

sustainable development commission

2005/06 Sustainable Development
Action Plan Progress Report

Centre for Environment, Fisheries and
Aquaculture Science
With SDC Commentary

November 2007

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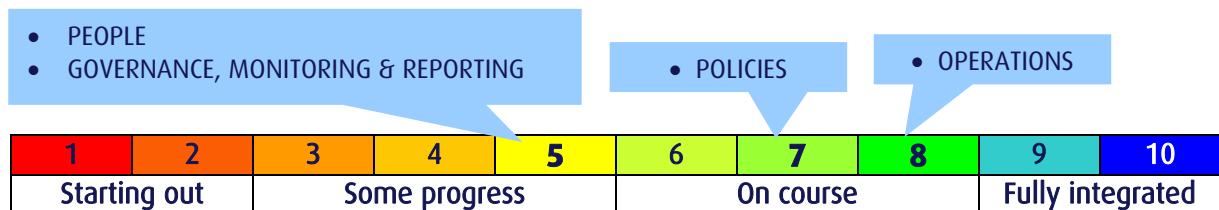
CENTRE FOR ENVIRONMENT, FISHERIES AND AQUACULTURE SCIENCE'S SELF-ASSESSMENT SUMMARY

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

As an Executive Agency to Defra, the Centre for Environment, Fisheries and Aquaculture Science (Cefas), provides Defra with scientific research and advice in fisheries management, environmental protection and aquaculture. It's business is inextricably linked to SD through complying with overall aims and objectives for resource protection and environmental enhancement.

Progress against Actions: 80% of all 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.

Cefas reported good progress against its SDAP actions, and varying levels of progress on how it was embedding sustainability across the organisation. A good level of progress was reported on operations, but embedding sustainability into its people, policies, systems for monitoring and reporting, and procurement was less well advanced.

Strengths:

- Comprehensive reporting on progress against actions, with evidence and rationale for impact ratings provided in all cases
- Good progress on embedding SD into *operations*, including an environmental management system certified to ISO 14001, which included the Sustainable Operations on the Government Estate (SOGE) targets.

Weaknesses:

- In a few instances, Cefas reported that it was unable to accurately rate impact due to gaps in information
- Little evidence of policy alignment with the Government's SD Strategy and Framework, or on how policy goals were joined up under the SD umbrella

Challenges for next year's SDAP progress report:

- Demonstrate how it is fully considering the SD impacts of its policies and policy advice
- Provide clearer details of the mechanisms in place to monitor, evaluate and report on progress against the SDAP
- Address gaps in information, to support target setting and progress monitoring.

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*,¹ 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:

¹ *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"² (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 Framework³ 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 Cefas' full progress report.⁴

The SDC's commentary evaluates the progress reported by Cefas, as well as the quality of its self-assessment.⁵ 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*.⁶

² 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.

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

⁴ Reported progress against: *2006 Sustainable Development Action Plan*, Cefas, 2006.

⁵ Please see SDAP Progress Report methodology paper – www.sd-commission.org.uk.

⁶ *Off the Starting Block*, Sustainable Development Commission, November 2006.

SDC'S COMMENTARY

Progress against actions

The Centre for Environment, Fisheries and Aquaculture Science (Cefas) reported good progress against the actions in its 2006 SDAP:

- 80% of all actions were reported as complete or on target
- Half of the high impact actions were either complete or on target
- Evidence was provided against all actions, and was readily available in all instances
- Where targets had not been met, reasons were provided in most cases.

Cefas considered that its actions as a whole, once completed, would make a fair contribution to the SD shared priorities. For most actions, Cefas provided its rationale for the impact rating. However, in some cases it reported what it considered the *actual* impact had been *to date*, rather than the impact that the action would have once completed. As such, those ratings may have underestimated the potential impact that the actions could have. The SDC will update its guidance to prevent future misinterpretations.

In a few instances, Cefas reported that it was unable to accurately rate impact due to gaps in information. It is important for organisations to consider the impact of their actions and the contribution that they can make to the Government's shared priorities. **The SDC would encourage Cefas to assess where there are gaps in information, and map out how it can resolve this.**

Embedding sustainability

Cefas rated itself as "on course" for embedding SD into *policies* and *operations*. On *policies*, Cefas provided evidence on:

- influencing policy decisions of others through the provision of scientific advice on natural resource protection and environmental enhancement
- embedding SD into external partnerships and relationships
- effective stakeholder engagement

- building SD capacity.

However, there was little evidence of policy alignment with the Government's SD Strategy and Framework (for example how the SD principles had been taken into account in its decision making), or on how policy goals were joined up under the SD umbrella. In particular, the social dimensions of SD did not appear to have been measured or addressed. **The SDC would have liked Cefas to comment on how it had fully considered the SD impacts of its decision making processes, and how SD was reflected in its scientific advice to Defra.**

On *operations*, Cefas had put in place an environmental management system (EMS) certified to ISO 14001 across its sites and its research vessel, RV Endeavour. This included the *Sustainable Operations on the Government Estate* (SOGE) targets. However, there were no specific targets for biodiversity and positive social and community impact. SDC would welcome further information on how Cefas is considering these impacts in future progress reporting. **The SDC would also like to see some evidence of how Cefas performed against its own targets.**

Cefas considered that it had made "some progress" on embedding SD into *people*:

- SD was fully reflected in its core vision and values
- SD was included to some degree in its induction training.

However, SD was not a core skill/competence in training, development or performance management; and a staff survey indicated a need for more information on SD and how to work in a more sustainable manner. The SDAP action to have an awareness information programme on SD in place for all staff by June 2006 was behind target. **SDC considers that Cefas is still at an early stage of embedding SD into *people*, and looks forward to seeing more progress made in its training, development, performance management and communications.**

“Some progress” was also reported on creating and embedding appropriate *mechanisms and processes for monitoring and reporting* on progress:

- Two operational Key Performance Indicators (KPIs) were reported to the Cefas Management Board each month, signalling high-level monitoring of progress
- A full progress report against SD and EMS targets was submitted twice yearly.

However, in its SDAP Cefas had committed to monitoring, evaluating and reporting progress against all targets in the plan on a quarterly basis; submitting an evaluation report on the action plan in December 2006; and that thereafter it would report on progress in its annual report and accounts. It is not clear from the progress report whether this was still the intention, or whether reporting arrangements had been permanently changed. **The SDC would like to see clearer details of the mechanisms in place to monitor, evaluate and report on progress against the SDAP.**

Further, Cefas reported that sustainable development reporting mechanisms on policy were not yet integrated within its business (e.g. cross referencing SD in corporate documents). However, the SDC welcomes that this is something Cefas intends to address in its next SDAP.

Procurement

Cefas reported progress against the Flexible Framework, and assessed itself as being at the “Foundation” level for all themes. Cefas did not have a procurement department, and more than 50% of its spend was carried out through Defra Procurement and Contracts Division (PCD) and by use of the Office of Government Commerce’s (OGC) suppliers. As such, it reported that it worked to the Defra Sustainable Procurement Strategy and used Defra Terms and Conditions of Contract. These included environmental requirements, but it was positive to see that Cefas went beyond this and required additional details from vendors on environmental standards and electronic communication.

It is positive that Cefas had undertaken an expenditure analysis. However, it was not clear whether it had identified the key sustainability impacts of its contracts, whether they were awarded on the basis of value-for-money rather than lower price, or whether they complied with the mandatory Quick Wins.

Information on what to consider when procuring goods was available to all Cefas staff on the intranet; and the Head of Supplier Management and IPOS⁷ Manager attended PCD training on sustainable procurement. To ensure Cefas has the necessary skills and knowledge to deliver sustainable procurement, the SDC would strongly encourage it to:

- Identify a sustainable procurement champion
- Provide basic training to staff making procurement decisions on the principles of sustainable procurement
- Include sustainable procurement in the employee induction programme
- Communicate its sustainable procurement policy to staff and key suppliers

Taking stock

Cefas felt that the financial support it received from Defra for its EMS and specific contracts, helped it to make progress on its SDAP. The Cefas Management Board was also considered to be important. It performed a monitoring role on KPIs, and reviewed SD and EMS performance reports; and the Science Director had a clear SD responsibility.

However, insufficient time to communicate SD to staff, and explain how it can be incorporated into their work hindered progress. Cefas also reported that it lacked information on some of the areas where it had set itself actions, which hindered target setting and progress monitoring. SDC would encourage Cefas to further develop its management information systems, ensuring that they fulfil the requirements of both Government reporting and internal SDAP priorities.

⁷ An electronic purchasing system used by Cefas staff

Summing up

Overall, the SDC concludes that Cefas reported good progress against its SDAP actions, and varying levels of progress on how it was embedding sustainability across the organisation. A good level of progress was reported on operations, but embedding sustainability into its people, policies, systems for

monitoring and reporting, and procurement was less well advanced.

The progress report was comprehensive and clear, and covered all of the areas outlined in the SDC's guidance tool. However, additional evidence/rationale would have been useful in places – for example on how the progress reporting process would feed into future SDAP planning.

sustainable development commission

2006 Sustainable Development Action Plan Progress Report

Centre for Environment, Fisheries and
Aquaculture Science's
Self-Assessment

May 2007

1 EMBEDDING SUSTAINABILITY

Cefas 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, Cefas 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
Starting out		Some progress			On course			Fully integrated	

Cefas's response

Level: 7	Policies: On course	Cefas's comments in support of this rating:
<p>Criteria:</p> <ul style="list-style-type: none"> • 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. 		<p>Although for the period of this report Cefas did not include specific targets for policies, examples of how Cefas science supports Government's and others' policy and implementation decisions in sustainable development are as follows:</p> <p>NATURAL RESOURCE PROTECTION AND ENVIRONMENTAL ENHANCEMENT</p> <p>1) Successful containment and eradication of an outbreak of the notifiable disease Viral Haemorrhagic Septicaemia (VHS) on a rainbow trout farm in Yorkshire. This limited the threat to Great Britain's farmed and wild fish stocks. The farm has restocked with trout without the disease appearing there or anywhere else in Great Britain. (VHS can cause the loss of over 90% of stock in rainbow trout farms).</p> <p>Continued...</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.

2) Managing disease risk in the shellfish industry. Shellfish, imported to the EU from south-east Asia and south America, can potentially be infected with viral diseases. Cefas is building capacity to work with and identify tropical shrimp diseases in collaboration with laboratories in Thailand and the USA. Identification of viral diseases will reduce the risk that they will be transmitted to wild crustacea within importing countries.

3) Working with stakeholders such as the Salmon and Trout Association, and the Environment Agency, Cefas research provided evidence to show that sheep-dips containing cypermethrin were polluting rivers and streams in England and Wales and disrupting reproduction in Atlantic salmon. The Veterinary Medicines Directorate (VMD) have now suspended the marketing authorisation for sheep-dips containing cypermethrin.

4) During severe storms in October 2006, data from the National Wavenet system (www.cefas.co.uk/wavenet) was verified by Cefas and used by the Met office as an input to their storm surge model. The output of this model was used by the Environment Agency to issue several flood warnings for the East Anglian coast line.

5) To reduce discard levels of unwanted fish and invertebrates, Cefas launched the 'Clean Fishing' competition in September 2006 to encourage fishermen to propose and test new ways to reduce their catch of unwanted species. Cefas works closely with fishermen to design fishing gears to reduce discards.

6) Cefas has worked with Defra and Natural England in evaluating the impact of new fisheries on the interest features of conservation areas. For example a razorfish fishery in The Wash.

Continued...

<p>Criteria:</p> <ul style="list-style-type: none"> • 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. 	<p>7) Cefas provides advice and impacts assessments to Defra on applications made under Part II of the Food and Environmental Protection Act and the Coastal Protection Act for the deposit of wastes in the sea (mainly dredged material) and for construction activities (including wind farms) in the marine environment. Working in accordance with principles of these Acts ensures that sustainable development is integrated into the advice given.</p> <p>8) Following structural damage to MSC Napoli off the Cornish coast on 18 January 07, Cefas scientists used models to predict the fate of any released oil/containers and designed a pollution monitoring programme. They also worked with the Maritime and Coastal Agency to categorize the 2000 containers on board according to the hazards the contents would pose for salvage companies, the public and the environment.</p>
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<p>Level: 5</p>	<p>People: Some progress</p>	<p>Cefas's comments in support of this rating:</p>
<p>Criteria:</p> <p>SD is partially reflected in:</p> <ul style="list-style-type: none"> • Core vision and values • Training and development (e.g. core skills, induction, leadership development) • Performance management (e.g. competency framework) • Recruitment • Career planning and placements • Internal communications • Volunteering • Fund raising. 		<p>Sustainable Development is fully reflected in core vision and values. It is included to some degree within induction training but is not a core skill/competence in training and development or performance management. Results of staff survey reflect that internal communications could be improved in providing staff with the required information on sustainable development and how to work in a sustainable manner. Fundraising for charity is initiated by individual groups on an <i>ad hoc</i> basis and supported by management. Cefas as a whole does not fundraise as such, however it does support local events and schools i.e. Lowestoft Fish Fayre, glassware donated to schools, science student partnerships.</p>

Level: 8	Operations: On course	Cefas's comments in support of this rating:
<p>Criteria: Much structure around the Framework for Sustainable Development on the Government Estate including elements such as:</p> <ul style="list-style-type: none"> • 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. 		<p>An Environmental management System (EMS) certified to ISO 14001 is in place throughout Cefas sites and RV Endeavour. This includes all the elements listed, although for this year there are no specific targets for biodiversity and positive social and community impact. The targets for Sustainable Operations on the Government Estate (SOGE) are included within the Cefas EMS targets. Recent initiatives include:</p> <ul style="list-style-type: none"> - the use of Arval for hire vehicles and fuel purchase. This results in good, easily available management information (kg CO2) against which reductions in impact can be made. - design and construction of Waveney Campus is proceeding with sustainable development at the core of the process. - inclusion of KPI's on CO2 emissions from buildings and transport for the Cefas Management Board pack

Level: 5	Governance, Monitoring and Reporting: Some progress	Cefas's comments in support of this rating:
<p>Cefas rated 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>		<p>Operationally there is some progress in that two operational KPI's are reported to the Cefas Management Board each month. A full progress report against Sustainable Development and EMS targets is sent to the Board twice yearly (Aug 06 and Feb 07). SD reporting mechanisms in policy are not yet integrated within the business e.g. cross referencing of SD in corporate documents. To be improved on in the next plan.</p> <p>The SDAP and progress reports are available on the Cefas web site and referred to in the Annual Report and Accounts.</p>

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*⁸) 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, Cefas identified the level it has reached, and provided information in support of this self-assessment.

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

Cefas's response

Cefas carries out its major procurement activity (Facilities Management, Research Vessel services, travel and stationary) via Defra PCD and by use of OGC suppliers. This accounts for more than 50% of Cefas spend. Therefore for such activity Cefas is operating at the Procurement Flexible Framework level achieved by Defra PCD and OGC.

PEOPLE	
Level 1: FOUNDATION	
<p>Criteria: Sustainable procurement champion identified. Key procurement staff have received basic training in sustainable procurement principles. Sustainable procurement is included as part of key employee induction programme.</p>	<p>Cefas' comments: Cefas does not have a procurement department. Purchasing is devolved to Cefas staff via an electronic system called IPOS.</p> <p>Sustainable development is communicated to all Cefas staff on an intranet site. This includes what staff should consider when procuring goods i.e. reviewing your need for the product; choosing recycled and recyclable options; using rechargeable rather than disposable batteries; and avoiding over packaged goods.</p> <p>The Head of Supplier Management (in post April 07) and IPOS Manager are attending a PCD Sustainable Procurement training workshop on 20 June 07.</p>

POLICY, STRATEGY & COMMUNICATIONS	
Level 1: FOUNDATION	
<p>Criteria: Agree overarching sustainability objectives. Simple sustainable procurement policy in place endorsed by CEO. Communicate to staff and key suppliers.</p>	<p>Cefas' comments: Cefas works to the Defra Sustainable Procurement strategy. Cefas uses OGC suppliers such as LogicaCMG for payroll; Banner for stationary; Carlson Wagonlit for travel services; Arval for hire car/fuel; Dell for PCs, other hardware via PC Business World, software licences via Bytes Technologies.</p>

PROCUREMENT PROCESS

Level 1: FOUNDATION

Criteria:

Expenditure analysis undertaken and key sustainability impacts identified. Key contracts start to include general sustainability criteria. Contracts awarded on the basis of value-for-money, not lowest price. Procurers adopt Quick Wins.

Cefas' comments:

Cefas has undertaken an expenditure analysis and identified key contracts. Cefas uses Defra PCD and OGC for these key contracts. Other procurement is via IPOS or Government Procurement Card (GPC).

Procurement via IPOS results in an order that uses Defra Terms and Conditions of Contract. The Terms and Conditions include environmental requirements. Suppliers agree to the Terms and Conditions before being registered on the IPOS system. In addition, Cefas requires Vendors to complete a Vendor details form which asks questions on Environmental Standards and electronic communication.

Cefas staff can purchase low value (<£500) using a GPC card. Staff at Burnham and Weymouth make minor purchases using petty cash.

ENGAGING SUPPLIERS

Level 1: FOUNDATION

Criteria:

Key supplier spend analysis undertaken and high sustainability impact suppliers identified. Key suppliers targeted for engagement and views on procurement policy sought.

Cefas' comments:

Cefas has undertaken a key supplier spend analysis and procures from these suppliers via Defra and OGC.

MEASUREMENTS & RESULTS

Level 1: FOUNDATION

Criteria:

Key sustainability impacts of procurement activity have been identified.

Cefas' comments:

Major procurement activity is via PCD or use of OGC suppliers.

3 TAKING STOCK

SDC asked Cefas a series of questions designed to reflect on the success, barriers and progress of its SDAP, and to identify what helped or hindered. Cefas'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.

- i) Support from Defra in the following areas:
 - o funding for ISO 14001 certification visits and some consultancy assistance during EMS set up
 - o funding from Defra in terms of contracts awarded e.g. fisheries programme, and more recently, the ten year funding contract with Defra
- ii) Role of the Cefas Management Board:
 - o Science Director with SD responsibility on the Board
 - o monitoring operational KPI's, and
 - o reviewing SD and EMS performance reports.
- iii) EMS policy and procedures has helped deliver sustainable development in operational areas.

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

- i) Insufficient time to communicate to staff on how to incorporate sustainable development into their work.
- ii) Unforeseen additional risks e.g. compulsory purchase order of land for Waveney Campus.
- iii) Lack of readily available information for road and air mileage per work area hindered target setting and monitoring of reductions in mileage.

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).

- i) Information is held on operational activity i.e. energy, water, waste consumption/arising. Scientific reports are produced for the scientific work and advice that Cefas undertakes to support Defra's overall aims and objectives and also to meet the requirements of other customers.

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

- i) No changes were made to the plan.

4 PROGRESS AGAINST ACTIONS

The tables that follow report Cefas’s progress against specific actions in its 2005/06 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, Cefas 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*.⁹ These are:

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

Column H contains Cefas’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

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

Centre for Environment, Fisheries and Aquaculture Science's self-assessment of progress towards SDAP actions

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
1	To obtain ISO 14001 <ul style="list-style-type: none"> - for Lowestoft - for Weymouth, Burnham and research vessel 	- March 06 - Aug 06	Finance and Resources Director	Complete	Evidence from System Certification Audit Summary Reports by SGS. Lowestoft: 24.02.06 and 22.02.07 Weymouth: 8.08.06 Burnham: 9.08.06 RV Endeavour and the Quay: 12.10.06	Yes	3	Information supporting the Cefas EMS and ISO 14001 is available on Cefas intranet and Envoy. Impact of 3 because this enables performance against targets to be measured and continuous improvement to be planned.
2	To have an environmental purchasing plan and monitor and report performance	March 06	Finance and Resources Director	Recoverable	Cefas works to the Defra environmental procurement policy. This is an annex to the EMS Procurement procedure.	Yes	1-2	Monitoring and reporting of performance has yet to be undertaken. See section 4 for further information. Benefits not fully measured so estimate impact as 1-2.
3	To have a resource efficiency and waste plan	March 06	Finance and Resources Director	Complete	EMS procedures for waste in place on 3.02.06. Objectives and targets for waste reduction/recycling in place on 7.02.06	Yes	1-2	Current versions of EMS procedures 12, 12a and 12b and waste objectives and targets are available. Performance against targets reported to Cefas Management Board in August 2006 and February 2007. Resource efficiency plan no longer applicable as covered by procurement and waste procedures/targets. Impact

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								score of 1 – as contributes to Ref 1.
4	<p>To include sustainable development in all aspects of any new building projects:</p> <ul style="list-style-type: none"> - Lowestoft design specification - Lowestoft building delivery (dependent on Business Case) 	<ul style="list-style-type: none"> - March 06 - Dec 07 	Commercial Director	Recoverable	<p>Delivery date is now 2010. Strategic objectives include:</p> <ul style="list-style-type: none"> - Provide efficient building fit for purpose over life of building - Achieve Sustainability performance targets. 	Yes	3	<p>Delay is for 2 reasons:</p> <ul style="list-style-type: none"> - working with 2 Local Authorities takes longer. See Varney Report which describes Waveney Campus as example of joined up delivery. - new risks have emerged i.e. Compulsory Purchase Order of land. Land acquisition is taking longer than expected. The land is a brownfield site in former docks area and therefore supports Council's commitment to regeneration. Sustainability performance targets (Oct 06) include BREEAM excellent for all offices and laboratories. Sustainability requirements are progressed through the Accommodation User Group. Impact of 3 as achieving sustainability targets will be major contribution to meeting targets at Ref 1.

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
5	Reduce Cefas' road transport vehicle carbon dioxide emissions. Provide and review the business mileage information given to managers and set targets for reduction per head	March 06	Finance and Resources Director	Recoverable	E-mail sent to Heads of Group on 21.06.06 with mileage per Group from March –October 05. This was best information at the time.	Yes	1-2	Target of 319kg CO2 per FTE suggested in Board paper dated 24.08.06 but not implemented due to difficulty in obtaining relevant data on mileage on a regular basis. Now using Arval contract for car hire at Lowestoft and for fuel across Cefas. Management information can now be obtained more easily. Impact of 1-2 as contributes to meeting targets at Ref 1.
6	Implement carbon offsetting for business air miles	April 06	Finance and Resources Director	On target	All 06/07 costs for air travel accounted for on specific code. 1% of this will be forwarded to Defra for the offsetting fund.	Yes	1	Travel procedure EMS 17 requires air travel costs to be recorded. All costs for air travel are booked to specific account code – this information can be extracted as required. Off setting is 1% of cost of flight for 06/07 as air miles travelled is difficult to obtain. The latter will be used when the CWT contract for travel by air, rail plane, ferry is fully in place. This contract is currently being trialled. Carbon emissions not known so impact of 1.

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
7	Investigate business case for more efficient heating system at Weymouth	Dec 06	Finance and Resources Director	On target	Investigation not yet complete. Estates team have put in capital bid and draft business case for feasibility study for replacement or improvement of existing heating system in 07/08.	Yes	1	Energy efficiency is currently at about 80%. The Defra proforma for biomass heating opportunities at Weymouth has also been completed. A 'power perfector' is being considered at both Weymouth and Lowestoft. As efficiency already at 80%, impact is 1.
8	Replace portacabins at Burnham with new thermally insulated building	March 06	Finance and Resources Director	Complete	Completed March 06. Building Regulation Certificate dated October 06.	Yes	2	No energy figures available for comparison however new building is thermally insulated and more energy efficient than portacabins. Contributes to meeting targets at Ref 1.
9	To ensure Cefas has a Sustainable Procurement Strategy	Dec 05	Finance and Resources Director	On target	Defra sustainable procurement strategy (which includes Cefas) issued 5.12.06.	Yes	1	Strategy on Cefas intranet site and referred to in EMS 19 (Procurement procedure). Benefits not fully measured so estimate impact of 1.
10	Change Cefas' terms and conditions to include clauses	March 06	Finance and Resources Director	Complete	Terms and Conditions updated January 06.	Yes	1	Suppliers informed via letter dated 31 Jan 06 from Finance Director. Letter also

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	relating to sustainability considerations in all material contracts for goods, works and services							requested completion of supplier assessment questionnaire. Action increases awareness of suppliers to sustainable development. Impact of 1.
11	Complete roll out of e-procurement across Cefas	March 06	Finance and Resources Director	Complete	Completed roll out June 06.	Yes	2	Staff informed via Lab Notice 13/06. Not completed by March 06 as when purchased, IPOS was run by LOTUS NOTES software not Microsoft.net software. The release of the update to Microsoft.net software took longer than expected. Training provided for relevant staff. Current improvement being progressed is 'punch out' from IPOS to the suppliers web site with approval via the normal Cefas route. invoices automatically generated. Reduces paperwork and controls source of suppliers hence impact of 2.

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
12	Review printing/copying facilities to determine if a business case exists for use of multifunction devices	Sept 06	Commercial Director	Complete	Review completed April 07.	Yes	1	Quote received from supplier. Commercial Director decided not to implement now but to include in arrangements for Waveney Campus. Contributes to meeting targets at Ref 1.
13	Investigate using the waste water from the reverse osmosis plant at Burnham for non-potable purposes	June 06	Finance and Resources Director	Complete	Reviewed and decided not to proceed.	Yes	1	Decision made to include Burnham in Waveney Campus in 2010 therefore no cost benefit in implementing this action. Impact of 1 as zero contribution.
14	Review 07/08 Research Vessel programme to optimise future programmes	Sept 06	Science Director	Complete	Review completed March 06	Yes	1-2	Evidence considers integrated cruise planning and efficiency of use.
15	Induction training to include sustainable development	Jan 06	HR Director	On target	Training given on first day as part of Health and safety brief.	Yes	2	Prior to Feb 07 induction training referred to Environmental Policy. The training now includes a slide on Sustainable Development and provides links to the Sustainable Development intranet site. Defra are reviewing their PC

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								interactive training on sustainable development. When complete this will be used at Cefas for induction training. Training increases awareness of how to incorporate sustainable development into work therefore impact of 1-2
16	Awareness information programme for all existing staff in sustainable development	June 06	Finance and Resources Director	Recoverable	PC interactive training package currently being reviewed by Defra.	Yes	1 ¹⁰	When finalised, the PC interactive training will be used for all existing staff at Cefas. Impact of zero as action not fully completed.
17	liP –maintain accreditation	Ongoing	HR Director	Complete	Certificate of Recognition for liP dated 11/01/06 and valid until 11/01/09	Yes	1	
18	Staff survey to include questions on sustainable development	Sept 06	HR Director	Complete	Results of staff survey in April 06 and April 07.	Yes	1-2	Two relevant questions asked. Positive responses are shown (2006, 2007) 1. I understand what sustainable development is and how to incorporate it into my work (48%, 56%) 2. I know where to go for

¹⁰ Note that in the progress report returned by Cefas, this was rated as zero. As the lowest level of the scale is 1, this impact rating has been amended.

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
				Complete				advice on Sustainable Development (35%, 41%). Impact of 1-2 as results show where improvement is needed.
19	Continue to support the following initiatives: - high school student partnerships - sponsoring of PhD students - hosting work experience students - donating used laboratory glassware to schools - University Campus Suffolk development - Local Strategic Partnership (Environmental)				Cefas Annual Report and Accounts. Cefas web site. EMS system records. Minutes of meetings.	Yes	2	Cefas Annual Report and accounts details numbers of students sponsored. Science student partnerships advertised on Cefas web site. EMS records have information on glassware donated to schools. University Campus Suffolk and Lowestoft Strategic Partnership – Minutes of meetings are available.
20	Communicate the SDAP to employees via the intranet, team meetings, notice boards. Communicate SDAP to stakeholders and the public through the Cefas website.			On target	Sustainable Development intranet site; Cefas web site; Cefas Express; Notice Boards for Sustainable Development.	Yes	1	Cefas Express 09-07 on Energy Efficiency measures and 16-07 on Environmental Policy and Performance (the latter has a link to the SD intranet site) Notice Boards display the Environmental Policy, operational performance

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								<p>graphs. Sustainable development is included within the Accommodation User Group at Burnham. Weymouth have quarterly Environmental Bulletin which is sent by e-mail to all staff and put on Weymouth Notice Board. Impact of 1 due to results of survey at Ref 18. Survey results show where improvements are needed.</p>

Cefas response signed by:

SD Reporting Officer: Fiona Skelding, Estates Manager, 31-05-07

SD Responsible Officer: Mike Waldock, Head of Science, 31-05-07

SDC review and commentary:

Commentary by: Claire Monkhouse, Watchdog Team

Peer reviewed by: Rachel Hurle, Watchdog Team

Authorised by: Becky Willis, SDC Commissioner

Sign-off date: 01-10-07