

**2006 Sustainable Development
Action Plan Progress Report**

Food Standards Agency
With SDC Commentary

November 2007

CONTENTS

CONTENTS	1
FSA'S SELF-ASSESSMENT SUMMARY	2
SDC'S SUMMARY COMMENTS	2
INTRODUCTION	3
SDC'S COMMENTARY	4
FSA'S SELF-ASSESSMENT	6
1 EMBEDDING SUSTAINABILITY	7
2 PROCUREMENT	10
3 TAKING STOCK	13
4 PROGRESS AGAINST ACTIONS	15

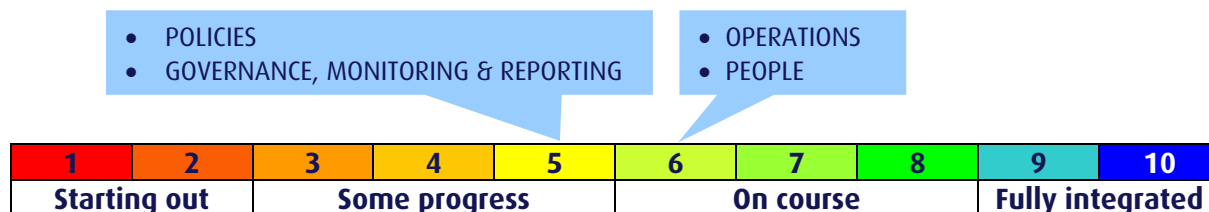
FOOD STANDARDS AGENCY'S SELF-ASSESSMENT SUMMARY

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

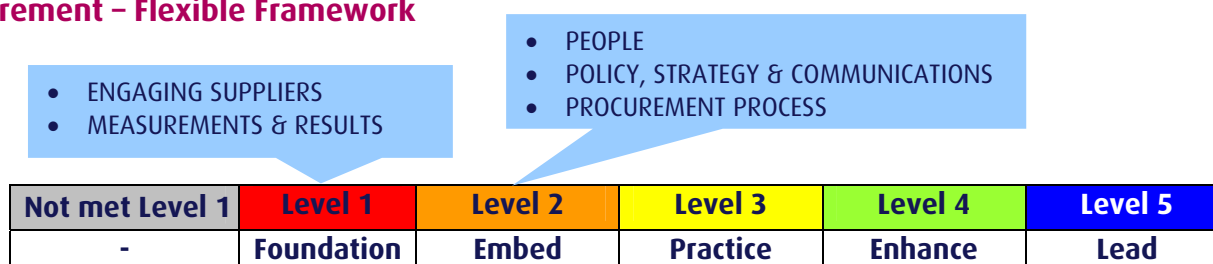
The Food Standards Agency (FSA) is a Non-Ministerial Government Department. Its role is to protect the public's health and consumer interests in relation to food. FSA is responsible for enforcement support, advice and audit of enforcement activity with respect to local authority and some imported products. The 2006 SDAP also covered FSA's Executive Agency, the Meat Hygiene Service.

Progress against actions: 62% of actions were reported to be 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.

FSA reported fair progress against its SDAP actions, and provided several examples of good practice. However, there was still much scope for further improvement, and the SDC looks forward to seeing how FSA builds on progress made over the coming year.

Strengths:

- Good examples of progress were provided in the "Embedding sustainability" and "Procurement" sections of the report, including stakeholder engagement in the development of FSA's SDAP and SD policy, and in undertaking a detailed expenditure analysis to help identify sustainability impacts
- FSA drew up a supplementary action plan (with milestones and a new target date) for an action which was behind target, to ensure that further progress was made and the commitment was not forgotten.

Weaknesses:

- Additional detail relating to the sustainability of the FSA's operations would have been useful, such as how it was working to reduce carbon emissions from operational travel
- FSA did not explain how it had assessed the impact of its SDAP actions.

Challenges for next year's SDAP progress report:

- Report how well SD has been embedded in policy making decisions, including Impact Assessments (IAs)
- Demonstrate how FSA has broadened the SD capability of staff throughout the organisation, to ensure that all staff have the knowledge and skills required to support delivery of the SDAP
- Report on the nature and success of initiatives aimed at reducing water consumption on the FSA estate, which was a lowlight for FSA in SDC's 2006 *Sustainable Development in Government* (SDiG) report.

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 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 FSA's full progress report.⁴

The SDC's commentary evaluates the progress reported by FSA, 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: *Sustainable Development Action Plan*, FSA, February 2006.

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

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

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

SDC'S COMMENTARY

Progress against actions

FSA (and its Executive Agency, MHS) reported fair progress against the actions in its 2006 SDAP.

- FSA reported that it had “completed” or was “on target” for 62% of its actions
- The Department considered that its actions as a whole made a good contribution to the SD shared priorities
- Of the high impact actions (levels 3 and 4), more than half were complete or on target
- Good evidence was provided against all actions and was readily available in all but one instance
- Two actions were significantly behind target, but reasons for this were explained, and further work in these areas was still planned.

Rationale was not provided for the impact levels chosen for each action. **The SDC would like to see evidence of how FSA assessed the impacts of its actions.**

An action to ensure that all FSA staff took SD into account and applied guidance as appropriate was reported to be behind target. The SDC was pleased to see that when FSA realised that it was not on course to meet this commitment, it **revised the target date and drew up a supplementary action plan** to ensure that future progress would be made. This emphasises the importance of reviewing progress regularly, and setting realistic and measurable actions with appropriate milestones.

Embedding sustainability

FSA considered that it had made “some progress” towards embedding SD in *policies*, and *governance, monitoring and reporting*, and was “on course” for *people* and *operations*. On the whole, FSA provided good evidence in support of its self-assessment, with examples of progress reported against most of the criteria in the self-assessment tool. For example:

- Stakeholders were consulted about FSA’s SDAP, SD policy and guidance. It was not clarified who these stakeholders were (e.g. within Government or external)
- FSA supported MHS in writing its own SDAP
- Good communications with staff were reported, including SD training and guidance

- FSA reduced its total carbon emissions by 15.3% during 2005/06
- Progress against the SDAP was reported quarterly to a senior management board which “owned” the plan and monitored its delivery.

One of FSA’s priorities was to integrate SD into policy making decisions, including its Regulatory Impact Assessments (RIAs). **It was not clear to what extent sustainable development was already integrated into policy making decisions, or to what extent policy goals were joined under the SD umbrella.** The SDC looks forward to seeing how FSA will tackle this priority, and ensure that SD is considered in all new and existing policies.

The SDC would have liked FSA to **provide more detail in places**, particularly in the *people* and *policies* sections, to support the statements made. For example:

- How sustainable development was embedded in FSA’s vision and core values
- How staff were engaged in guidance and training on sustainability assessments, and to what extent sustainability was embedded in policy making as a result
- How, and to what extent, SD was incorporated into learning and development programmes
- To what extent staff were engaging with SD as a result of these programmes.

In future progress reports, the SDC would like FSA to demonstrate how staff development and guidance has **broadened the SD capability of staff throughout the organisation**, to ensure that they all have the knowledge and skills required to support delivery of the SDAP.

The SDC would have also liked more commentary against the *operations* theme, such as how FSA had progressed towards:

- Extending the coverage of its Environmental Management System (EMS) across its estate
- Reducing carbon emissions from operational travel
- Improving the social and community impacts of its operations.

FSA recognised that **more needed to be done to reduce water consumption on its estate**, and this is

an area which it reported would be addressed in the future. The SDC looks forward to seeing how FSA tackles this issue over the coming year.

Procurement

FSA assessed its progress on sustainable procurement against the Flexible Framework. It reported that it was at the “embed” level for the *people, policy, strategy and communications*, and *procurement process* themes, and at the “foundation” level for the *engaging suppliers* and *measurements and results* themes.

FSA provided commentary against most of the criteria required for the levels selected for the *people, procurement process, engaging suppliers* and *measurements and results* themes. Good examples of progress reported include:

- All procurement staff attended sustainable procurement training courses, seminars and workshops
- A “Procurement Portal” on was established on FSA’s intranet site, providing advice and guidance on sustainability aspects of procurement
- ‘Quick Wins’ were adopted where possible, although the majority of contracts were awarded on the basis of value for money, not lowest price
- Detailed expenditure analysis was undertaken and key suppliers were engaged in helping to address their sustainability impacts
- Targets were set to address the sustainability impacts of procurement activity.

However, to achieve the “embed” level in the *policy, strategy and communications* theme, FSA would need to have reviewed and enhanced its sustainable procurement policy and communicated it to staff, suppliers and key stakeholders. The commentary provided by FSA suggests that, although the policy has been revised, it had not yet been communicated, nor had stakeholders and suppliers been engaged.

Taking stock

FSA felt that the commitment of its Executive Management Board, in the early stages of the SDAP process, helped it deliver against its SDAP commitments. Furthermore, FSA reported that incorporation of SD was facilitated by the existing RIA process, which was well embedded.

Despite the fact that FSA’s position on SD was agreed by the Management Board in October 2004, it reported that SD was a comparatively new concept for the Department, and that staff were initially unclear as to how they should apply sustainability principles. While it reported that this situation had improved through greater awareness, progress was hampered by limited resources both for the SD team and the policy divisions.

FSA also reported that it had found it a challenge to determine how sustainability fitted into its pre-determined remit. The SDC hopes that the SDAP process, including progress reporting, has helped the Department clarify how it can contribute to the Government’s SD strategy.

The SDC is pleased that FSA carried out sustainability assessments, and had undertaken a review of these. However, more information would have been welcomed regarding the extent to which sustainable development issues had been included in RIAs, and whether these were routinely completed during the policy making processes.

Summing up

Overall, the SDC concludes from progress reported by FSA, that the Department made fair progress towards completing the actions in its SDAP, and towards embedding SD across the organisation.

FSA provided a clear progress report, covering all of the areas outlined in the SDC’s guidance tool. Several examples of good practice were reported, such as having undertaken a detailed expenditure analysis, and engaging key suppliers to help them address their sustainability impacts. However, there was still much scope for further improvement, and the SDC looks forward to seeing how FSA builds on progress made, over the coming year.

Additional detail would have been useful in places in the “Embedding Sustainability” and “Procurement” sections, for example relating to how well SD had been incorporated in the Department’s operations. The SDC would also have liked to see how FSA had assessed the impact of its actions.

The progress report provided links with FSA’s Executive Agency, the Meat Hygiene Service (MHS), and the SDC was pleased to see that FSA had supported MHS in producing its own SDAP for 2007.

**2006 Sustainable Development
Action Plan Progress Report**

**Food Standards Agency's
Self-Assessment
21st June 2007**

1 EMBEDDING SUSTAINABILITY

FSA 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, FSA 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	

FSA's response

Level: 5	Policies: Some progress	FSA's comments in support of this rating:
Criteria: <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>We rate ourselves as 5 at present. One of our main challenges and key priorities has been to integrate sustainable development into Agency policy and decision making, including into RIAs. Guidance and training on carrying out sustainability assessments and taking sustainability into account in policy making has been provided for staff. The Agency encourages stakeholder engagement in all aspects of its work and this concept is enshrined in our core values. Stakeholders have been consulted over the development of the Agency's sustainable development policy, particularly on the development of the guidance and on the Agency's SDAP. Better links need to be made between the Government's Strategy and the Agency's SDAP and its policies and these will be outlined in our 2007 SDAP.</p> <p>Cont...</p>

<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>We are in the process of setting up a high level Sustainable Development Steering Group to provide vision, leadership and challenge on SD. The provision of external challenge and expert sustainability advice are being addressed through a variety of routes including the setting up of an ad hoc expert SD panel. We have helped one of our delivery partners, the Meat Hygiene Service (MHS), to develop its own SD action plan.</p>
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Level: 6	People: On course	FSA's comments in support of this rating:
<p>Criteria:</p> <p>SD is greatly 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>We would rate ourselves as 6 at this time. The FSA Vision and Core Values have sustainable development at their heart. Also, we have made a real effort to reflect sustainability in our learning and development programmes both in terms of sustainability through skills development and in raising awareness of sustainability in the way we work, for example in policy development. Sustainability is also reflected in our revised competency framework which is aligned to Professional Skills for Government (PSG) and associated performance management arrangements, our volunteering scheme, our recruitment practices and our internal communications processes.</p>

Level: 6	Operations: On course	FSA's comments in support of this rating:
Criteria: <p>Much structure around the Framework for Sustainable Development on the Government Estate including elements such as:</p> <ul style="list-style-type: none"> • Management systems (e.g. EMS) • Energy, water, waste (resource efficiency, recycling etc.) • Travel • Sustainable procurement (e.g. efficient, green, fair, local, healthy) • Construction and refurbishment. • Biodiversity • Positive social and community impact 		<p>We would rate ourselves at 6 based on our recent rating by SDC in SDIG 2006. During 2005/06; 43% of FSA waste was recycled, 100% of electricity was sourced from renewable sources and total carbon emissions were reduced by 15.3%. We are looking at continuous improvement e.g. reducing the temperature set point, timers on water heaters, reducing the number of desktop printers, more sustainable cleaning products for use by our cleaners, recycling bins in staff restaurant and carrying out an energy audit. We will be addressing some of the lowlights from the SDC report, in particular water consumption. We will be investigating water saving methods and devices</p>

Level: 5	Governance, Monitoring and Reporting: Some progress	FSA's comments in support of this rating:
<p>FSA scored 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>The Agency's SDAP is "owned" and its delivery monitored by its Executive Management Board (EMB). Progress in relation to sustainable operations and procurement are reported quarterly to the EMB and the Agency's Board via our Management Information System. Meaningful reporting of progress on incorporating sustainability into the Agency's policy and decision making is currently being developed with the aim of including policy progress reports in the MIS from mid - 2007. On the operations side plans for a benchmarking exercise are being developed. Governance and accountability are being strengthened via the development of a sustainability and diversity sign-off sheet and the requirement to include sustainability implications in Board papers.</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*⁷) 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, FSA identified the level it has reached, and provided information in support of this self-assessment.

⁷ *Procuring the Future*, The Sustainable Procurement Task Force National Action Plan. Defra, June 2006.

FSA's response

PEOPLE	
Level 2: EMBED	
<p>Criteria: All procurement staff have received basic training in sustainable procurement principles. Key staff have received advanced training on sustainable procurement principles.</p>	<p>FSA's comments: All procurement staff in PAU, as well as a number of other staff, have attended in-house training courses on sustainability procurement principles. PAU staff have also attended further Sustainability seminars/workshops etc run by the Sustainable Development Commission and DEFRA. Sustainability procurement issues are part of the induction programme for new members of the team and the FSA in general.</p>

POLICY, STRATEGY & COMMUNICATIONS	
Level 2: EMBED	
<p>Criteria: Review and enhance sustainable procurement policy, in particular consider supplier engagement. Ensure it is part of a wider Sustainable Development strategy. Communicate to staff, suppliers and key stakeholders.</p>	<p>FSA's comments: A general Sustainability procurement Policy is in place and is part of the guidance available to all staff through Foodweb (internal intranet). Further guidance is being developed and issued shortly. Key procurement documentation has been revised to incorporate sustainability issues and will be available for all staff to use. This will be available to all staff via Foodweb and communicated to Suppliers via the FSA Procurement Portal.</p>

PROCUREMENT PROCESS

Level 2: EMBED

Criteria:

Detailed expenditure analysis undertaken, key sustainability risks assessed and used for prioritisation. Sustainability is considered at an early stage in the procurement process of most contracts. Whole-life-cost analysis adopted.

FSA's comments:

A detailed expenditure and usage analysis has been undertaken on all Premises and Facilities related contracts. Clear targets have been set and progress is being made. A further detailed expenditure analysis on all other areas of expenditure is in progress. Sustainability issues are addressed as a matter of routine at an early stage on contracts over £50k. Work is in progress to address smaller value contracts and procurement activity. The vast majority of FSA contracts are awarded on the basis of value for money not lowest price. The 'quick wins' identified by the Market Transformation Programme have been adopted wherever possible and progress is being made towards the others.

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.

FSA's comments:

Where a detailed expenditure and usage analysis has been undertaken, those suppliers have been engaged in helping to address the issues and meet the targets set. Further FSA Sustainability procurement policy for potential suppliers is being developed and will be available on the Procurement Portal.

MEASUREMENTS & RESULTS

Level 1: FOUNDATION

Criteria:

Key sustainability impacts of procurement activity have been identified.

FSA's comments:

As Sustainability issues are now formally part of the procurement agenda, key areas of activity which have a sustainability (including environmental) impact have been identified. Targets have been set and progress is being made.

3 TAKING STOCK

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

Board commitment to SD was provided at an early stage. The Board agreed the Agency's position on SD in October 2004. The Agency's existing culture of openness, involving stakeholders and evidence based policy making has meant we were already quite advanced in these aspects of the Government's SD policy. Incorporating SD into policy making has been made easier because the RIA process was already quite well embedded in the Agency. Organisationally, management and reporting responsibilities for operational and policy aspects of SD have been separated out. Clarifying these management responsibilities has improved focus.

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

Sustainable development is a comparatively new concept for the Agency and therefore we have had to build up awareness and capacity from scratch. Initially staff were unclear as to how they should apply sustainability principles and some saw it as an additional burden. However, this attitude is changing as a result of management changes and our awareness raising programme. Inevitably progress has been hampered by limited resources both for the SD team and the policy divisions who have to take sustainable development into account in their work. However, from mid 2007 the SD team will benefit from an additional member of staff. Finally, the as the Agency's role and responsibilities are laid down by Act of Parliament we face the additional challenge of determining how sustainability fits in with our pre-determined remit..

3. What information do you hold and collect relating to the sustainable development impact of your organisation's overall policies/projects/activities? e.g., Regulatory Impact Assessments (RIAs).

Regulatory Impact Assessments and sustainability assessments. A Review of Sustainability Assessments was carried out in September 2006. All divisions (as well as FSA Scotland, Wales and Northern Ireland) were invited to submit up to three examples of sustainability assessments carried out over a six month period from April to September 2006. Thirty one assessments were submitted. The results of the Review were presented to the Agency's Board in public, open session in March 2007 and the paper is available on our website. Operational data is also collected via the EMS and reported in the Agency's Management Information System.

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

The target for all staff to be taking sustainable development into account by 31 July 2006 was amended to 31 December 2006 with the agreement of the Executive Management Board. The target date for publishing this report has been amended in line with the SDC set timetable.

4 PROGRESS AGAINST ACTIONS

The tables that follow report FSA'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, FSA 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*.⁸ These are:

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

Column H contains FSA'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

⁸ *Securing the Future – Delivering the UK Sustainable Development Strategy*, HM Government, March 2005.

Food Standards Agency'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	The Food Standards Agency's business planning guide to be revised to incorporate sustainability issues.	October 2005	All divisions for delivery, and Consumer Choice, Food Standards and Special Projects for monitoring.	Complete	The Business planning handbook 2006 contained a section on sustainability. The handbook is on the Agency's intranet site.	✓	1	
2	Targets on sustainable development to feature in 50% of business plans.	1 April 2006 at divisional level, rising to 100% by 1 April 2007	All divisions for delivery, and Consumer Choice, Food Standards and Special Projects for monitoring.	Behind target	40% of the 2006/2007 business plans include sustainable development objectives or targets Business plans for 2006/7 have been published on the intranet site.	✓	1	At the outset of this plan, Agency business plans did not include SD targets. This was a new initiative.
3	The establishment of The Food Standards Agency's Procurement Portal which	31 March 2006	Finance division	Complete	Available on the Agency's internet site : www.food.gov.uk/aboutus/how_we_work/procurement/	✓	2	

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
	will include advice and guidance on sustainability aspects of procurement.							
4	To reduce energy consumption in Aviation House by 10%.	2010-2011	Finance division	Complete	Energy consumption in Aviation house has been reduced by 15% during 2005/2006. Quarterly reports to the Executive Management Board and the Board on sustainable operations are available on the intranet site.	✓	3	Tips for reducing energy consumption have been included in our workshops for staff, on our intranet site and have been communicated via a poster campaign.
5	We will join the Watermark scheme and reduce our annual water consumption to 7.7m ³ per	31 December 2005	Finance division	Recoverable	We have joined the Watermark scheme although water reduction has not yet been reduced. Quarterly reports to the Executive Management Board and the Board on sustainable operations are available on the intranet site	✓	2	

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
	person per year.							
6	We will increase our recycling figures by 5% per annum.	2005??	Finance division	Complete	The recycling target has been exceeded, figures have gone up from 29.30% (April 2005) to 47.26% (April 2006). .Quarterly reports to the Executive Management Board and the Board on sustainable operations are available on the intranet site	✓	3	Recycling bins have been widely introduced in the Agency and their use encouraged via our workshops for staff, on our intranet site and a poster campaign
7	We will implement an Environmental Management System (EMS) based on ISO 14001.	December 2006	Finance division	Recoverable	An EMS has been developed for Aviation House and an implementation programme is in place.	✓	3	

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	Targets relating to the Food Standards Agency's estates in Scotland, Wales and Northern Ireland to be set.	31 August 2006	FSA Scotland, FSA Wales, and FSA Northern Ireland	Behind target		✗	2	Targets were not set in FSAS by 31 August because of staff changes. They are now being set and will appear in the 2007/8 SDAP. FSA Wales and Northern Ireland share premises which limits the opportunity to set targets in relation to estate management. However, in

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
								FSA NI policies have been introduced to reduce electricity and gas usage (time switches, PIR sensors)
9	To maintain liP accreditation following reassessment against the revised Standard.	End of 2006	Human Resources division	Complete	The Agency undertook a mid-term liP review in November 2006 to see how it is progressing against the new liP Standard. This confirmed that the Agency has moved on since the assessment in 2004. liP review report is available on intranet site	✓	2	
10	The FSA Scotland training and development strategy is expected to be operational.	August 2006	FSA Scotland	Recoverable	FSA Scotland has a draft Training and Development Plan and is working on a three year Strategic Learning and Development Plan. L&D training plan 2007 available on a registered file	✓	2	
11	Guidance on sustainable development	31 December 2005	All divisions for delivery, and Consumer	Complete	<i>The "Guidance to Staff on Sustainability Assessment" was made available to staff in December 2005.</i> Guidance is available on the internet site at:	✓	3	

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
	assessments to be rolled out within the Food Standards Agency.		Choice, Food Standards and Special Projects for monitoring.		www.food.gov.uk/multimedia/pdfs/susstaffguideau06.pdf			
12	All Food Standards Agency staff will be taking sustainable development into account, applying the assessment guidance as appropriate.	31 December 2006	Consumer Choice, Food Standards and Special Projects	Recoverable	<p>However, the original target that all staff will be taking Sustainable Development into consideration by 31 July, which was always recognised as a stretching target, has not been met. This conclusion is based on the results of a survey of staff carried out in May 2006. A revised target of 31 December 2006 has been agreed by the Executive Management Board. This revised target was supported by a supplementary action plan which details specific measures/actions to ensure the new target was met. A further survey of staff was carried out in November 2006 to help determine to what extent the revised target had been met. This survey indicated that 87% of staff involved in policy development, or providing advice to consumers, take all three pillars of sustainability into account. Results of November/December 06 staff survey on sustainable development.</p> <p>Board paper reporting results of a review of sustainability assessments and associated guidance is available on internet site at: www.food.gov.uk/multimedia/pdfs/fsa070305.pdf</p>	✓	3	

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
13	To have the sustainable development sections of both the intranet and internet sites running.	April 2006	Consumer Choice, Food Standards and Special Projects	Complete	The Internet site on sustainable development went live in November 2005 and the intranet site was launched in February 2006. SD internet site available at: www.food.gov.uk/aboutus/how_we_work/sustainability/ Intranet site also available to FSA staff.	✓	2	
14	60% of staff (approximately 530) to have attended introductory training on sustainable development Rising to 90% of staff the following year	May 2006 May 2007	Human Resources	Recoverable	58% of staff had received training on sustainable development by May 2006 and this figure reached 60% by the end of June. 86% of staff had received training by 31 May 2007. Attendance records available on file.	✓	2	
15	To incorporate training on sustainable development into the Food Standards	August 2006	Human Resources	Complete	The target on incorporating training on sustainable development into the Agency's learning and development plan has been met. The training courses reflect and promote the Agency's policy on Sustainable Development and any ideas generated on such courses will be fed back to the Standards &	✓	2	

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
	<p>Agency's learning and development plan.</p> <p>To review the MHS Corporate Development Plan to identify opportunities for incorporating training on sustainable development.</p>	August 2006	MHS	Recoverable	<p>Sustainability Branch. Section 6 of the Agency's performance & development portfolio contains course summaries. The policy making course specifically includes sustainability.</p> <p>The MHS has been developing its own action plan and determining MHS sustainable development priorities. The MHS will then determine what training may be required.</p> <p>MHS SD action plan has been sent to SDC.</p>	✓		
16	Report to the EMB on the results of the pilot of the Guidance to Staff on Sustainability Assessments.	December 2005	Consumer Choice, Food Standards and Special Projects	Complete	The EMB received a report on the results of the pilot of the Guidance to Staff on Sustainability Assessment in December 2005. Minutes of EMB meeting available on intranet site	✓	2	

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
17	Report to the Board of the Food Standards Agency on progress against the Position Statement.	June 2006	Consumer Choice, Food Standards and Special Projects	Complete	A report on progress against the Position Statement was given to the Board by June 2006. Board paper available on internet site.	✓	1	
18	Publish a report on progress against the Sustainable Development Action Plan along with an updated Action Plan.	May 2007	Consumer Choice, Food Standards and Special Projects	Complete	This target was revised from December 2006 to May 2007 in line with the revised SDC timetable for reporting. Report will be available on internet site.	✓	2	
19	Follow-up staff survey on sustainable development.	May 2006	Consumer Choice, Food Standards and Special Projects	Complete	A follow-up staff survey was carried out in May 2006. Survey results available on file.	✓	2	
20	Produce first draft of MHS Action Plan.	December 2006	MHS	Complete	Final MHS action plan covering period Jan 2007 to April 2008 approved by MHS Chief Executive and sent to SDC	✓	3	

FSA response signed by:

SD Reporting Officer: Karen Dell, Sustainable Development Team, 21/06/07

SD Responsible Officer: John Harwood, Chief Executive, 21/06/07

SDC review and commentary:

Commentary by: Rachel Hurle and Moumita Chakrabarti, Watchdog Team

Peer reviewed by: Farooq Ullah, Watchdog Team

Authorised by: Tim Lang, SDC Commissioner

Sign-off date: 31/10/07