

sustainable development commission

**2006 Sustainable Development
Action Plan Progress Report**

Department for Transport
With SDC Commentary

November 2007

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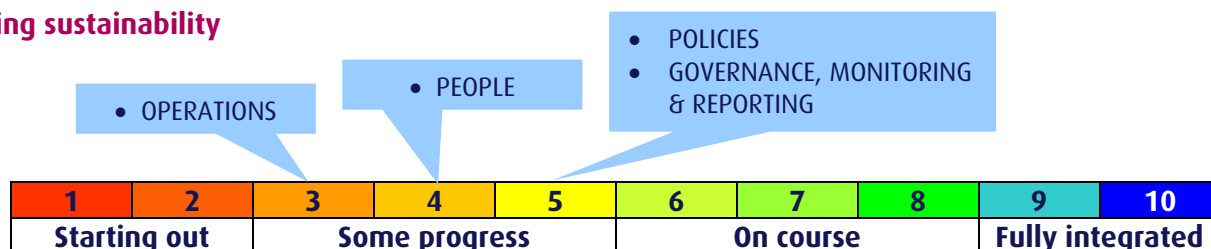
DfT'S SELF-ASSESSMENT SUMMARY

This is a summary of DfT's progress report; the full version begins on page 6.

The Department for Transport (DfT) is responsible for providing a transport system which encompasses the needs of the economy, the environment and society. DfT contributes to the pursuit of sustainable development (SD) in aiming to achieve a balance between the increasing demand for travel and the protection of the environment. The 2006 SDAP and progress report covered the core department and all of DfT's executive agencies.

Progress against actions: 77% of actions were reported as complete or on target.

Embedding sustainability



Procurement – Flexible Framework



SDC'S SUMMARY COMMENTS

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

DfT reported good progress against the commitments in its SDAP. There was much scope for further improvement, but DfT demonstrated that it was developing programmes, and had laid the foundations required, to embed SD further throughout the Department and its Executive Agencies.

Strengths:

- Embedded SD within value for money assessments, to consider the economic, social and environmental costs and benefits of transport policies and interventions
- Good detail was provided to support the levels chosen for embedding sustainability and the Flexible Framework.

Weaknesses:

- DfT did not report how it was progressing on embedding the appropriate mechanisms for monitoring and reporting progress against its SDAP and sustainable development generally
- It was not clear how DfT assessed the impact of its actions.

Challenges for next year's SDAP progress report:

- Report how DfT has considered and assessed the SD coverage of Impact Assessments (IAs)
- Demonstrate how DfT has broadened SD awareness and developed capability amongst its staff throughout the organisation, to ensure that all staff have the knowledge and skills required to support delivery of the SDAP.

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:

- **Progress against actions:** Report progress against 2006/07 commitments and against any

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

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 the Department for Transport's (DfT's) full progress report.⁴

The SDC's commentary evaluates the progress reported by DfT, 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: *A sustainable development action plan for the Department for Transport and its agencies*, DfT, December 2005.

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

DfT reported good progress against the actions from its 2006 SDAP. These included actions undertaken by DfT's seven Executive Agencies,⁷ which the 2006 SDAP also covered.

- DfT considered that its actions as a whole would make a good contribution to the SD shared priorities
- 77% of actions were reported as complete or on target, including the majority of those with high impact ratings (3 and 4)
- In most instances, evidence was reported as readily available. However, in many cases DfT only provided a description of progress made rather than reference to auditable evidence (although published reports were also referenced)
- It was not explained why one target was reported as "no longer applicable".⁸

DfT's 2006 SDAP comprised a compilation of existing activities and commitments in a sustainable development context. The actions were not SMART⁹ and, in many cases, were ongoing activities without specific milestones or target dates for completion. As a result, some were reported as "complete and ongoing", and others "on target", even though a target date had never been set. However, DfT did provide commentary on progress to date against most of its actions.

Rationale was not provided for the impact levels chosen for each action. **The SDC**

⁷ Driver and Vehicle Licensing Agency; Driving Standards Agency; Government Car and Despatch Agency; Highways Agency; Maritime and Coastguard Agency; Vehicle and Operator Services Agency; Vehicle Certification Agency.

⁸ Action no. 51, relating to a Government initiative to remove abandoned vehicles from roads. No RAG+ assessment was provided.

⁹ SMART = Specific, Measurable, Achievable, Realistic and Time-related.

would like to see evidence of how DfT is assessing the impacts of its actions.

Embedding sustainability

DfT appears to have provided a balanced assessment by reporting that it had made "some progress" towards embedding SD in all key areas. The 2006 SDAP represented the beginning of the process and, although it is clear that it was still in the early stages, DfT reported that it was developing strategies and systems to ensure that it moved forwards. It is positive to note that, for the first time, DfT considered all relevant policies together as a package, enabling it to ensure that all policies were aligned with Government's SD strategy.

DfT provided evidence in support of most of the assessment criteria. Examples of good practice included that DfT:

- Redrafted its strategic objectives, which encompassed economic, social and environmental aspects of transport
- Hosted a series of SD workshops to engage its Executive Agencies
- Calculated its carbon footprint for operational travel, and put policies and guidance in place to help reduce it
- Was working towards having an environmental management system in place at its headquarters.

The SDC was pleased that DfT recognised some areas for improvement, including:

- The need to assess how well Regulatory Impact Assessments (RIAs) took SD issues into account
- Its plans to link its next SDAP closely to its business plan
- The need to widen SD awareness and capability amongst staff, through the inclusion of SD in training and development.

The SDC would have liked DfT to comment on its internal mechanisms for monitoring and reporting on progress against its SDAP.

Procurement

DfT considered itself to be at “foundation” level for all themes in the Flexible Framework. For *people*, and for *policy, strategy and communications*, evidence was provided in support of the criteria. The Department indicated good progress towards reaching the next level, “embed”.

Some of the key criteria required for the “foundation” level in the other themes (*procurement process, engaging suppliers and measurement and results*), were not in place at the time of reporting. However, DfT reported that the mechanisms required for this level had been developed and would be in place in the near future. Furthermore, DfT demonstrated that it had plans beyond the “foundation” level criteria, and may move quite quickly to higher levels.

Good examples of DfT’s progress included:

- The existence of a sustainable procurement champion
- A sustainable procurement awareness training package for all key procurement staff
- Plans to run workshops with stakeholders, including DfT suppliers, about sustainable procurement issues
- It completed an expenditure analysis, and began to identify the sustainability impact of key spend areas
- Plans to develop an action plan to address the sustainability impacts of goods and services used.

Taking stock

DfT felt that senior level support, the appraisal framework, and value for money assessments helped it to deliver its SDAP. DfT also felt that progress was

helped by the fact that the number of staff working on environmental policy doubled and that, in early 2007, many environmental functions of the Department were combined into a single Directorate.

In addition, the value of *The Stern Review*¹⁰ and *The Eddington Transport Study*¹¹ was recognised, as they prompted the Department to ensure that environmental issues and economic benefits would be considered alongside each other when determining future policy.

However, DfT recognised that much needed to be done to embed sustainable development amongst its staff, through training, communications and SD networks.

Summing up

Overall, the SDC feels that DfT made good progress against its 2006 SDAP. There was much scope for improvement in terms of sustainable procurement and embedding sustainability across the organisation. However, DfT demonstrated that it was developing programmes, and had laid the foundations required, to embed sustainable development in its policies, people and operations.

There were several examples of good progress, such as how DfT had fully embedded SD within value for money assessments, to consider the economic, social and environmental costs and benefits of transport policies and interventions. **The SDC was pleased to see evidence that DfT had supported its Executive Agencies in progressing against their own actions in the SDAP.**

¹⁰ Stern N. (Feb 2007) *The Economics of Climate Change: The Stern Review*, Cabinet Office & HM Treasury, Cambridge University Press, ISBN 0-521-70080-9.

¹¹ Eddington, R. (Dec 2006) *The Eddington Transport Study*, HM Treasury, HMSO, ISBN-10: 0-11-840487-3.

sustainable development commission

**2006 Sustainable Development
Action Plan Progress Report**

**Department for Transport's
Self-Assessment
31st May 2007**

1 EMBEDDING SUSTAINABILITY

DfT 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, DfT 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	

DfT's response

Level: 5	Policies: Some progress	DfT's comments in support of this rating:
<p>Criteria:</p> <ul style="list-style-type: none"> • Some alignment of policy with Government SD Strategy, UK Framework and related guidance • Some joining-up policy goals under the SD umbrella • Some signalling of SD in external partnerships and relationships • Some embedding SD in policy approval processes / Regulatory Impact Assessments (RIAs) • Some effective stakeholder engagement • Some building SD capacity among delivery partners 		<p>2005/6 SDAP was a first step in aligning DfT policy with Government SD strategy, and it was the first time that all relevant policies were looked at together as a package. DfT's Executive Agencies were included within DfT's overall action plan, which formed the beginning of a dialogue with them about SD strategy. SD is fully embedded within value for money assessments derived from the New Approach to Appraisal (NATA), which assesses economic, social, and environmental costs and benefits for transport policies and interventions by DfT and external delivery partners. RIAs are also carried out where DfT exercises statutory powers or makes rules with a general effect on others. We have not yet assessed how well RIAs take into account SD issues in DfT.</p>

Level: 4	People: Some progress	DfT's comments in support of this rating:
<p>Criteria: 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>DfT's Strategic Objectives were redrafted in 2006, encompassing economic, social and environmental aspects of transport. SD is included in staff induction, but we have noted a need to consider inclusion of SD in training and development over the next year. DfT have a competency based approach to recruitment, but recent restructuring and creation of an Environment Directorate gives more focus for those specialising on SD career paths. Internal communications has focused on publication of the SDAP to date. We will be considering a more proactive approach to communications over the next year. Active engagement and communication with agencies via sustainable development workshops started in 2006. We will be building on this over the coming year.</p>

Level: 3	Operations: Some progress	DfT's comments in support of this rating:
<p>Criteria: Some 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>We are in the process of introducing carbon, water and waste management programmes. Our HQ building is making progress towards attainment of an EMS. We have calculated our carbon footprint for travel and put new policies and guidance in place to help reduce it and have held sustainable Travel and Estates Forums. Sustainable Procurement Awareness sessions are being rolled out across the Department and we have started work on our objectives and strategy (including identifying our high risk and impact areas).</p>

<p>Level: 5</p>	<p>Governance, Monitoring and Reporting: Some progress</p>	<p>DfT's comments in support of this rating:</p>
<p>DfT 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>Publication of the 2005-06 SDAP was the first step in getting reporting and governance mechanisms in place. The SDAP is owned at ministerial level (by Gillian Merron) and we have a Board level SD Responsible Officer (Simon Webb). We have reviewed how this process worked in DfT, and have decided that the best way for us to ensure future SDAPs encompass the full range of SD actions and that delivery gets closely monitored (including at Board level) is to tie SDAPs closely to our business plan. We have made progress in achieving this for the 2007-08 SDAP.</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*¹²) 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, DfT identified the level it had reached, and provided information in support of this self-assessment.

¹² *Procuring the Future*, The Sustainable Procurement Task Force National Action Plan. Department for Environment, Food and Rural Affairs, June 2006.

DfT's response

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 a key employee induction programme.</p>	<p>DfT's comments: A Sustainable Procurement Awareness training package has been developed and will be rolled out to Key and Designated procurement staff between 23 April and the end of May 2007. DfT has a Sustainable Procurement Champion - Simon Webb, who is also a member of SPOB. A paragraph on sustainability has been submitted for inclusion in the next version of the "Welcome to DfT" staff induction pack. Sustainability is covered in DfT(c)'s "Introduction to Procurement" e-learning pack which must be completed (and a minimum score attained) before a contractual delegation can be held. Sustainability is also embedded in DfT(c)'s Project and Programme Management Training and appropriate briefing provided for training staff. By targeting Key and Designated staff in our awareness sessions, we will have made progress towards Level 2. We have also started to investigate more advanced "off the shelf" courses.</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>DfT's comments: We have drawn up overarching objectives and a policy statement. These have been agreed by the procurement community and the Sustainable Procurement Champion and are currently with Agency Chief Executives for their approval. Once agreed, they will be published on our website and communicated to staff and key suppliers. In order to progress to Level 2, we have recently awarded a contract to help us identify our priorities. The outputs of this will be an action plan which will allow us to develop our strategy and start to engage with our supply chain.</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.

DfT's comments:

We have undertaken some expenditure analysis to identify the full range of goods and services purchased across the Department which has enabled us to highlight the areas of highest expenditure. This information will be used to inform the "prioritisation" contract we have recently awarded. This contract will identify the key sustainability impacts of the goods and services we buy, then explore this further (via a series of workshops with stakeholders) to allow the contractor to propose priorities for the Department and develop an action plan to help us address these. A further output of the workshops will be the opportunity for DfT staff to discuss any issues or barriers to implementing sustainable solutions and benefit from discussion on how these could be overcome. Guidance will also be provided for each type of good or service we buy, showing the areas where sustainability has the greatest impact, key areas to consider and explore, guidelines and policy to follow (e.g. Quick Wins) and examples of best practice case studies. The guidance will be published in our procurement manual and available to NDPBs and suppliers via a CD Rom. This should help us make good progress towards Levels 2 & 3.

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.

DfT's comments:

We have started to identify the DfT(c) suppliers who have a high impact on sustainability. The Prioritisation work described above will help move this process forward across the wider Department and allow us to address specific supply chain issues where these are deemed high impact or high risk. We are aiming to invite key suppliers to our proposed prioritisation workshops and will make our policy and objectives available to them either via our website or through more targeted means of communication.

MEASUREMENTS & RESULTS

Level 1: FOUNDATION

Criteria:

Key sustainability impacts of procurement activity have been identified.

DfT's comments:

See "Procurement Process" above. Please note that all the above activities include our Executive Agencies and NDPBs, unless otherwise stated.

3 TAKING STOCK

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

Leadership: Environment, and particularly climate change mitigation, has been prioritised by ministers and senior staff. This in turn has led to a review of resources and doubling of staff working on environmental policy and analysis. It has also helped raise awareness of the importance of managing our own operations more sustainably.

Procedures: The appraisal framework and value for money assessments have ensured that SD gets taken into account when key policy decisions are made.

Policies: The Stern and Eddington Reviews, and DfT's response to them, have helped ensure that environmental issues are considered alongside economic benefits when determining future policy.

Organisational arrangements: Restructuring of the organisation early in 2007 has led to brigading of many environmental functions into a single directorate.

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

Capacity: We will be doing more work in 2007-08 to put in place a coherent package of staff training and internal communications.

Culture/organisation: We are planning to put in place a more structured network for colleagues contributing to SD issues to help us make the most of their contributions.

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 (RIA).

DfT holds detailed information on value for money assessments. DfT also holds information on RIAs, although we have not yet assessed how well the RIA process is being applied to SD issues.

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

4 PROGRESS AGAINST ACTIONS

The tables that follow report DfT’s progress against specific actions in its 2006 SDAP. The table was designed by the SDC as part of the self-assessment tool for departments, and encourages critical assessment of the value of each action, as well as the progress achieved.

Progress is represented using a RAG+ Analysis (red, amber, green, +blue) (column E), and provides a subjective indication of the completion of an action towards its stated objectives:

- **Complete** indicates that an action is complete, and the associated output/outcomes fully realised
- **On target** indicates the action is incomplete in one or more aspects, but is still on target
- **Recoverable** indicates that an action is behind target, but recoverable
- **Behind target** indicates that an action is far behind target and that recovery is unlikely.

Column F details evidence to verify the reported progress made, such as:

- Published strategies, policies, Bills, guidance, literature
- Objective performance measures, indicators and associated sources of data
- Reports of events, particularly outcomes and next steps
- Auditable correspondence
- Auditable activities.

In column G, DfT 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*¹³. These are:

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

Column H contains DfT’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

¹³ *Securing the Future – Delivering the UK Sustainable Development Strategy*, HM Government, March 2005.

DfT's self-assessment of progress towards SDAP actions

A Ref	B Action	C Target	D Responsibility	E Progress (RAG analysis)	F Evidence/crosscheck used to measure action	G Readily available?	H Impact (1-4)	I Comments
1	<p>Take forward developing sustainable policy for aviation as part of the Future of Transport white paper.</p> <ul style="list-style-type: none"> - Continue to work on emissions trading at the international level through the International Civil Aviation Organisation (ICAO). - Continue to press for the inclusion of aviation in the EU Emissions Trading Scheme from 2008 or as soon as possible thereafter. 		DfT	Recoverable	<p>Committee on Aviation Environmental Protection (CAEP) agreed guidance on emissions trading which included an option to require third countries airlines involvement.</p> <p>However, guidance likely to be amended at the ICAO Assembly in September.</p> <p>Commission proposal published Dec 2006. DfT/Defra Consultation document published Mar 2007 on proposal. Working group negotiations ongoing.</p>	Yes	3	Preparations for ICAO Assembly in hand. Includes agreeing EU position paper and lobbying.

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
2	The VCA collates and publishes information on the fuel consumption and emissions of new vehicles, so that new vehicle buyers may make an informed choice.		VCA	Complete and ongoing	Fuel Consumption Booklet Published May 2006	Yes	4	
3	DVLA uses this information in setting the bands for vehicle excise duty or road tax. Garages also use the emissions data when MOT testing and when servicing repairing vehicles.		VCA	Complete and ongoing	DVLA able to operate Tax Banding System on Vehicles	Yes	4	
4	VCA also conducts in-service testing (the testing of vehicles that have been in use for some time) to ascertain how vehicles' performance changes as they age.		VCA	Complete and ongoing	Information submitted to Cleaner Fuels & Vehicles Division, DfT		2	CFV were hoping to publish the information but this has not proved possible as yet.

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	VCA tests new vehicles as part of the EC whole vehicle approval scheme, to ensure that they meet noise and emissions standards. In this way we ensure that new vehicles at least meet the minimum required approval standards, thereby providing a degree of protection to the environment. The EC keeps these standards under regular review.		VCA	Complete and ongoing	If a vehicle does not come up to the required EC (or International) standard to which it is being tested, then we will NOT issue certification, the vehicle can either be brought up to standard and re-tested or it will not be permitted to be registered and used on EC (or another country's) roads. This is our contribution to maintaining the Environmental and Road Safety standards that apply at the time that testing and certification is taking place.	Yes	4	

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
6	<p>The Government has set out a sustainable strategy for managing our road network through:</p> <ul style="list-style-type: none"> • providing capacity where it is needed, and the environmental and social costs are justified; • locking in the benefits of new capacity through various measures such as carpool lanes where appropriate; • leading the debate on road pricing and its capacity to lead to better choices for motorists, and using the 	April 2008	<p>DfT</p> <p>DfT</p> <p>Head of Road Pricing / Head of Regional and</p>	On target	<p>During 2006-07 Highways Agency completed 11 major schemes, all of which were assessed as having benefits that outweighed costs by at least a ratio of 2:1.</p> <p>Carpool Lane planned to operate on M1 J6a-10 widening scheme. Delivery threatened due to enforcement issues. Access management (ramp metering) installed at 30 locations across the strategic road network.</p> <p>Local Transport Bill contains provisions to give Local Authorities</p>	<p>Yes</p> <p>Yes</p>	3	<p>An integrated approach to demand management (IDM) is being evolved for M25. Although the first wave of access management locations aren't particularly associated with new capacity this is an important step in understanding IDM.</p> <p>The road pricing is debate is an on-going process, one</p>

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
	<p>Transport Innovation Fund (TIF) to support pilot demand management schemes to help tackle congestion at the local and regional level;</p> <ul style="list-style-type: none"> • better management, exploiting the potential of new technology to avoid problems and deal with them rapidly when they occur; and • using new technology to keep people informed both before and during their journey. 		<p>Local Transport Delivery</p> <p>HA</p> <p>HA</p>		<p>freedoms and flexibilities to develop local road pricing schemes where they wish to do so. Ten areas currently developing proposals for road pricing as part of demand management schemes, in advance of congestion TIF for demand management scheme(s)</p> <p>The Highways Agency achieved motorway coverage by its Traffic Officer service in 2006-07.</p> <p>The Agency's Information Strategy is being implemented addressing this need.</p>	<p>Yes</p> <p>Yes</p>		<p>that is difficult to plan for and quantify. However, there is clear evidence of the work carried out to date, such as the response to the road pricing petition and stakeholder engagement</p>

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
7	<p>Tomorrow's roads - safer for everyone (March 2000) sets out the main ways we plan to improve road safety by 2010. It sets casualty reduction targets to be achieved by the end of 2010 (compared to 1994-98 average):</p> <ul style="list-style-type: none"> • a 40 per cent reduction in the number of people killed or seriously injured (KSI); • a 50 per cent reduction in the number of child (under 16) KSIs; • a 10 per cent reduction in the rate of slight casualties, expressed as the number of people slightly injured per 100 million vehicle kilometres. 	<p>End 2010</p> <p>End 2010</p> <p>End 2010</p>	Dft	On target	Annual National Statistics, published June 2006 showed KSI casualties down 33% on baseline, Child KSI down 49% on baseline, and the rate of slight casualties down 23% on baseline	Yes	2	<p>Annual casualty data published at: http://www.dft.gov.uk/pgr/statistics/data-tables/publications/accidents/casualties/gbar/roadcasualties/greatbritain/2005</p> <p>Second three-yearly review of Government's Road Safety Strategy published at: http://www.dft.gov.uk/pgr/roadsafety/strategy/targets/performance/2ndreview/</p>

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
8	We are supporting a range of initiatives to improve our understanding of rail's environmental impact. Hence we support strategic thinking on the development of the railway, including through the production of the High Level Output Specification. Actions 9-12 are key initiatives:		DfT	On target	<p>The Department will publish the High Level Output Specification in summer 2007 alongside a longer term strategic rail framework. These will reflect the strong emphasis the Department places on further improving rail's environmental performance.</p> <p>Further detail on HLOS can be found at: http://www.dft.gov.uk/pgr/rail/strategyfinance/strategy/hlos/briefingnoteonthedevelopment3511?page=5#1009</p>		2	Underpinning evidence and analysis will be available once HLOS and the long term strategic framework for rail are published.

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9	Working with the rail industry and stakeholders to quantify better the current environmental impacts of the rail network, mapping ongoing activity and best practice in mitigating these and identifying where further action is needed;		DfT	On target	<p>Dft is contributing to rail's first Sustainable Development Review scheduled for publication in June 2007. This will summarise rail's current sustainability performance and demonstrate how the industry intends to improve its performance.</p> <p>Further information on the rail industry's approach to sustainability can be found at: http://www.rssb.co.uk/getArticle.asp?DocRef=1013</p>		2	The sustainable development rail industry review will include further evidence on rail's comparative sustainability performance with other transport modes

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10	Sponsoring research through the Rail Safety and Standards Board (RSSB) to identify cost-effective operational and technical measures to improve energy efficiency and reduce noise and air quality emissions. For example, a research project will soon report on the potential of hydrogen in the future of rail.		DfT	On target	Draft reports now produced on measures to improve both traction and non-traction energy efficiency. Hydrogen report now complete and available at: http://www.rssb.co.uk/pdf/reports/research/T531%20Feasibility%20study%20into%20the%20use%20of%20hydrogen%20fuel%20Final%20Report.pdf		2	All RSSB project reports will be published through their website (www.rssb.co.uk) once complete
11	RSSB will commission research shortly into the case for further rail electrification and measures to improve energy efficiency within the rail sector.		DfT	On target	Details of the electrification study can be found at: http://www.rssb.co.uk/pdf/reports/research/T633%20RB%20Final.pdf This is due to report shortly.		2	The project report will be published once it has been completed

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12	Co-ordinating the procurement of the successor to the Intercity 125 high speed train to ensure it is as fuel efficient as possible and produces the minimum noise and emissions.		DfT	On target	OJEU notice and supporting information issued by DfT on 8 March 2007. Further details at: http://www.dft.gov.uk/pgr/rail/pi/iep/	Yes	2	Minimising environmental impacts is a major objective within the Intercity Express Programme.
13	Local transport authorities (LTAs) are now required to produce accessibility strategies as part of their Local Transport Plans (LTPs).		DfT	Complete	Strategies published and submitted to DfT with LTPs in March 2006	Yes	2	
14	LTAs submitted framework accessibility strategies as part of the provisional LTPs in July 2005. Full accessibility strategies will be submitted as part of the final LTPs in March 2006.		DfT	Complete	Strategies published and submitted to DfT with LTPs in March 2006	Yes	2	

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15	<p>There are four strands to DfT's work in promoting sustainable travel:</p> <ul style="list-style-type: none"> • best practice research, dissemination and provision of expert advice; • funding of pilots and evaluation of new techniques or approaches; • providing pump-priming funding to encourage local authorities to promote and invest in travel planning and supporting the work of non-governmental organisations; and • supporting sustainable travel through tax incentives, LTPs and the planning process. 		DfT	On target and ongoing	<p>Current initiatives: publication of 4 new guides: summary of guidance on Residential Travel Planning (May 07), Essential Guide to Travel Planning (June 2007), Making Personalised Travel Planning Work (July 2007), updating of Using the Planning Process to Secure Travel Plans (July 2007).</p> <p>In February 2007, launched new National Business Travel Network to promote take-up of travel planning, particularly by large businesses.</p> <p>Have provided pump priming to Living Streets, Sustrans and Association of Commuter Transport to assist them in promoting sustainable</p>		4	

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					travel. We had extensive engagement with local authorities during the development of the LTPs to assist them in making sustainable travel an integral part of their plans. We are also working with those authorities bidding for funding under the Transport Innovation Fund to ensure that sustainable travel measures are included in their programmes.			
16	Promote sustainable travel through the Sustainable Travel Towns initiative: DfT is providing £10 million revenue funding over five years (until March 2009) to support three demonstration towns - Darlington, Peterborough and Worcester - in introducing comprehensive sustainable travel measures on a	The towns set a target of reducing car travel by between 7.5% and 10% by	DfT	On target	The towns have provided interim results on the first 2 years of the project and are on track to achieve the target. The surveys were independently carried out by Socialdata	Yes	4	The results reflect the impact upon the population area that has been targeted with Individualised Travel Marketing

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	town-wide basis. This is to demonstrate what can be achieved by promoting sustainable travel and to encourage other authorities to adopt such measures	the end of the project in 2009 by switching to walking, cycling and public transport						(ITM). As the ITM is rolled out further it will be interesting to see if the towns can maintain the encouraging start.
17	DfT has set up an expert advisory body, Cycling England, in March 2005 with a budget of £5 million a year for the next three years. Cycling England's work programme includes £2.8 million a year, for the next three years, to fund six cycle demonstration towns;	To increase levels of cycling activity across England with a focus upon the Cycling Demonstration Towns	DfT	Recoverable	The National Travel Survey and Transport Statistics for Great Britain show the decline in cycling levels have bottomed out. The CDTs have a monitoring regime in place and the early results show an increase in cycling though more meaningful data will be available in May 2007 when the same months in each year can be compared.	Yes	3	The last year of data we have available is 2005 so difficult to make an assessment of Cycling England's impact yet. Cycling England's budget was increased to £10 million a year in June 2006.

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18	<p>We aim to introduce active travel plans into every school in England by the end of the decade by:</p> <ul style="list-style-type: none"> • funding 250 school travel advisers in local authorities to help schools develop their travel plans as well as regional coordinators; • providing capital grants for every school with a travel plan signed off by the local authority - typically £5,000 for a junior school and £10,000 for a senior school. Funding for this has been agreed to March 2008. The project is on target to have active travel plans in 10,000 schools by March 2006 - 40 per cent of the total. 		DfT/DfES	On target	By March 2007, over 50% of schools in England with active travel plans.		4	
19	We will continue to provide advice to other organisations on travel plans and are actioning our own plan.		DfT	On target and ongoing	DfT published its own travel plan in Nov 2006.		4	

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20	The Department will continue to develop, evaluate and disseminate good practice on reducing crime and the fear of crime on the transport system. Most of this work can be found on the DfT web site under the 'Crime and Public Transport' link.	On-going	DfT	On target and ongoing	Published a number of guidance documents; commissioned further research projects.	Yes	1	
21	The Department will use the TIF to support transport schemes and packages which deliver sustainable benefits for national productivity and growth.	On-going	DfT	On target and ongoing	The Secretary of State announced in December 06 the list of schemes under consideration for funding from the productivity strand of the Transport Innovation Fund, which focus on improving access to key ports (including a number of rail gauge enhancement schemes) and tackling key pinchpoints on the strategic road network. 10 local areas have received pump-priming funding to develop	Yes	4	

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					congestion TIF packages combining demand management such as road pricing with public transport to tackle local congestion problems. We expect to receive the first bids for scheme entry later this year.			
22	Rod Eddington has been asked by the Chancellor and Secretary of State for Transport to look at the question of how transport can contribute to economic growth and productivity in the long term, within the context of the Government's other objectives for sustainable development.	2006	DfT/HMT	Complete	Eddington report, published in December 2006. His advice was set within the context of the Government's commitment to Sustainable Development. This meant that, in seeking to identify the transport policies that make the most effective contribution to the economy, he also considered the social and environmental impacts of these policies	Yes	3	The Government agrees with Rod Eddington's strategic analysis. Currently taking steps to implement his advice, covering strategy, processes and delivery, while aiming to improve transport's

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								<p>environmental performance and taking account of the Government's social objectives.</p> <p>Nick Stern closely involved in Eddington analysis and clear that Rod's report is entirely in line with Stern Report on economics of climate change. In particular, through its call for prices to reflect full environmental and congestion costs.</p>

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23	The Department will continue to promote the sustainable distribution of goods. This means freight transport that is efficient but minimises its impact on the environment, safety and congestion.	March 2006	DfT/FLD	Complete and ongoing	Further work is required to develop evidence of the benefits (eg. carbon savings realised) because it will assist in directing funds to the most cost effective sustainable distribution projects in the future.		3	
24	Through our sustainable distribution fund we will be providing some £30 million in grants next year to support the transfer of lorry traffic from road to rail or water. In addition we will be funding further best practice projects aimed at the road haulage industry, as well as further research and dissemination of best practice. This will be supplemented by funding from the Aggregates Levy Sustainability Fund to support the sustainable transport of aggregates.	March 2006	DfT/FLD	Complete and ongoing	<p>Modal Shift grants issued (£26M).</p> <p>Range of best practice projects run including:</p> <p>Freight Best Practice programme</p> <p>SAFED Vans</p> <p>SAFED ALSF</p> <p>Site Specific Advice ALSF</p>	Yes	3	

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25	Follow up the Maritime and Coastguard Agency's 'Sustainable Shipping - progress in a changing world' conference in February 2005 by maintaining the debate on sustainability within the industry.		DfT	On target	The sustainability issues and conclusions raised during debate at the Conference were subsequently channelled through the development of the Clean Ship Concept at the North Sea Ministerial Declaration (Action 28). These issues and conclusions are presently under consideration.	Yes	3	
26	Continue to work within the International Maritime Organization (IMO) and the European Union to promote quality shipping that is clean, safe and sustainable.		DfT	On target	The UK plays a leading role in promoting clean shipping within the IMO. Currently, atmospheric emissions from shipping are one of the major foci of the IMO's work, both in terms of local air pollutants and greenhouse gases. The	Yes	3	

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					<p>UK is a leading proponent of a global emissions trading scheme for shipping and is contributing to the IMO's revision of Annex VI of MARPOL, with a view to imposing more rigorous standards for atmospheric emissions.</p> <p>Another area in which the UK is active in the IMO is in working to ensure that ship-to-ship transfers (of oil carried as cargo) outside States' territorial seas are regulated appropriately, so that they are carried out safely, with minimum risk to the environment.</p>			
27	Support the development of the 'Clean Ship' concept, to encourage industry to use best available		DfT	On target	The UK has been playing an active part within the IMO in the development	Yes	3	

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	discharge technology.				<p>of the "Clean Ship" concept.</p> <p>The concept has been the subject of a great deal of work by the North Sea States, and was fully endorsed by the North Sea Ministerial Meeting on the environmental impacts of shipping and fisheries, held in Gothenburg on 4-5 May 2006.</p> <p>The UK is working with other governments to explore and develop the concept of ships designed, constructed and operated in an integrated manner to eliminate harmful discharges and emissions throughout their working life.</p>			

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28	Ensure that the forthcoming review of UK ports policy, sets a sustainable context for the long-term development of the ports industry.		DfT	On target	Final policy statement due ca. July 07		3	Assessment of achievement will inevitably be subjective, at least initially.
29	Offset CO ₂ from DfT official air travel from April 2006	From April 2006	DfT	Complete	Government scheme in place	Yes	1	
30	Lead a procurement exercise to let a pan-government contract to facilitate the purchase of emission reductions generated by a clean development mechanism project or portfolio of projects, to provide certified emissions reductions to offset at least 100,000 tonnes of CO ₂ emissions per year.		DfT	Complete	Government scheme in place	Yes	1	
31	Investigate the benefits of a more explicit application of corporate social responsibility and how this might be reflected in its business planning and reporting practices.		HA	On target	Publication of the Agency's first Corporate Social Responsibility (CSR) report as a section of the Report and	Yes	3	2005/06 Annual Report has been "highly commended"

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					Accounts for 2005-06 (July 2006). http://www.highways.gov.uk/aboutus/11701.aspx			in the Building Public Trust Awards 2006. Judges described the report as 'well presented' highlighting the CSR feature as 'outstanding'
32	Develop an EMS for application to the whole of the strategic road network, to complement existing HA requirement that all contractors working for HA must operate an EMS.		HA	Recoverable	The Agency's focus is on an Environmental Information System (EnvIS). Piloting is complete and rollout programmed for 2007-08		4	EnvIS will record all national and significant local designations, assign positive environmental objectives to the trunk road estate, and record the management and condition of the estate.

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33	As a large client, HA recognises the link between competency, quality and productivity. The agency realises that it can have a considerable influence on these issues, underpinned by reports such as Rethinking Construction. HA has signed up to the Clients' Charter and has put policies in place to improve the skills and health and safety in its supply chains.		HA	On target	The Agency introduced the third edition of its Capability Assessment Toolkit (CAT3) and completed the first phase of assessment of the services offered by major project and maintenance suppliers. The Agency has also reviewed and revised its Clients' Charter commitments.	Yes	1	For the first time through CAT3 we have assessed our suppliers' ambitions and plans to support the delivery of sustainable development. (Check for HA website link to CAT3 – NB HA website not portal)
34	Ensure as far as possible that our land does not pose an actual or potential threat to human health or the environment.		DfT	Recoverable	The Department is in the process of introducing a carbon management programme which (among other things) will address the issue of rolling out Environmental Management Systems	Yes	3	

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					across DfT. We aim to have the business case in place for this by June 2007.			
35	Ensure, so far as is possible, that we respect the conservation of species and habitats, especially if sites of international or national importance are involved, or where we could further the priorities of the UK biodiversity action plan.		DfT	Recoverable		Yes	3	
36	Carrying out the Building Research Establishment's Environmental Appraisal Method (BREEAM) assessments when planning new or substantially refurbished premises.		DfT	On target	Where new builds were completed or planned in 2006/07: Highways Agency has met this target - developers are required to demonstrate through their plans that developments will achieve an "excellent" rating.	Yes	3	VOSA's operational buildings do not fit into the BREEAM rating system as there is not a benchmark for their building type (warehouse style open-ended units)

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					<p>The refurbishment of DVLA's HQ is aiming to deliver a score of "very good".</p> <p>Two further new DVLA sites planned for 2007 and 2008 are aiming to deliver "excellent" ratings.</p> <p>During 2006/07 BREEAM assessments were carried out on the planned new DSA Head Office (Axis building, Nottingham). This was BREEAM rated as good.</p> <p>The DSA Multi Purpose Test Centre designs were also assessed and rated as excellent.</p>			<p>DSA could not source an available local building for their new Head Office which was rated as excellent.</p> <p>The DSA Multi Purpose Test Centre project involved acquiring around 67 purpose built facilities nationwide which incorporate a test centre building, off road manoeuvring area and parking area.</p>

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37	Introduce and maintain high standards of energy efficiency and environmental management.		DfT	Recoverable	The Department is in the process of introducing a carbon management programme. We aim to seek specialist advice on common and site specific measures which could be rolled out in order to reduce CO2, by 1 May 2007 and have a business case in place for an energy conservation programme by 1 June 2007.	Yes	3	
38	Produce a revised policy statement to take account of all the environmental and social impacts associated with the running of DfT's estate, as set out in the Framework for Sustainable Development on the Government Estate.		DfT	On target	The Policy Statement has been drafted and we are in the process of seeking internal approvals.	Yes	2	

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39	Promote the statement to staff, contractors, and visitors to our buildings. It will apply to all parts of the Department including executive agencies. The revised statement will be published on the DfT website by February 2006, and will be updated following formal agreement to the revised targets in the Framework for Sustainable Development on the Government Estate.		DfT	Recoverable	See above. We expect to be able to promote the statement by the end of May 2007.		2	
40	Work towards implementing an EMS based on the recognised ISO 14001 International Standard across VOSA's office/ non-office estate. This will include areas such as targeting transport issues both for commuting and official business.	On going. In line with Government Guidelines	VOSA	Recoverable	Initial desk studies completed. Some site visits completed. Procedures under construction	Yes	4	
41	Modernisation Programme of Vehicle Testing Stations: key performance indicators include objectives to demonstrate a 50 per cent reduction	On going	VOSA	On target	Modernisation Programme continues to deliver high quality, energy efficient new	Yes	4	

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	in construction waste and a 50 per cent reduction in whole life costing based on the modernisation of Kidderminster goods vehicle test station.				testing stations. Recent and up-coming sites are incorporating renewable energy systems (wind turbines and solar panels), and work is currently going ahead on an exemplar environmental/ecological project in Bristol.			
42	Comply with the OGC's 'Achieving Excellence in Construction', and work to introduce a Clients' Charter with the Confederation of Construction Clients.	On going	VOSA	On target	As above.	Yes	4	
43	Develop sustainable procurement policies with Procurement Unit. Areas of particular interest include purchases of vehicles and office furniture.	March 08	VOSA	Recoverable	Initial meetings have been conducted on the requirements. A policy has yet to be written.		4	Work in progress

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44	Support sustainable development through publication of MCA's Greening Policy and Action Plan.		MCA	On target	MCA's Executive Board to consider/approve draft Policy Statement and Action Plan on 24 April	See F	4	
45	Continue environmental purchasing policy, including requirement for major contractors to provide their environmental policies when submitting tenders.		MCA	On target	Partial implementation but will become compulsory for all future contracts	Yes	4	Meetings and training have been organised in respect of including sustainable procurement within the tendering process
46	Implementation EMSs within 80 per cent of MCA's estate.		MCA	Recoverable	On-going project to develop a EMS system suitable for use throughout MCA estate		4	The Sustainable Development Manager is currently researching and compiling

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								an EMS to be rolled out within the targeted 80% of the agency when complete.
47	Maintain accurate driver and vehicle records to deliver strategic outcomes of better road safety, crime reduction and environmental sustainability.		DVLA	On target	Secretary of State target - Accurate Records and it's associated performance measurement data.	Yes	2	We are continually trying to improve the accuracy of our databases.
48	Implement DVLA's sustainable development policy and promote it within the business.		DVLA	On target	Further promotional work being undertaken this year.	Yes	3	
49	Collaborate with Swansea City Council to reduce waste and encourage recycling initiatives.		DVLA	On target	We now have processes in place that meet recycling targets. At 28/02/07 71% of all waste is currently	Yes	3	

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					recycled. However establishing new recycling and waste reduction initiatives will be ongoing as part of continuous improvement.			
50	The development of an agency transport plan will include staff commuting habits as well as provision of parking and alternative methods of travel to work.		DVLA	On target	The plan has been completed and is due to be transcribed in to the DFT format.	Yes	2	
51	Contribute to the wider Government initiative to remove abandoned vehicles from the public road. Operation Cubit allows DVLA to devolve its powers to the police, local authorities, and the fire service to achieve a common aim of the removal of abandoned and often dangerous unlicensed vehicles from our roads.		DVLA		No longer applicable	-	-	

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52	DSA's Greening Operations Policy and Action Plan, December 2002, sets out the agency's overall strategy.		DSA	-	This was a statement only, not an action.	-	-	-
53	Encourage eco-safe driving to further reduce vehicle emissions throughout the agency and positively influence customers and other externally associated parties.		DSA	On target	Eco Safe Driving (ESD) has been introduced into the new driving examiner training and refresher courses. New ESD theory test questions added to 2006-07 bank.	Yes	3	
54	Cut business mileage by promoting the use of video conferencing and public transport.		DSA	Recoverable	Improved video conferencing facilities included in new head office design. Evaluating the introduction of carbon calculation for internal meetings involving travel.	Yes	2	

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55	Continue to implement hire car policy that limits the engine size to 1.8L, thus reducing fuel consumption.		DSA	On target	Policy still in force. Initiated discussion with main hire car supplier to identify areas of improvement, DfT also negotiating to green the contact.		3	Policy changes not agreed yet.
56	Further increase the proportion of green electricity supplied to DSA's estate, reduce water consumption and intensify waste management, where achievable.		DSA	On target	We are still exceeding the target for green energy usage. We have installed waterless urinals at head office and are working with our new managing agents to implement water saving measures across the test centre estate. Improvements in waste management are being developed as part of the review of the test centre manager role.	Yes	2	Data showing green vs brown energy supply can be provided.

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57	Continue to establish good practice, including the recycling of paper, cans, plastic cups and cardboard at core locations and the use of local recycling schemes agency-wide, where applicable.		DSA	Recoverable	Greater segregation of waste for recycling has started at HQ with cans now being recycled. The new building office layout is being designed to further develop this. We have also started toner recycling at some DTCs.	Yes	2	
58	Continually review policies in line with the Sustainable Development Framework targets and use EMSs at key locations.		DSA	Recoverable	EMS is in force at our major sites. The DSA SDAP identifies policy changes which are required to build towards the SDiG targets.	Yes	3	
59	In offices and on the road, GCDA will continue to recycle and use the cleanest fuels possible.		GCDA	Complete	Documents available to indicate recycling figures. Fuel info available	Yes	3	

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60	Offer all Ministers the opportunity to choose the Toyota Prius.		GCDA	Complete	Letter to ministers offering hybrid vehicles	Yes	3	
61	HA has measures in place to improve the environmental performance of the strategic road network and key performance measures to track progress. Key performance measures are established for air quality, landscape, traffic noise, water quality and biodiversity. For example, the last of these tracks delivery of HA's Biodiversity Action Plan.		HA	Complete	Annual performance is measured, and reported, against five key areas and for 2006-07 a wider environmental measurement of the Agency's management of major projects.	Yes	3	HA annual report and accounts reports publicly the delivery of the environmental key performance indicator. 2005-06 report is available on the web http://www.highways.gov.uk/aboutus/11701.aspx The 2006-07 report will be similarly available.

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62	Continue to extend HA's already considerable contribution to lean construction through changes in procurement practices and taking waste out of processes.		HA	On target	Waste and materials continue to be better understood in the construction and maintenance of the trunk road network. Actions are underway to address the processes and procedures required to fully understand the potential.		3	The Highways Agency is proud of the construction experience of the A30 Bodmin to Indian Queens improvement in the south-west. http://www.highways.gov.uk/news/pressrelease.aspx?pressreleaseid=145999
63	Energy for road lighting and communications equipment is procured to reduce the impact on carbon emissions. Current requirements are met by 15 per cent green energy and 85 per cent good quality combined heat and power.		HA	On target	In April 2006 the Agency was able, once again, to secure 15% Green Energy and 85% good quality CHP. The Agency also continues to be provided with 100% Green Energy for under	Yes	3	This was quite an achievement in 'Green Energy' market where there is a very limited

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
					100KWH sites and is working towards increased provision of 'Green Energy' for over 100KWH sites.			amount of 'Green Energy' available, and demand as a result of growing 'green' targets is constantly increasing.
64	Measures are also in place to manage our office estate.		HA	On target	Environmental Management Systems (EMS) are in place in 8 of our 11 offices.	Yes	2	
65	The existing HA travel plan is being revised. The agency is investigating innovations such as the use/promotion of HA car sharing schemes and links to national schemes.		HA	Recoverable	Car share schemes are active, 2007-08 will see the revision of HA travel plan(s) for its offices.	Yes	2	Three major Agency offices participate in <i>liftshare</i> http://www.liftshare.org/ The HA Bedford office is also piloting a cycle pool.

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
66	All applicable HA offices are covered by EMS systems and have extensive recycling opportunities.		HA	On target	In addition to the 8 offices with an EMS in place, this year, the Agency has also rolled out the EMS to our 7 Regional Control Centres and outstations.	Yes	2	
67	Arrange environmental impact surveys for all Regional Control Centre sites before EMS systems are set up.		HA	On target	EISs complete ahead of EMS for the 7 Regional Control Centres.		2	

Department for Transport response signed by:

SD Reporting Officer: Graham Pendlebury, Director, 31/05/07

SD Responsible Officer: Simon Webb, Director-General, Delivery & Security, 31/05/07

SDC review and commentary:

Commentary by: Rachel Hurle, Watchdog Team

Peer reviewed by: Claire Monkhouse, Watchdog Team

Authorised by: Becky Willis, SDC Commissioner

Sign-off date: 29/01/08