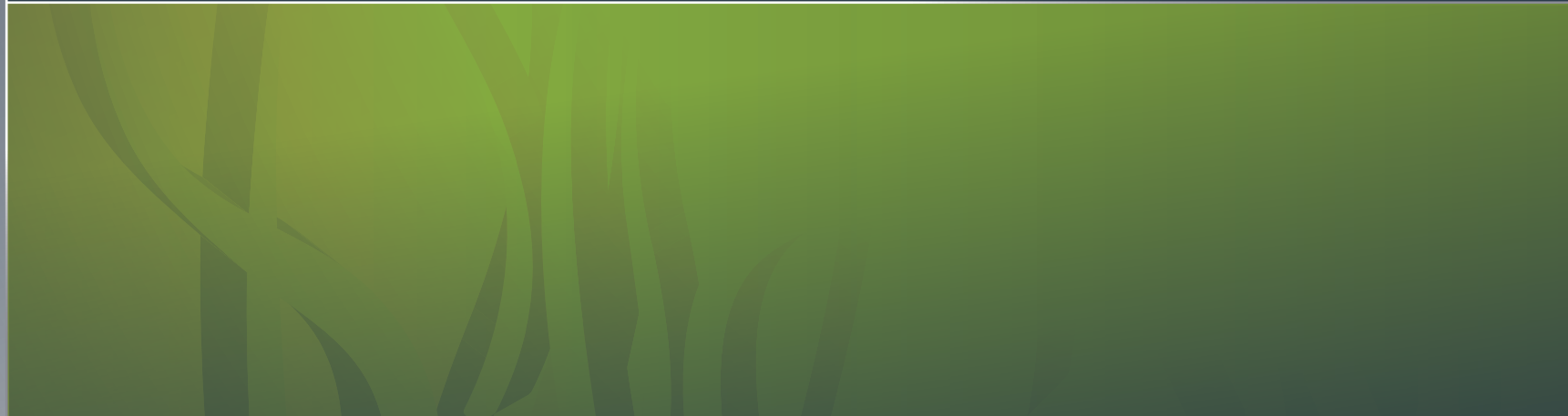




MINISTRY OF DEFENCE

Ministry of Defence

Sustainable Development Action Plan 2009

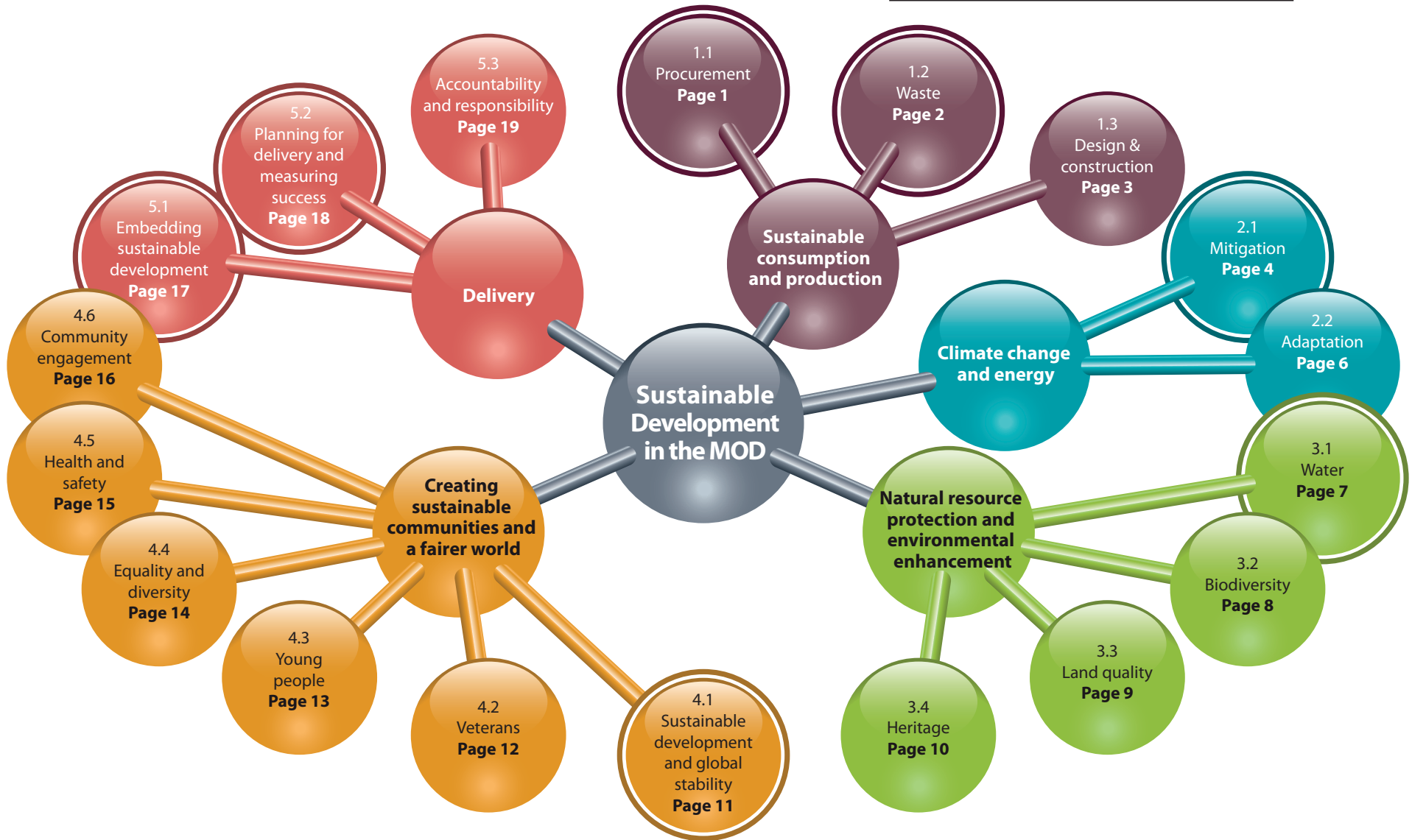


Contents

Sustainable Development Action Plan 2009

This Action Plan covers the four shared priority areas for government action identified in [Securing the Future](#), the Government's Sustainable Development Strategy with a fifth area for Delivery. Each is divided into sub-areas with objectives, targets and actions as represented in the diagram below; priority areas have a border.

Each circle acts as a hyperlink to the relevant section of the Action Plan.



Introduction

This Action Plan 2009 sets out our sustainable development targets and key actions going forward until 2012. It is updated and reported against annually and will be revised to take account of SOGELL targets when these are published.

Actions to assist the department in delivering Public Service Agreement 30 (Global and regional reduction in conflict and its impact and more effective international relations) are detailed in [Defence Plan 2009-13](#), and are captured as the high level objective 4.1 in this Action Plan.

Sustainable development provides a supporting Performance Indicator for the third of MOD's three Departmental Strategic Objectives: Build for the future. It is assessed against the achievement of objectives for sustainable consumption and production, climate change and energy, natural resource protection and environmental enhancement and sustainable communities, and reported on on the [MOD's Annual Report and Accounts](#).

For further sustainable development statistics, and for information on the scope and coverage of the statistics in this report, please see [United Kingdom Defence Statistics](#): Chapter 7, Sustainable development, military aid to the civil authorities and conflict prevention.

Table Key

Impacts:

- 1 – Action has a *zero or small* contribution to one or more of the shared priorities.
- 2 – Action has a *fair* contribution to one or more of the shared priorities.
- 3 – Action has a *good* contribution to one or more of the shared priorities.
- 4 – Action has an *outstanding* contribution to one or more of the shared priorities.

1. Sustainable consumption and production

1.1 Procurement – PRIORITY AREA

This is a priority area because procurement drives the delivery of sustainable development in the Department.

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
<p>1.1 Become a national leader in sustainable procurement by:</p> <p>Achieving level 3 in all areas of the Flexible Framework, plus level 5 in “Engaging Suppliers” by end Dec 2009</p> <p>Then</p> <p>Achieving level 5 in all 5 areas of the Flexible Framework by end Mar 2011</p>	1.1.1	Publish the MOD SP Strategy	Mar 10	<ul style="list-style-type: none"> Publish SP Strategy by Mar 10 	4	MOD SP Champion - Defence Equipment and Support Chief of Corporate Services (DE&S CCS)	Sustainable Procurement Task Force (SPTF) Flexible Framework
	1.1.2	Equipment project teams to be assessing and managing sustainability impacts (environmental, social and economic) for all acquisition projects	Mar 11	<ul style="list-style-type: none"> All equipment project teams to apply effective, auditable environmental management systems in accordance with Acquisition Safety and Environmental Management Systems (ASEMS) by Mar 10 Develop and roll out a process for assessing socio-economic aspects of acquisition by Mar 11 	3		MOD SP Strategy (to be published)
	1.1.3	All contracts to comply with appropriate sustainability standards such as OGC’s ‘Buy Sustainable - Quick Wins’ minimum requirements	Mar 11	<ul style="list-style-type: none"> All new contracts by Mar10 All existing contracts by Mar 11 	4		Sustainable Development in Defence Acquisition on the Acquisition Operating Framework
	1.1.4	Roll out comprehensive SP training programme	Mar 11	<ul style="list-style-type: none"> Awareness training by Mar10 Advanced / practitioner training by Mar 11 	3		Sustainable and Environmental Appraisal Tool handbook

1.2 Waste – PRIORITY AREA

This is a priority area because of the challenge MOD faces in implementing more sustainable waste management practices.

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
1.2 Become a zero waste directed to landfill organisation by 2020	1.2.1	Reduce total waste arisings by at least 5% by 2010/11 and 25% by 2020/21 relative to the 2004/05 baseline (SOGI target)	Mar 11 Mar 21	<ul style="list-style-type: none"> Sustainable Waste Management Strategies, Implementation Plans, (or similar) to be published by each TLB/TFA by Mar 10 Site Waste Reviews on 100% of major sites/ establishments by Dec 10 	4	Safety, Sustainable Development and Continuity Division (SSD&CD)	Waste Strategy (to be finalised following publication of SOGI II)
	1.2.2	Increase recycling levels to at least 40% by 2010/11 and 75% by 2020/21 of total waste (SOGI target)	Mar 11 Mar 21	<ul style="list-style-type: none"> 100% of Waste Minimisation and Segregation Schemes by Mar 11 (on appropriate major sites) Accurate measuring of waste arising, 90% of data provided from weighed figures by Mar 12 Implement appropriate findings of MOD waste management improvement project 	4		
	1.2.3	Implement NATO's waste management practices as standard in operations	Dec 09	<ul style="list-style-type: none"> Implement NATO's waste management practices as standard in operations by Dec 09 	2	CESO PJHQ	
	1.2.4	Work with Waste & Resources Action Programme (WRAP) to reduce our construction waste going to landfill by half	Mar 12	<ul style="list-style-type: none"> Develop robust construction waste data during 09/10 and baseline by Mar 10 Develop an action plan with our contracting partners that will identify key actions and set in place clear deliverables by Mar 10 	2	Defence Estates Property Directorate	

1.3 Design and construction

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
1.3 To deliver sustainable Defence buildings	1.3.1	All new build and major refurbishment construction projects will seek to achieve an excellent rating against the Defence Related Environmental Assessment Methodology (DREAM), the Building Research Establishment's Environmental Assessment Method (BREEAM) or equivalent (SOGE mandate)	Standing commitment	<ul style="list-style-type: none"> DREAM application to be extended to permanent overseas estate by Mar 10 	4	Defence Estates Property Directorate	Defence Estate Policy Instruction 08/13-DREAM Procuring Sustainably - a user friendly guide
	1.3.2	Benchmark MOD sites as part of OGC's Property Benchmarking Scheme – aimed at improving the efficiency and effectiveness of corporate estate management (SOGE mandate)	Standing commitment	<ul style="list-style-type: none"> Data collection and validation by Sep 09. Data included in State of the Estate Report by Dec 09. Identify opportunities for Improvement by Mar 10 	4		Defence Estates performance plan

2. Climate change and energy

2.1 Climate change mitigation – PRIORITY AREA

This is a priority area for MOD as a large energy user producing around two thirds of central Government CO₂ emissions from the estate and a significant amount from military fuel use.

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
2.1 Ensure that the effect of emissions from the greenhouse gases that result from Defence activities are continually reduced, such that Defence will eventually not be a significant contributor to the causes of climate change	2.1.1	Reduce carbon dioxide emissions from buildings across the non operational estate by 12.5% by 2010/11 and 30% by 2020/21, relative to 1999/2000 baseline (SOG target)	Mar 11 Mar 21	<ul style="list-style-type: none"> ● Roll out Smart automated gas and electricity metering with focus on meeting Carbon Reduction Commitment requirement by Nov 09 ● Audit the top 220 non operational energy consuming sites by Mar 10 ● Roll out energy management recommendations from the Energy Management Report by Mar 10 	4	Defence Estates Property Directorate	MOD Climate Change Strategy
	2.1.2	Departments to increase their energy efficiency per m ² by 15% by 2010/11 and 30% by 2020/21 relative to 1999/2000 levels (SOG target)	Mar 11 Mar 21		4		
	2.1.3	Source at least 15% of our total non-operational electricity needs from good quality Combined Heat and Power Systems (SOG target)	Mar 11	<ul style="list-style-type: none"> ● Source 15% of electricity from good quality Combined Heat and Power (GQCHP) through procurement contracts by Oct-09 	4		
	2.1.4	Source at least 10% of our total electricity energy needs from renewable sources (SOG target)	Mar 11	<ul style="list-style-type: none"> ● Source 10% of electricity from renewables through procurement contracts by Oct 09 	4	Government Green ICT Roadmap	

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
2.1 Ensure that the effect of emissions from the greenhouse gases that result from Defence activities are continually reduced, such that Defence will eventually not be a significant contributor to the causes of climate change	2.1.5	Ensure the MOD Office Estate and all TLB Head Offices are carbon neutral (MOD commitment against SOGE)	Mar 13	<ul style="list-style-type: none"> ● Validate MOD TLB energy management structures through accreditation to the Carbon Trust Standard (previously the Energy Efficiency Accreditation Scheme) by Mar 10 ● Report on the progress of ICT towards carbon neutrality by Mar 11 	4	Defence Estates Property Directorate MOD Chief Information Officer	Carbon Disclosure Project
	2.1.6	Reduce carbon dioxide emissions from administrative road vehicles by 15%, relative to 2005/06 levels (SOGE target)	Mar 11	<ul style="list-style-type: none"> ● Produce a Business Admin Travel Strategy and Delivery Plan by Mar 10 ● Energy Savings Trust Grey Fleet Audit by Oct 09 	3	Director General Human Resources and Corporate Services	
	2.1.7	New car fleet average of 130g/km CO ₂ for cars used for administrative purposes (Government target)	Mar 11	<ul style="list-style-type: none"> ● Replace 1,500 (approx 20%) vehicles in the white fleet by Mar 10 	3	Service Provision Project Team	
	2.1.8	Continue to offset carbon dioxide from our head office non-operational flights	Standing commitment	<ul style="list-style-type: none"> ● Report annually against this target 	2	Safety, Sustainable Development and Continuity Division (SSD&CD)	Defence Estates Strategy
	2.1.9	Set targets to reduce the greenhouse gas emissions from our key suppliers	Mar 14	<ul style="list-style-type: none"> ● Baseline the emissions from our key suppliers by Mar 13 ● Set targets to reduce emissions from our key suppliers supply chain by Mar 14 	4	Sustainable Procurement Champion	
	2.1.10	Set targets to reduce the greenhouse gas emissions from our equipment	Mar 12	<ul style="list-style-type: none"> ● Baseline the emissions from our equipment by Mar 11 ● Set targets to reduce emissions from our equipment by Mar 12 	4	Defence Equipment and Support (DE&S)	

2.2. Adaptation

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
2.2 Agree and implement an effective process to enable Defence activities to continually adapt to a changing climate, such that Defence capability is not compromised and any potential benefits from the future climate are realised	2.2.1	The creation of a new senior appointment within the MOD - a climate envoy responsible for furthering co-operation and understanding on climate security between the UK and its partners	Mar 10	<ul style="list-style-type: none"> ● Run pilot scheme to investigate furthering co-operation and understanding climate security between the UK and its partners by Mar 10 	2	Directorate Defence Policy Planning	MOD Climate Change Strategy
	2.2.2	Ensure MOD understands the potential impacts of climate change on its estate infrastructure assets	Mar 11	<ul style="list-style-type: none"> ● Run pilots using Climate Impact Risk Assessment Method (CIRAM) tool by the end of Dec 09. ● Embed CIRAM in MOD processes, such as the Strategic & Environmental Appraisal Tools (SEAT) Handbook and the Estate Business Management System (EBMS) by Aug 10. ● Prepare a MOD-wide CIRAM Practitioner Guide by Mar 11. ● To promote CIRAM as an MOD-wide tool to inform Business Continuity Planning and Asset Management by Mar 11 	3	Defence Estates Property Directorate	

3. Natural resource protection and environmental enhancement

3.1 Water – PRIORITY AREA

This is a priority area for MOD because as such a large water user, we can make a large impact on water conservation in the UK by improving our water efficiency.

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
3.1 Ensure all our sites become more water efficient to comply with Government and MOD Targets	3.1.1	Reduce water consumption by 25% on the office and non-office estate by 2020, relative to 2004/2005 levels (SOGE Target)	Mar 21	<ul style="list-style-type: none"> Conduct water audits across our whole estate and implement recommendations by Mar 13 Ensure all new builds and major refurbishments are designed in line with water efficiency best practice through adherence to BREEAM/DREAM standards - Standing commitment 	4	Defence Estates Director General Operations	N/A
	3.1.2	Reduce water consumption to an average of 3m ³ per person/year for all office builds or major office refurbishments (SOGE Target)	Standing commitment		4		

3.2 Biodiversity

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
3.2 Conserve and enhance biodiversity, as part of estate stewardship, and to contribute to Government biodiversity objectives	3.2.1	95% of Sites of Special Scientific Interest (SSSIs), in sole ownership or control, in target condition (SOG Target)	Mar 11	<ul style="list-style-type: none"> Set up Joint Partnering Agreements with Wales, Scotland and Northern Ireland similar to the one already in place with Natural England by Mar 11 	4	Defence Estates Property Directorate	MOD Biodiversity Strategic Statements Stewardship on the Defence Estate Sanctuary, MOD's conservation magazine

3.3

3.3 Land quality

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
3.3 Establish a complete picture of risks associated with land quality across the Defence Estate and have in place robust mechanisms for managing those risks to an acceptable level	3.3.1	Complete a one off assessment of the land quality on the UK defence estate to identify risks associated with land contamination	Mar 11	<ul style="list-style-type: none"> ● Establish and maintain a Land Quality Assessment database - capture 95% of assessment reports by Dec 10 ● Maintain an up to date Practitioners Guide on Land Quality Assessment - next update by Mar 10 ● Maintain an estate wide Land Quality Assessment programme to ensure resources are prioritised effectively and review programme of work annually - Standing commitment ● Take action when an unacceptable risk (as defined by statutory guidance) is identified to reduce and control the risk to an acceptable level - Standing commitment 	2	Defence Estates Property Directorate	Land Quality Assessment Management Guide Duty Holder's Guide on Assessment and Management of Land Contamination JSP 418, Vol. 2, Leaflet 2

3.4 Heritage

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
3.4 Conserve and enhance the historic environment for the benefit of future generations and to reflect the ethos and heritage of the MOD	3.4.1	Remove MOD Buildings from the at Risk Register against the baseline reported in English Heritage Biennial Conservation Report. (previous SDiG Framework Target)	Standing commitment	<ul style="list-style-type: none"> Remove one Building at Risk from the Register each year 	3	Defence Estates Property Directorate	Heritage Strategic Statement MOD Heritage Report 2007-09
	3.4.2	Publish MOD Heritage Report 2007/09	Summer 2009	<ul style="list-style-type: none"> Publish MOD Heritage Report 2007/09 by Summer 09 	2		JSP 362 Defence Lands Handbook

4. Creating sustainable communities and a fairer world

4.1 Sustainable development and global stability – PRIORITY AREA

This is a priority area for MOD because sustainable development is interdependent with the Defence vision – global stability is key to achieving sustainable development, whilst sustainable development is key to achieving global stability.

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
4.1 Help create the conditions for sustainable development overseas	4.1.1	Public Service Agreement 30: Reduce the impact of conflict through enhanced UK and international efforts (PSA)	Standing commitment	<ul style="list-style-type: none"> See <i>Defence Plan 2009-13</i> 	4	Director General Strategy	MOD Annual Report and Accounts 2008-09 Defence Plan 2009-13 PSA 30: Reduce the impact of conflict through enhanced UK and international efforts

4.2 Veterans

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
4.2 Provide high quality support to Armed Forces veterans	4.2.1	Implement within published timelines the commitments made, from relevant documents, as they affect veterans	Standing commitment	<ul style="list-style-type: none"> ● See <i>The Nation's Commitment</i> Command Paper (Cm 7424) ● See MOD Veterans Strategy 	3	Deputy Chief of Defence Staff (Pers)/ Defence Services Secretariat - Pensions, compensation and veterans	The Nation's Commitment: cross government support to our Armed Forces, their families and veterans Command Paper (Cm 7424) MOD Veterans Strategy MOD Annual Report and Accounts 2008-09

4.3

4.3 Young people

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
4.3 Help build the skills of young people	4.3.1	Continue to support the Cadet movement by providing a range of opportunities for young people across the country including those in socially deprived areas, to help them meet life's challenges and realise their potential and by working with other Departments and external partners	Standing commitment	<ul style="list-style-type: none"> ● Work with other Departments and external partners on initiatives for young people and activities for school curricula to build skills ● Work closer with the Department for Children, Schools and Families to explore options for widening the reach of the Cadet Forces experience into a greater number of State schools/pupils 	3	Director of Reserve Forces and Cadets	N/A

4.4 Equality and diversity

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
4.4 Create a workforce that is drawn from the breadth of society and ensure that the unique contribution of every individual in that workplace is respected and valued	4.4.1	Reach 8% ethnic minority representation in the Armed Forces	Mar 14	<ul style="list-style-type: none"> See Equality and Diversity Scheme (EDS) 2008-2011 	2	Directorate of Service Personnel (DSP) / Director Civilian Personnel (DCP)	Equality and Diversity Scheme (EDS) 2008-2011
	4.4.2	Reach 17% women representation in the Senior Civil Service (SCS)	Mar 10		2		Annual Report against EDS 2006-2009

4.5 Health and safety

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
4.5 Provide a safe and healthy workplace	4.5.1	Year on year reduction in fatalities attributable to Health and Safety failures while aspiring to zero fatalities	Standing commitment	<ul style="list-style-type: none"> See Annual Report and Accounts 2008-09 	4	Safety, Sustainable Development and Continuity Division (SSD&CD)	JSP 375 - MOD Health and Safety Handbook MOD Annual Report and Accounts 2008-09
	4.5.2	10% reduction over 4 years (i.e. 2.5% per year) in the number of major injuries against previous years' performance	Standing commitment		3		JSP 418 Safety, Health and Environment Protection in the Ministry of Defence

4.6 Community engagement

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
4.6 Manage the social impacts of Defence activities on UK communities (civilian and Armed Forces)	4.6.1	Encourage staff to take an active role in volunteering in the community (SOGE target)	Standing commitment	<ul style="list-style-type: none"> ● Report annually against this target ● Provide staff with opportunities to participate in volunteering though, alternative working patterns and leave packages 	4	Director Civilian Personnel (DCP)	The Nation's Commitment: Cross-Government Support to our Armed Forces, their Families and Veterans (Cm 7424)
	4.6.2	Look for opportunities to work with the Department of Communities and Local Government, Statutory Bodies and local communities to promote social cohesion	Standing commitment	<ul style="list-style-type: none"> ● Work with UK Health Departments to improve clinical support to the Armed Forces, their families, veterans and the public ● Providing assistance to the local community such as search and rescue, fishery protection, explosive ordnance disposal and maritime coastguard support where possible 	3	Deputy Chief of Defence Staff (Health)/Army, Navy, RAF	Stewardship on the Defence Estate
	4.6.3	Review community involvement activities to determine benefits of integration into Departmental community involvement/social responsibility strategy	Mar 10	<ul style="list-style-type: none"> ● Review community involvement activities to assess benefits and effectiveness of involvement to MOD and wider stakeholders by Mar 10 ● Identify if there is scope for improved co-ordination to maximise benefits Mar-10 ● Assess extent to which social issues are reflected in Departmental decision making by Mar 10 	3	Safety, Sustainable Development and Continuity Division (SSD&CD)	MOD Annual Report and Accounts 2008-09

5. Delivery

5.1 Embedding sustainable development - PRIORITY AREA

This is a priority area for MOD because the delivery of our sustainable development targets depends on embedding SD into everything we do.

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
5.1 Embed SD into MOD leadership, decision making and working culture	5.1.1	Embedded in all decision-making throughout the MOD including new or revised policies, programmes, office relocations, new projects and training activities	Standing commitment	<ul style="list-style-type: none"> ● Provide SD training to policy makers, specialists and generalists as appropriate ● All advice to Ministers will include relevant sustainable development issues from Nov 09 	4	Safety, Sustainable Development and Continuity Division (SSD&CD)/ Director Civilian Personnel (DCP)/ Director General Management and Organisations (DGMO)	Secretary of State's Policy Statement on Safety, Health, Environmental Protection and Sustainable Development in the MOD Civilian Workforce Strategy MOD SD Strategy
	5.1.2	Raise awareness of SD throughout the Department and externally by implementing our SD communication strategy	Standing commitment	<ul style="list-style-type: none"> ● Report annually against this target 	3		Sustainability and Environmental Appraisal Tool Handbook

5.2 Planning for delivery and measuring success – PRIORITY AREA

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
5.2 Ensure that MOD planning and reporting on SD is timely, relevant, comprehensive and of the highest quality	5.2.1	Report annually in our own, data verified, sustainable development report and action plan	Standing commitment	<ul style="list-style-type: none"> Establish robust and rigorous data collection systems to collect and report timely and accurate data across the MOD estate by Mar 12 	2	Safety, Sustainable Development and Continuity Division (SSD&CD)/TLBs and TFAs	MOD Annual Report and Accounts 2008-09
	5.2.2	Ensure 95% of MOD sites, both UK and Overseas, with more than 50 personnel have an Environmental Management System (EMS) in place based on the ISO 14001 standard	Mar 11	<ul style="list-style-type: none"> Audit EMS implementation by Mar 10 Ensure 90% of MOD sites, both UK and Overseas, have an EMS in place that meets the requirement of ISO14001 by Mar 10 	3		SD Commission's Sustainable Development in Government Reports
	5.2.3	Certify MOD Main Building to ISO 14001 by end of 2012	Dec 12	<ul style="list-style-type: none"> Evaluate the options to achieve the standard, either through PFI contractor or MOD project team by Mar 10 Implement changes required to achieve the ISO14001 standard by Dec 12 	3		Stewardship on the Defence Estate

5.3 Accountability and responsibility

High level objective	Ref	Targets	Target date	Actions	Impact	Policy owner	Key documents
5.3 Ensure that responsibility for the development and delivery of SD strategy is clearly owned by different parts of the MOD	5.3.1	We will continue to ensure governance arrangements are fit for purpose	Standing commitment	<ul style="list-style-type: none"> Review SD governance arrangements as required 	2	Safety, Sustainable Development and Continuity Division (SSD&CD)	N/A

Safety, Sustainable Development and Continuity Division

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