

Sustainable Development Action Plan

2009 - 2012



**Making
government
work better**

Contents

1. Foreword – Our Vision
2. Introduction
3. Providing leadership
4. Sustainable development in our policies
 - a. Policy Assessments
 - b. Capability Reviews
 - c. Business Planning
5. Sustainable procurement
6. Sustainable development in our operations
 - a. Green ICT
 - b. Estates Management
 - c. Environmental Management System
 - d. Travel Plans
7. Sustainable development and our people
 - a. Staff Objectives
 - b. Communications Initiatives
 - c. Inductions
 - d. Green Coordinators
 - e. Wider Initiatives
8. Monitoring, reporting and governance
 - a. Accounting for Sustainability
9. Summary of actions
10. Contacts

1. Foreword - Our vision

Sustainability is one of the greatest challenges mankind has yet to face. This challenge is made up of three interrelated components:

- **Environmental sustainability** – reducing the impact that we have on the global ecological environment.
- **Financial sustainability** – cutting costs through financial policy and maximising efficiency, thereby reducing the burden on the taxpayer and ensuring the financial sustainability of the UK economy.
- **Social sustainability** – creating long-lasting, sustainable communities for this generation and the next.

Failure to effectively address the challenge of sustainability potentially puts the future of the planet, as well as our way of life, in jeopardy. The challenge for government is to take steps to address these three broad areas while, at the same time, supporting a rising population.

As individuals, we can all contribute to improving sustainability, and government departments, too, have their part to play. The Cabinet Office wants to play its part and we have taken a number of steps to build sustainability into our way of working. Most recently, we have undertaken a comprehensive analysis of energy consumption across our estate, thereby allowing us to better pinpoint areas for potential savings. We are investing money in the Department's infrastructure and continuing to consolidate our estate, greatly reducing our utility consumption. We have recalibrated our baselines after identifying shortcomings with way in which the previous figures were calculated, putting us in a much stronger position to achieve the challenging Sustainable Operations on the Government Estate (SOG E) targets¹. Within the Cabinet Office, the Office of the Third Sector has begun a new initiative to embed sustainability within its policies and programmes, which benefit the third sector across England.

¹ Information on the SOGE targets can be found here:
<http://www.sustainable-development.gov.uk/government/estates/targets.htm>

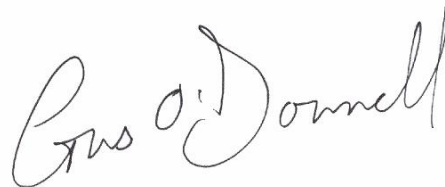
We are now in the process of identifying ways in which the Cabinet Office can use its influence to provide leadership on these issues across Government. Ultimately, the Cabinet Office wants to be a true exemplar in sustainability. This Action Plan sets out the steps which the Department will take towards achieving this goal.

Realising this ambition will result in a department where sustainability is a factor in all aspects of its business, from the running of the estate to policy outputs and procurement processes. It will result in a department which is not only reducing its energy consumption but also its running costs and burden to the taxpayer; a department which is not only achieving but exceeding the SOGE targets. Most importantly, it will result in a department which is actively demonstrating and delivering its commitment to address the challenge that sustainability presents, a challenge too great to ignore and one which affects each and every one of us.

A handwritten signature in black ink that reads "Tom Watson." with a horizontal line underneath.

Tom Watson MP

Cabinet Office Green Minister

A handwritten signature in black ink that reads "Gus O'Donnell" in a cursive style.

Sir Gus O'Donnell

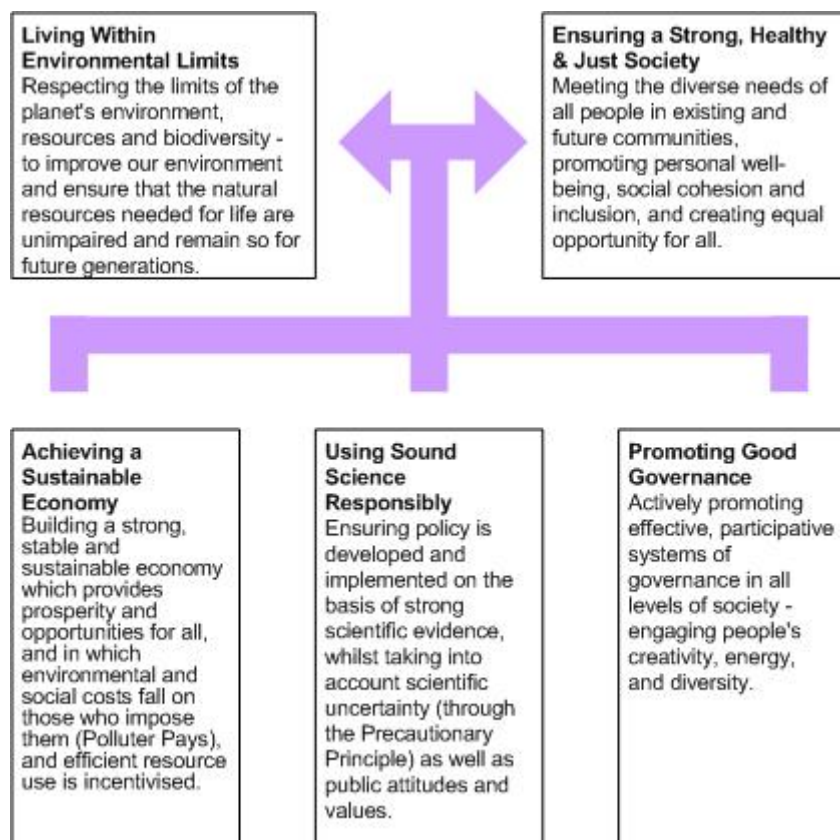
Cabinet Secretary

2. Introduction

1. The UK Sustainable Development Strategy, *Securing the Future*², published in March 2005, committed all Government departments to producing Sustainable Development Action Plans to ensure that government strategy is 'converted into action'. This is the Cabinet Office's third such Action Plan and covers the core Department and its executive Non-Departmental Public Bodies (NDPBs), Capacity Builders and the Commission for the Compact.
2. This Action Plan is owned by the Cabinet Office's Permanent Secretary and the Cabinet Secretary, Sir Gus O'Donnell. The responsibility for implementation of the actions in this document lies with the Cabinet Office Board and the units specified within the document. The Department's Sustainable Development Team will coordinate the work required to deliver the objectives laid out below.
3. This Action Plan covers a three-year period from the financial year 2009-10 to the financial year 2011-12. We will report annually on our progress in meeting these objectives as part of the Cabinet Office's Annual Report and Accounts. This annual reporting process will include reviewing actions in this plan and a reiteration of the Department's commitment toward meeting them.
4. The Action Plan has been reviewed by the Centre of Expertise in Sustainable Procurement (CESP) in the Office of Government Commerce (OGC).
5. This document builds on the work of previous Sustainable Development Action Plans. However, we recognise that the Department still has some way to go before attaining its goal of being a leader and an exemplar in the field of sustainability. Therefore, some actions from our previous Action Plan have been reiterated here in order to present a coherent picture of where we are and what we need to do to achieve our goals.

² *Securing the Future* is available here:
<http://www.defra.gov.uk/sustainable/government/publications/uk-strategy/>

6. This document will be published on the Cabinet Office's website and available to all staff through the Department's intranet site. The publication of the document will be communicated to all staff through a bulletin message highlighting the SDAP's key messages and providing advice on how to integrate them into day-to-day business.
7. *Securing the Future* sets out five key guiding principles of sustainability. These principles apply to the UK Government, Scottish Executive, Welsh Assembly and the Northern Ireland Administration and all of these bodies have signed up to the strategy. We want to live within environmental limits and achieve a just society, and we will do so by means of sustainable economy, good governance, and sound science.



8. In keeping with the aim of 'building a strong, stable and sustainable economy which provides prosperity and opportunities for all', in October 2008 the Prime Minister announced the creation of the National Economic Council to help people and businesses to deal with the current economic uncertainties. It will coordinate efforts to help families deal with higher food and

energy prices as well as working at an international level to manage the world's scarce natural resources.

9. Furthermore, there are four shared priorities laid out in the strategy which are highlighted for immediate action. It is these four priorities which inform the development of the SOGE targets and therefore the thrust of Government's endeavours to green its operations. The priorities also relate to and inform the development of policies.

10. These priorities are:-

- **Climate change and energy** – Changing the way in which we generate and consume energy, reducing our greenhouse gas emissions and preparing to face the challenge of climate change.
- **Sustainable consumption and production** – Achieving more with less, making the best use of what we have and planning for economic growth which does not damage the environment.
- **Natural resource protection** – Living within our environmental limits to ensure that we safeguard our resources for the future and do not compromise the quality of life of our descendants.
- **Sustainable communities** – Creating good quality, long-lasting sustainable societies which embody the principles of sustainability, providing places to work and live for this generation and the next.

11. In the past, the Cabinet Office has not performed as well as it would have liked against the SOGE targets. In recent years there has been a marked improvement in our performance, especially with regard to our waste and recycling performance and our water consumption. However, the Department needs to do more to cut its carbon emissions, particularly those resulting from energy consumption on the estate and is therefore not on track to meet the 2011-12 target for reducing carbon emissions from offices. The Department recognises this shortcoming and is taking steps to bring about a real and significant reduction in its carbon emissions from offices.

3. Providing leadership

The Cabinet Office sits at the very centre of government and, with the Treasury, provides the 'head office' of government. The Cabinet Office has an overarching purpose of *making government work better*.

The Department has three core functions that enable it to achieve this overarching purpose.

- **Supporting the Prime Minister** – to define and deliver the Government's objectives.
- **Supporting the Cabinet** – to drive the coherence, quality and delivery of policy and operations across departments.
- **Strengthening the Civil Service** – to ensure the Civil Service is organised effectively and has the capability in terms of skills, values and leadership to deliver the Government's objectives.

The Cabinet Office therefore strives to set the example and provide leadership across government and beyond. The Department is perfectly placed to demonstrate the benefits of embedding sustainable development and encouraging others to do the same.

The benefits to the Department of integrating sustainable development into 'business as usual' are many. Proper embedding of sustainable development will:

- help us put sustainable development into practice in all our policy and operational areas;
- provide a more robust basis for policy making – ensuring the environmental, social and economic implications are addressed together at an early stage;
- ensure sustainability in our procurement processes and support the concept of value for money as a holistic consideration, not merely a financial one;
- provide a unifying vision for the Department and a common framework for everyone, wherever they work – showing how the operational and corporate service functions contribute to the Department's sustainable development goals;
- enhance the reputation of the Department and government;
- increase the appeal of the Cabinet Office and the Civil Service as an employer;
- allow the Department to make efficient use of resources further supporting a holistic rather than purely financial approach to value for money;
- help the Office of the Third Sector achieve its aim of a thriving third sector.

The Cabinet Office's has a number of mechanisms and processes at its disposal which will allow it to promote the values and benefits of adopting sustainable development.

This can be done by:

- applying and promoting best practice in estate management and operational activities in order to achieve the SOGE targets;
- proactively using the powers and influence of the Department and the Cabinet Secretary to effect a positive change in operational activities, investment decisions and attitudes across the Civil Service;
- ensuring that the five principles of sustainable development are fully integrated into all policy work presented to the Cabinet and the Prime Minister;
- holding Permanent Secretaries to account for their Department's sustainability performance.

4. Sustainable development in our policies

The Cabinet Office has responsibility for a number of policy areas which have a real impact on the lives of the public. It is crucial, therefore, that these policies have been thoroughly scrutinised to ensure that they have as few negative social, economic and environmental impacts as possible. Furthermore, sustainability adds value to policies by providing a robust basis for policy making.

The mandatory Better Regulation Impact Assessments, which each policy must undergo before being implemented, go some way to doing this through the Carbon Impact Assessment³. However, we will take this a step further and look at the wider impacts that these policies may have on sustainability, for example the potential social impacts caused by a policy.

As a matter of course, the Cabinet Office reviews and updates its environmental policy⁴ each financial year.

a. Policy assessments

To ensure that sustainable development is embedded into the existing policy making process, all Cabinet Office policies are already subject to a carbon assessment at an early stage, through the Impact Assessment procedures. We will build on this by promoting the use of the *Stretching the Web*⁵ policy and project assessment tool in our policy formulation guidance documents. This tool was developed with the aim of helping staff to integrate Sustainable Development into their policy making as well as project or programme work.

³ Information on the Carbon Impact Assessment can be found here:- <http://www.berr.gov.uk/bre/policy/scrutinising-new-regulations/preparing-impact-assessments/toolkit/page44259.html>

⁴ Cabinet Office environmental policy is available here:- <http://www.cabinetoffice.gov.uk/reports/environment.aspx>

⁵ *Stretching the Web* can be found here:- <http://www.defra.gov.uk/sustainable/think/stretch/index.htm>

With the imminent arrival of the Climate Change Bill, all departments will be required to carry out carbon assessments on their policy outputs. This presents an ideal opportunity for the Cabinet Office to introduce a comprehensive sustainability impact assessment tool for use on all future policies.

Year	Action	Responsibility
2009-10	<ul style="list-style-type: none">Assess the feasibility of using the 'Stretching the Web' sustainability impact assessment tool for use on all policy outputs from the Department to ensure that sustainability is incorporated into all Cabinet Office policies.	Corporate Services Group (CSG)
2010-11	<ul style="list-style-type: none">Implement the mandatory usage of the policy assessment tool across the Cabinet Office to gauge the sustainability of all policy outputs from the Department.	CSG
	<ul style="list-style-type: none">Investigate the possibility of creating a more comprehensive assessment tool to be launched with the carbon budget requirement of the Climate Change Bill.	CSG

b. Capability Reviews

The Capability Review Programme is part of the wider Civil Service reform agenda. It will lead to a Civil Service which is better at delivering world-class public services. The aims of the reviews are to:

- improve the capability of the Civil Service to meet today's delivery objectives and be ready for the challenges of tomorrow;
- assure the public and ministers that the Civil Service leadership is equipped to develop and deliver departmental strategies; and
- help departments act on long-term key areas for development areas and therefore provide assurance on future delivery.

The reviews provide an assessment of capability for departments, identify key areas for improvement and set out key actions. We hope that it will be possible to embed a sustainability assessment in future Capability Reviews undertaken by the Cabinet Office.

Year	Action	Responsibility
2009-10	<ul style="list-style-type: none">Investigate the possibility of embedding sustainability in the next round of Capability Reviews in order to ensure Departments have the resources required to take forward the	Civil Service Capability Group

	commitments which Government has signed up to. <ul style="list-style-type: none"> In conjunction with key stakeholders, develop a suitable methodology and reporting mechanism for doing so, building on the work already done by the Centre of Expertise in Sustainable Procurement. 	(CSCG) CSCG
2010-11	<ul style="list-style-type: none"> Ensure that the sustainability assessment methodology is used in all future Capability Reviews. 	CSCG

c. Business planning

In order to ensure that all future projects and programmes are developed with sustainability in mind, the Cabinet Office intends to incorporate sustainability into its business case bidding process. Initially, this will be done through the use of the 'Stretching the Web' policy and project assessment tool but we hope to develop a more comprehensive process to look at carbon impacts.

Year	Action	Responsibility
2009-10	<ul style="list-style-type: none"> Ensure that all future business cases identify their sustainability impacts and make use of the 'Stretching the Web' tool. A representative from the Sustainable Development Team will sit on the adjudicating panel in order to ensure that these considerations have been fully integrated into the business case. 	CSG
2010-11	<ul style="list-style-type: none"> Develop a carbon assessment tool based on the 'Shadow Price of Carbon' methodology provided by Defra to be incorporated into all future business cases thereby ensuring that the proposed project's carbon impact is quantifiable. 	CSG

5. Sustainable procurement

The Cabinet Office recognises the massive impact of government procurement processes on the environment and is actively working to implement the Sustainable Procurement Task Force's flexible framework, as laid out in the document *Procuring The Future*⁶.

The Department's Sustainable Procurement Action Plan sets out in more detail the steps needed to achieve each level of the Flexible Framework appropriate to the Cabinet Office. This will be made available on the Department's internet site.

Year	Action	Responsibility
2009-10	<ul style="list-style-type: none"> Complete the implementation of 'Level 1: Foundation' of the Flexible Framework in order to raise awareness of sustainable procurement, focusing particularly on ensuring that relevant staff have the necessary skills needed to embed this within our processes. 	CSG
	<ul style="list-style-type: none"> Implement 'Level 2: Embed' of the Flexible Framework, allowing us to identify the key areas in our processes and supply chains in need of attention. This will be done by engaging with our key suppliers, undertaking detailed spend analysis and identifying and managing areas of high impact. 	CSG
	<ul style="list-style-type: none"> Implement environmentally sound specifications for a range of products supplied to reduce energy consumption and exploit re-cycled and biodegradable materials. 	CSG
	<ul style="list-style-type: none"> Revise the 'Invitation to Tender' package and contract conditions to include clearer sustainable development requirements and standards for suppliers. 	CSG
	<ul style="list-style-type: none"> Include a session on Sustainable Procurement as part of the regular finance training course 	CSG
2010-11	<ul style="list-style-type: none"> Continue to implement environmentally sound specifications for a range of products supplied to reduce energy consumption and exploit recycled and biodegradable 	CSG

⁶ *Procuring the Future* is available here:
<http://www.sustainable-development.gov.uk/publications/procurement-action-plan/index.htm>

	materials.	
2011-12	<ul style="list-style-type: none"> • Implement 'Level 3: Practice' of the Flexible Framework, allowing us to augment the processes we have already prepared and target our suppliers to ensure their continuing engagement. This will be done by continuing our supplier engagement programme which involves maintaining two-way communication with our key suppliers and providing incentives. • Continue to implement environmentally sound specifications for an identified range of products supplied, to reduce energy consumption and exploit recycled and biodegradable materials. 	<p>CSG</p> <p>CSG</p>

6. Sustainable development in our operations

Our key objective is to meet the SOGE targets which cover all key environmental and social impacts of the running of departments. The actions set out below contribute toward this overarching objective. The Cabinet Office is focusing in particular on reducing its energy consumption and associated carbon emissions and costs.

Government is moving to a process of more timely reporting of performance and, working with the SDC and the Centre of Expertise in Sustainable Procurement within the Office of Government Commerce, we will regularly assess our performance and identify areas in need of attention. We will then update the below actions accordingly, to identify any specific areas requiring improvement. As well as our priority actions, we continue to review the major impacts of our business and work to improve the way we manage them through our ISO14001 accredited environmental management system.

a. Green ICT

The operation of ICT equipment is a major source of energy use and, therefore, carbon emissions on the estate. Tom Watson MP, Parliamentary Secretary to the Cabinet Office and Minister for Transformational Government, launched the Greening Government ICT strategy⁷ on the 17th July 2008 - the first Government anywhere in the world to set out a strategy for reducing the environmental impact of our computer systems. The Cabinet Office aims to implement, subject to business case, the key recommendations set out in this strategy over the next three years. It should be noted that these actions are recommended for all Government bodies and not just the Cabinet Office

⁷ More information on the Greening Government ICT strategy can be found here: http://www.cio.gov.uk/greening_government_ict/

PCs and laptops

Year	Action	Responsibility
2009-10	<ul style="list-style-type: none"> In order to reduce our energy consumption and associated carbon emissions we will: <ul style="list-style-type: none"> remove active screensavers enable active power management on desktops (standby / hibernate after a defined period of inactivity) Apply Thin Client technology 	CSG
		CSG
		CSG
2010-11	<ul style="list-style-type: none"> Specify low-power consumption CPUs and high-efficiency power supply units with 80% conversion or better. 	CSG

Other ICT equipment

Year	Action	Responsibility
2009-10	<ul style="list-style-type: none"> Set default green printing, including duplex and grey scale 	CSG
	<ul style="list-style-type: none"> Apply timer switches to non-networked technology and printers to reduce energy consumption. 	CSG
2010-11	<ul style="list-style-type: none"> Introduce smart printing using either PIN or swipe card identification to reduce unnecessary printing, thereby reducing paper and energy consumption. 	CSG
	<ul style="list-style-type: none"> Promote device consolidation to reduce financial costs and energy consumption. 	CSG

Data centres

Year	Action	Responsibility
2011-12	<ul style="list-style-type: none"> In conjunction with Fujitsu, our main ICT supplier, optimise server usage to reduce energy consumption and associated carbon emissions and costs by, where feasible: <ul style="list-style-type: none"> implementing storage virtualisation and capacity management converting existing physical servers to 'virtual servers' – partition servers that run in parallel on the same hardware without any interference implementing a multi-tiered storage solution: 	CSG

	much of the data spinning on disks today is seldom accessed	
	<ul style="list-style-type: none"> • Reduce cooling in the data centre to appropriate levels and increase the ambient room temperature, thereby saving energy. • Identify servers and data disks in the data centre that are running but not providing any services, and decommission them. • Specify low-power consumption, low voltage servers high-efficiency Power Supply Units (80% conversion or better). • Carry out a data centre audit. 	<p>CSG</p> <p>CSG</p> <p>CSG</p> <p>CSG</p>

b. Estate management

The sustainable operation of the Department's estate is of paramount importance when it comes to meeting the targets for sustainable development on the government estate. This area of work has been the Department's major focus over the last three years. Most crucial to this endeavour is the Department's ongoing programme of estate rationalisation and consolidation achieved through reducing the number of buildings we occupy.

Year	Action	Responsibility
2009-10	<ul style="list-style-type: none"> • Continue with the implementation of the Downing Street (building) Modernisation Programme of repair, renovation and improvement to the complex. The programme is designed to improve the building's energy efficiency, preserve non-renewable natural resources and reduce environmental impact by improving the building systems and fabric. The programme will continue throughout the three year period of the SDAP. 	Prime Minister's Office (PMO)
	<ul style="list-style-type: none"> • Continue with the refurbishment of 70 Whitehall with the aim of achieving at least a 'very good' BREEAM⁸ marking. These improvements will also allow consolidation of staff and disposal of further buildings 	CSG
	<ul style="list-style-type: none"> • Consider undertaking a refurbishment of 36 Whitehall with the aim of achieving at least a 'very good' BREEAM marking. These improvements would allow consolidation of staff and disposal of further buildings. 	CSG

⁸ More information on BREEAM is available here: - <http://www.breeam.org/>

	<ul style="list-style-type: none"> Undertake a comprehensive analysis of the energy baseloads in the buildings across the Department's central London estate to identify any anomalies, and pinpoint areas for improvement. Revisit the Carbon Trust Carbon Management Programme (CTCMP) Carbon Trust Carbon Management Scheme. We have undertaken the quick wins and short term recommendations from the original CTCMP report. The next step will be to work with the Carbon Trust to see what further energy efficiency improvements can be made. Complete roll-out of automatic lighting controls to all feasible locations on the estate in order to further reduce energy consumption. Explore the possibility of using a voltage dropping system in 22 and 26 Whitehall and 70 Whitehall to reduce energy consumption. Expand the Department's recycling services to include spectacles, mobile phones, keys, CDs, batteries, carrier bags, video tapes and books. 	CSG
		CSG
		CSG
		CSG
		CSG
2010-11	<ul style="list-style-type: none"> Continue to install volume reducers, water flow restrictors and waterless urinals across the rest of the estate to reduce water consumption. Install thermostatic radiator valves to the heating system in Admiralty House in order to give greater local control to heating and make better use of energy. Investigate the potential to modify heating controls to include 'dead banding' periods when neither cooling nor heating are on, thereby saving energy. Match the capacity of our energy supply to our energy requirements: for example, reducing from 1000kVa down to 500kVa at Admiralty Arch. 	CSG
		CSG
		CSG
		CSG
2011-12	<ul style="list-style-type: none"> Potentially install solar reflective film to glass atrium in 22 Whitehall and large windows on the floors above to stop solar gain and losses reducing the burden on the heating/cooling system and thereby saving energy. Install secondary glazing as part of the proposed refurbishment of 36 Whitehall and 70 Whitehall combined with additional insulation to the external walls. This could reduce the heating load by around 35%. 	CSG
		CSG

	<ul style="list-style-type: none"> As part of the proposed refurbishment of 70 Whitehall, there is a plan to drill an additional borehole to provide around 20% of the cooling required to the building and reduce energy consumption. 	CSG
	<ul style="list-style-type: none"> Investigate replacing the current inefficient multiple cooling systems with one consolidated system supporting the whole complex at 70 Whitehall, subject to heritage restrictions. 	CSG

c. Environmental management system

The Cabinet Office has a fully integrated environmental management system (EMS) which has been certified to ISO14001. While it has proved invaluable in helping us manage our environmental impacts, we feel that it could be exploited more fully to help us with monitoring and reporting, particularly with relation to the annual Sustainable Development in Government questionnaire.

Year	Action	Responsibility
2009-10	<ul style="list-style-type: none"> Configure the EMS to record and collate information on carbon emissions, utilities consumption, travel impacts and estates management activities. 	CSG
	<ul style="list-style-type: none"> Investigate the potential for uploading utility consumption data directly to the OGC's Electronic Property Information Mapping Service (ePIMS). 	CSG
	<ul style="list-style-type: none"> Ensure that all relevant staff are making optimal and regular use of the EMS. 	CSG
2010-11	<ul style="list-style-type: none"> Use the information collated by the EMS to aid reporting in the 2009-10 round of the SDiG questionnaire. 	CSG

d. Travel plans

Travel is an essential requirement for the successful operation of the Cabinet Office's business, and vital to the effective performance of the Department's goals. However, transportation is also one of the biggest causes of greenhouse gas emissions. Recognising this, the Cabinet Office is seeking to reduce the impact of its travel activities wherever possible.

Year	Action	Responsibility
2009-10	<ul style="list-style-type: none"> Wherever possible, long distance journeys within the UK will be made by rail rather than air thereby reducing the carbon impact of the Department's travel. 	CSG
	<ul style="list-style-type: none"> Review feasibility of replacing Ministers' cars with low emission vehicles. 	CSG
	<ul style="list-style-type: none"> Quarterly internal publication of Management Units' travel performance data. 	CSG
	<ul style="list-style-type: none"> Investigate the possibility of re-packaging the provision of travel allowances to reduce the carbon footprint by reducing the use of air travel, providing hire cars and the phasing out of mileage allowance. 	CSG

7. Sustainable development and our people

Staff buy-in is of paramount importance in achieving the goals of sustainable development. We need staff to take responsibility for the impacts of their day-to-day activities and to do all they can to mitigate them. For example, by switching off lights and equipment when not in use, taking care to correctly recycle their waste and so forth. This section of the Action Plan lays out some of the key actions which the Cabinet Office will undertake over the next three years to ensure that the engagement strategy maintains momentum.

a. Staff objectives

Staff objectives are an effective way of introducing a cultural change within an organisation. The inclusion of sustainability in the core objectives for staff will help to take the issue into the mainstream.

Year	Action	Responsibility
2009-10	<ul style="list-style-type: none"> Investigate the possibility of including sustainability objectives for the Cabinet Office Board and its sub-committees thereby further integrating sustainability into the Department's business processes 	Board and Committee Secretariat (BCS)
2010-11	<ul style="list-style-type: none"> Build upon the Cabinet Office's role of holding Permanent Secretaries to account by building an assessment of the departments' delivery of sustainability objectives into their performance appraisals 	CSCG

b. Communications initiatives

The Sustainable Development Team draws up an annual list of all communications activities it is planning over the coming year. This Action Plan is usually informed by the results of the Sustainable Development in Government (SDiG) questionnaire

Year	Action	Responsibility
Ongoing	<ul style="list-style-type: none"> Develop and implement a comprehensive staff capacity building strategy to compliment the Department's engagement strategy in order to target those areas most in need of attention. 	CSG

c. Inductions

In the past, the Cabinet Office presented all new members of staff with a comprehensive sustainability induction. We feel that this is a vitally important part of demonstrating the Department's commitment to sustainability and ensuring staff buy-in. Therefore, we are planning to redevelop these inductions and launch them in the next financial year.

Year	Action	Responsibility
2009-10	<ul style="list-style-type: none"> Agree and develop a comprehensive sustainability induction programme for staff so that all new members of staff are aware of the importance that the Department attaches to the issue and what is expected of them in order to achieve the Cabinet Office's sustainability objectives. 	HR and Change & Governance Team (CGT)
2010-11	<ul style="list-style-type: none"> Integrate the sustainability induction into the existing staff induction programme and present to all new staff. 	HR and CGT
2011-12	<ul style="list-style-type: none"> Review and refine the induction programme as necessary. 	HR and CGT

d. Green coordinators

A network of Green Coordinators was set up within the Cabinet Office in 2006-7. This network has been successful at both sharing information on green issues amongst management units and also at highlighting areas requiring attention to estate management officials. To provide greater

momentum to this process, the management and structure of the network has been overhauled to make better use of the resources which the Department has at its disposal.

Year	Action	Responsibility
2009-10	<ul style="list-style-type: none"> Set up and launch a team site for the Green Coordinators using Civil Pages. This will act as a hub for communications between members of the network and the administrators in the Sustainable Development team. 	CSG
	<ul style="list-style-type: none"> Share experiences and best practice with other Government departments to see if there are any lessons to be learned on either side. 	CSG
2010-11	<ul style="list-style-type: none"> If the mechanisms are proving effective, investigate whether the model can be used by any other networks within the Department or across Government. 	CSG

e. Wider initiatives

As well as these actions, there are a number of areas where the Cabinet Office can affect the lives of the public, particularly through the work of the Office of the Third Sector (OTS). OTS leads work across government to support the environment for a thriving third sector (voluntary and community groups, social enterprises, charities, cooperatives and mutuals), enabling the sector to campaign for change, deliver public services, promote social enterprise and strengthen communities.

Ensuring a sustainable third sector and a strong, just society are therefore intrinsic to this mission. OTS is taking further action specifically to embed sustainable development in its policies and programmes, as shown below.

Year	Action	Responsibility
2009-10	<ul style="list-style-type: none"> OTS to ensure that sustainability considerations are fully embedded in all of their future programmes. 	OTS
2010-11	<ul style="list-style-type: none"> OTS and Defra will work together to set up a ministerial-led taskforce to listen to the third sector and determine a way forward in mainstreaming sustainability. 	OTS
	<ul style="list-style-type: none"> OTS will explore the possibility of including activities around sustainable development with their third sector partners' workshops thereby promoting the values and benefits of sustainability to customers in the third sector. 	OTS

8. Monitoring, reporting and governance

Monitoring

The activities laid out within this Action Plan will be monitored through regular update meetings with relevant officials to ensure that progress remains on target.

The environmental impacts arising through the day-to-day operation of the Cabinet Office's estate are monitored through the Department's comprehensive data capture mechanisms. Information on energy consumption, carbon emissions, waste and recycling performance is collated on a monthly basis and disseminated among relevant officials. This information is also made available to staff on a quarterly basis.

Contracts are monitored to ensure compliance with the stipulated sustainable development terms and conditions laid out in the agreement. Appropriate remedial action is taken with suppliers in cases of non-compliance.

All government policies are subject to scrutiny through the Better Regulation Executive's Impact Assessments. The Impact Assessment contains questions relating to a policy's social, environmental and economic impacts, allowing policy makers to monitor the impact of their proposals and to make a significant contribution to sustainable development.

Reporting

From 2009-10 onward we will publish a Sustainability Report in our Annual Report and Accounts. This will report our progress over the last 12 months, including the meeting of the commitments in the SDAP, our performance against the SOGE targets, and our expenditure and its effectiveness on sustainability.

Responding to a mandatory requirement of the SDAP process, a separate report on our progress in meeting the commitments laid out in the SDAP will be prepared annually and sent to the SDC.

a. Accounting for sustainability

The Cabinet Office is represented on the Sustainability Working Group (SWG) set up by HM Treasury. The SWG's role is to develop and test a methodology for measuring performance against sustainable development targets and a model for reporting sustainability by the public sector. As part of the work stemming from the working group, the Cabinet Office published for the first time financial information on its sustainability expenditure in its Annual Report and Accounts for 2007-8.

Year	Action	Responsibility
2009-10	<ul style="list-style-type: none">Set up systems to accurately capture financial information relating to sustainability expenditure. Publish this information in the Department's Annual Report and Accounts.	Cabinet Office Minister's Delivery Unit (COMDU)
2010-11	<ul style="list-style-type: none">Expand on the work done in previous years and publish a more comprehensive set of data and accompanying narrative.	COMDU

Governance

Tom Watson MP is Parliamentary Secretary for the Cabinet Office. Tom has recently taken on a new role to lead and ensure that the Centre of Expertise on Sustainable Procurement has a cross-departmental role that delivers on sustainability targets. Tom is also the Department's Green Minister. The role of a Green Minister is to promote the integration of the three strands of sustainable development across government and the wider public sector, to promote the use of environmental appraisals as an integral part of the policy making process in each department; and to build on work already undertaken to identify the significant environmental impacts of each department's operations.

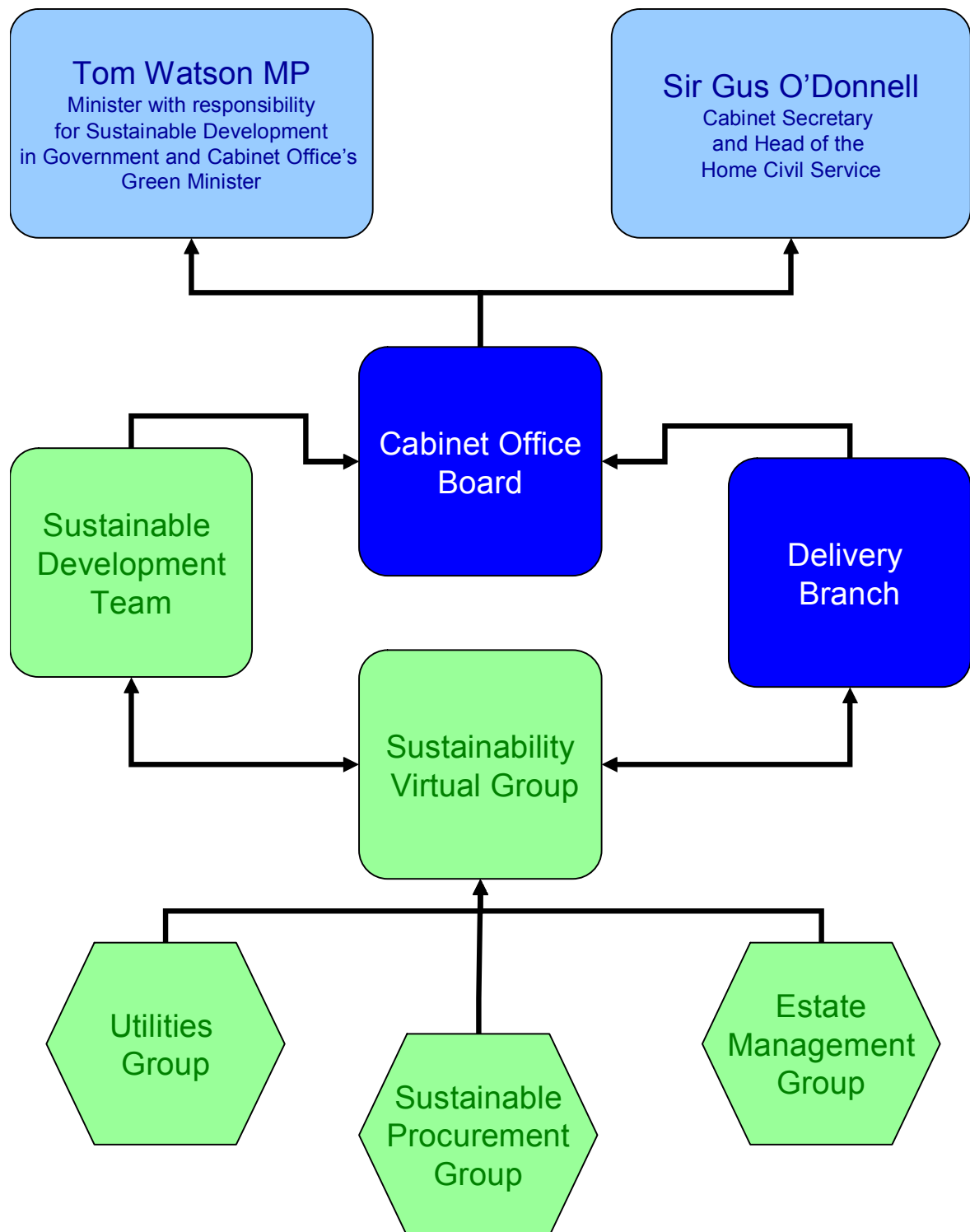
The Cabinet Office is represented on the Sustainable Procurement and Operations Board (SPOB) by Roger Marsh, Director General of Business Support Group. SPOB provides leadership on the overall sustainability of government operations. Roger also represents sustainability issues on the Cabinet Office Board.

Sustainability matters within the Cabinet Office are addressed by the Sustainable Development Team (SDT). The SDT has responsibility for coordinating work and projects relating to the achievement of the SOGE targets, drafting the Department's SDAP, completing the annual Sustainable Development in Government (SDiG) Questionnaire, handling communications issues and informing and supporting senior officials with responsibility for sustainable development. The delivery of the projects falls, in the main, to the Department's Delivery Branch.

The Sustainability Virtual Group has recently been established. The group meets on a quarterly basis and has responsibility for ensuring the sustainable operation and management of the Department's estate. The remit of this group is being expanded to cover the less visible aspects of sustainability such as policy outputs and procurement. Three sub-groups have been set up to tackle different strands of sustainability in more detail. These groups deal with:

- procurement
- estate management
- utility consumption

Sustainability governance within the Cabinet Office



9. Summary of actions

Year	Action	Responsibility	Page Ref.
Ongoing	<ul style="list-style-type: none"> Develop and implement a comprehensive staff capacity building strategy to compliment the Department's engagement strategy in order to target those areas most in need of attention. 	Corporate Services Group (CSG)	22
2009-10	<ul style="list-style-type: none"> Assess the feasibility of using the 'Stretching the Web' sustainability impact assessment tool for use on all policy outputs from the Department to ensure that sustainability is incorporated into all Cabinet Office policies. 	CSG	11
2009-10	<ul style="list-style-type: none"> Investigate the possibility of embedding sustainability in the next round of capability reviews in order to ensure Departments have the resources required to take forward to commitments which Government has signed up to. In conjunction with key stakeholders, develop a suitable methodology and reporting mechanism for doing so, building on the work already done by the Centre of Expertise in Sustainable Procurement. 	Civil Service Capability Group (CSCG)	11
		CSCG	12
2009-10	<ul style="list-style-type: none"> Ensure that all future business cases identify their sustainability impacts and make use of the 'Stretching the Web' tool. A representative from the Sustainable Development Team will sit on the adjudicating panel in order to ensure that these considerations have been fully integrated into the business case. 	CSG	12
2009-10	<ul style="list-style-type: none"> Complete the implementation of 'Level 1: Foundation' of the Flexible Framework in order to raise awareness of sustainable procurement, focusing particularly on ensuring that relevant staff have the necessary skills needed to embed this within our processes. Implement 'Level 2: Embed' of the Flexible Framework, allowing us to identify the key areas in our processes and supply chains in need of attention. This will be done by engaging with our key suppliers, undertaking detailed spend analysis and identifying and managing areas of high impact. Implement environmentally sound specifications for range of products supplied to reduce energy consumption and exploit re-cycled and biodegradable materials. Revise the 'Invitation to Tender' package and contract conditions to include clearer sustainable development requirements and standards for suppliers. Include a session on Sustainable Procurement as part of the regular finance training course 	CSG)	13
		CSG	13
		CSG	13
		CSG	13
		CSG	13
2009-10	<ul style="list-style-type: none"> In order to reduce our energy consumption and associated carbon emissions we will: <ul style="list-style-type: none"> remove active screensavers enable active power management on desktops (standby / hibernate after a defined period of inactivity) 	CSG	16

	<ul style="list-style-type: none"> ○ Apply Thin Client technology 		
2009-10	<ul style="list-style-type: none"> • Set default green printing, including duplex and grey scale 	CSG	16
	<ul style="list-style-type: none"> • Apply timer switches to non-networked technology and printers to reduce energy consumption. 	CSG	16
2009-10	<ul style="list-style-type: none"> • Continue with the implementation of the Downing Street (building) Modernisation Programme of repair, renovation and improvement to the complex. The programme is designed to improve the building's energy efficiency, preserve non-renewable natural resources and reduce environmental impact by improving the building systems and fabric. The programme will continue throughout the three year period of the SDAP. 	Prime Minister's Office (PMO)	17
	<ul style="list-style-type: none"> • Continue with the refurbishment of 70 Whitehall with the aim of achieving at least a BREEAM 'very good' marking. These improvements would also allow consolidation of staff and the disposal of further buildings. 	CSG	17
	<ul style="list-style-type: none"> • Consider undertaking the major refurbishment of 36 Whitehall with the aim of achieving at least a BREEAM 'very good' marking. These improvements would also allow consolidation of staff and the disposal of further buildings. 	CSG	17
	<ul style="list-style-type: none"> • Undertake a comprehensive analysis of the energy baseloads in the buildings across the Department's central London estate to identify any anomalies, and pinpoint areas for improvement. 	CSG	18
	<ul style="list-style-type: none"> • Revisit the Carbon Trust Carbon Management Programme (CTCMP) Carbon Trust Carbon Management Scheme. We have undertaken the quick wins and short term recommendations from the original CTCMP report. The next step will be to work with the Carbon Trust to see what further energy efficiency improvements can be made. 	CSG	18
	<ul style="list-style-type: none"> • Complete roll-out of automatic lighting controls to all feasible locations on the estate in order to further reduce energy consumption. 	CSG	18
	<ul style="list-style-type: none"> • Explore the possibility of using a voltage dropping system in 22 and 26 Whitehall and 70 Whitehall to reduce energy consumption. 	CSG	18
	<ul style="list-style-type: none"> • Expand the Department's recycling services to include spectacles, mobile phones, keys, CDs, batteries, carrier bags and books. 	CSG	18
2009-10	<ul style="list-style-type: none"> • Configure the EMS to record and collate information on carbon emissions, utilities consumption, travel impacts and estates management activities. 	CSG	19
	<ul style="list-style-type: none"> • Investigate the potential for uploading utility consumption data directly to the OGC's Electronic Property Information Mapping Service (ePIMS). 	CSG	19
	<ul style="list-style-type: none"> • Ensure that all relevant staff are making optimal and regular use of the EMS. 	CSG	19
2009-10	<ul style="list-style-type: none"> • Wherever possible, long distance journeys within the UK will be made by rail rather than air thereby reducing the carbon impact of the Department's travel. 	CSG	19

	<ul style="list-style-type: none"> Review feasibility of replacing Ministers' cars with low emission vehicles. 	CSG	20
	<ul style="list-style-type: none"> Quarterly internal publication of Management Units' travel performance data. 	CSG	20
	<ul style="list-style-type: none"> Investigate the possibility of re-packaging the provision of travel allowances to reduce the carbon footprint by reducing the use of air travel, providing hire cars and the phasing out of mileage allowance. 	CSG	20
2009-10	<ul style="list-style-type: none"> Investigate the possibility of including sustainability objectives for the Cabinet Office Board and its sub-committees thereby further integrating sustainability into the Department's business processes. 	Board and Committee Secretariat (BCS)	21
2009-10	<ul style="list-style-type: none"> Agree and develop a comprehensive sustainability induction programme for staff so that all new members of staff are aware of the importance that the Department attaches to the issue and what is expected of them in order to achieve the Cabinet Office's sustainability objectives. 	HR and Change & Governance Team (CGT)	22
2009-10	<ul style="list-style-type: none"> Set up and launch a team site for the Green Coordinators using Civil Pages. This will act as a hub for communications between members of the network and the administrators in the Sustainable Development team. 	CSG	23
	<ul style="list-style-type: none"> Share experiences and best practice with other Government departments to see if there are any lessons to be learned on either side. 	CSG	23
2009-10	<ul style="list-style-type: none"> OTS to ensure that sustainability considerations are fully embedded in all of their future programmes. 	OTS	23
2009-10	<ul style="list-style-type: none"> Set up systems to accurately capture financial information relating to sustainability expenditure. Publish this information in the Department's Annual Report and Accounts. 	Cabinet Office Minister's Delivery Unit (COMDU)	25
2010-11	<ul style="list-style-type: none"> Implement the mandatory usage of the policy assessment tool across the Cabinet Office to gauge the sustainability of all policy outputs from the Department. 	CSG	11
	<ul style="list-style-type: none"> Investigate the possibility of creating a more comprehensive assessment tool to be launched with the carbon budget requirement of the Climate Change Bill. 	CSG	11
2010-11	<ul style="list-style-type: none"> Ensure that the sustainability assessment methodology is used in all future Capability Reviews. 	CSCG	12
2010-11	<ul style="list-style-type: none"> Develop a carbon assessment tool based on the 'Shadow Price of Carbon' methodology provided by Defra to be incorporated into all future business cases thereby ensuring that the proposed project's carbon impact is quantifiable. 	CSG	12
2010-11	<ul style="list-style-type: none"> Continue to implement environmentally sound specifications for an identified range of products supplied, to reduce energy consumption and exploit recycled and biodegradable materials. 	CA	13
2010-11	<ul style="list-style-type: none"> Specify low-power consumption CPUs and high-efficiency power supply units with 80% conversion or better. 	CSG	16

2010-11	<ul style="list-style-type: none"> Introduce smart printing using either PIN or swipe card identification to reduce unnecessary printing, thereby reducing paper and energy consumption. 	CSG	16
	<ul style="list-style-type: none"> Promote device consolidation to reduce financial costs and energy consumption. 	CSG	16
2010-11	<ul style="list-style-type: none"> Continue to install volume reducers, water flow restrictors and waterless urinals across the rest of the estate to reduce water consumption. 	CSG	18
	<ul style="list-style-type: none"> Install thermostatic radiator valves to the heating system in Admiralty House in order to give greater local control to heating and make better use of energy. 	CSG	18
	<ul style="list-style-type: none"> Investigate the potential to modify heating controls to include 'dead banding' periods when neither cooling nor heating are on, thereby saving energy. 	CSG	18
	<ul style="list-style-type: none"> Match the capacity of our energy supply to our energy requirements: for example, reducing from 1000kVa down to 500kVa at Admiralty Arch. 	CSG	18
2010-11	<ul style="list-style-type: none"> Use the information collated by the EMS to aid reporting in the 2009-10 round of the SDiG questionnaire. 	CSG	19
2010-11	<ul style="list-style-type: none"> Wherever possible, long distance journeys within the UK will be made by rail rather than air thereby reducing the carbon impact of the Department's travel. 	CSG	20
	<ul style="list-style-type: none"> Review feasibility of replacing Ministers' cars with low emission vehicles. 	CSG	20
	<ul style="list-style-type: none"> Quarterly internal publication of Management Units' travel performance data. 	Various	20
	<ul style="list-style-type: none"> A scheme has been proposed to introduce a pool of bikes to the Department's central London estate for use by staff when travelling to and from meetings in the city thereby reducing carbon emissions and costs. 	CSG	20
	<ul style="list-style-type: none"> Investigate the possibility of re-packaging the provision of travel allowances to reduce the carbon footprint by reducing the use of air travel, providing hire cars and the phasing out of mileage allowance. 	CSG	20
2010-11	<ul style="list-style-type: none"> Build upon the Cabinet Office's role of holding Permanent Secretaries to account by building an assessment of the departments' delivery of sustainability objectives into their performance appraisals. 	CSCG	21
2010-11	<ul style="list-style-type: none"> Integrate the sustainability induction into the existing staff induction programme and present to all new staff. 	HR and CGT	22
2010-11	<ul style="list-style-type: none"> If the mechanisms are proving effective, investigate whether the model can be used by any other networks within the Department or across Government. 	CSG	23
2010-11	<ul style="list-style-type: none"> OTS and Defra will work together to set up a ministerial-led taskforce to listen to the third sector determine a way forward in mainstreaming sustainability. 	OTS	23
	<ul style="list-style-type: none"> OTS will explore the possibility of including activities around sustainable development with their third sector partners' workshops thereby promoting the values and benefits of 	OTS	23

	sustainability to customers in the third sector.		
2010-11	<ul style="list-style-type: none"> Expand on the work done in previous years and publish a more comprehensive set of data and accompanying narrative. 	COMDU	25
2011-12	<ul style="list-style-type: none"> Implement 'Level 3: Practice' of the Flexible Framework, allowing us to augment the processes we have already prepared and target our suppliers to ensure their continuing engagement. This will be done by continuing our supplier engagement programme which involves maintaining two-way communication with our key suppliers and providing incentives. Continue to implement environmentally sound specifications for an identified range of products supplied, to reduce energy consumption and exploit recycled and biodegradable materials. 	CA CA	14 14
2011-12	<ul style="list-style-type: none"> In conjunction with Fujitsu, our main ICT supplier, optimise server usage to reduce energy consumption and associated carbon emissions and costs by, where feasible: <ul style="list-style-type: none"> implementing storage virtualisation and capacity management converting existing physical servers to 'virtual servers' – partition servers that run in parallel on the same hardware without any interference implementing a multi-tiered storage solution: much of the data spinning on disks today is seldom accessed Reduce cooling in the data centre to appropriate levels and increase the ambient room temperature, thereby saving energy. Identify servers and data disks in the data centre that are running but not providing any services, and decommission them. Specify low-power consumption, low voltage servers high-efficiency Power Supply Units (80% conversion or better). Carry out a data centre audit. 	TGov TGov TGov TGov TGov	16 17 17 17 17
2011-12	<ul style="list-style-type: none"> Potentially install solar reflective film to glass atrium in 22 Whitehall and large windows on the floors above to stop solar gain and losses reducing the burden on the heating/cooling system and thereby saving energy. Install secondary glazing as part of the proposed refurbishment of 36 Whitehall and 70 Whitehall combined with additional insulation to the external walls. This could reduce the heating load by around 35%. As part of the proposed refurbishment of 70 Whitehall, there is a plan to drill an additional borehole to provide around 20% of the cooling required to the building and reduce energy consumption. Investigate replacing the current inefficient multiple cooling systems with one consolidated system supporting the whole complex at 70 Whitehall, subject to heritage restrictions. 	CSG CSG CSG CSG	18 18 19 19
2011-12	<ul style="list-style-type: none"> Review and refine the induction programme as necessary. 	HR and CGT	22

10. Contacts

For further information relating to the development of this Action Plan, or to request a hard copy, please contact the Cabinet Office's Sustainable Development Team:

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