

**The Highways Agency's
Sustainable Development Vision and Action Plan
2008-09
Progress report**

1 Background

The Highways Agency's delivery against the actions in our [2008-09 Sustainable Development Action Plan](#) (SDAP) (1 April – 31 March) are highlighted in this report.

To fully integrate sustainability into all aspects of business it is essential for all directorates to co-operate and engage with our agenda. Each directorate is therefore represented in the action plan and were consulted in the production process along with our maintenance, construction and research supply chain communities.

The Department for Transport (DfT) and other executive agencies are reporting separately on their SDAP progress, which can be viewed via the [DfT website](#).

The Highways Agency established in 1994 is an executive agency of the DfT. We are responsible for operating, maintaining and improving England's strategic road network consisting of motorways and trunk roads on behalf of the Secretary of State for transport. Our network plays a vital role in supporting the everyday lives of individuals and communities, and is crucial to the success of the UK's economy. Our network must therefore be fit for purpose for the present and future generations so it is essential that our policies, procedures and activities have as little adverse impact on society and the wider environment as possible.

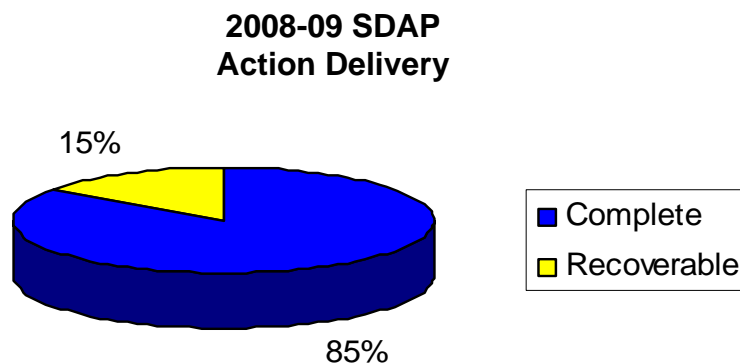
Our 2008-09 SDAP contained 40 actions owned by all areas of the business allowing each to make a valuable contribution to our transformation towards becoming a sustainable organisation. This action plan sought to build on our first action plan which aimed at engaging and involving all staff and partners in the supply chain in improving our sustainability performance. Our aspiration for 2008-09 was, to further motivate staff and partners, but to really emphasise the importance of our supply chain, particularly in relation to energy and resource use.

Throughout the year progress against the 2008-09 SDAP has been reported in a variety of ways. All actions are incorporated into our monthly performance management tool identifying risks and interventions and quarterly progress reports are assessed by the Highways Agency Board. Progress is also reported within the Corporate Social Responsibility (CSR) section of our Annual Report.

Our third action plan 2009-10 (1 April – 31 March) replaces previous SDAPs with the main focus on people; our staff and those working for us, road users, neighbours of our network, the wider community. Principally however, we will look at further embedding the considerations of sustainability into our staff and culture plus that of our supply chain and stakeholders; seeking to ensure the relevance of sustainability to them is understood. We will continue to promote equality of opportunity and accessibility for all. Engaging our customers on the topic of sustainability is also important, so we will continue to look at ways of educating and influencing travel behaviour.

2 Progress against actions

Over the past year we have been working towards completing the actions in the 2008-09 SDAP, on which good progress has been made. The action plan contains 40 actions on which 34 have been completed. Six actions have not been completed but it is believed that these are all recoverable in 2009-10.



Our progress made against each individual action, including evidence, is recorded in the table below following the SDC guidelines to generate affective assessment.

Progress of each action (column E) is represented using a RAG+ analysis (red, amber, green, + blue). The colour category definitions can be seen below.

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

Each action has been critically assessed (with a rating of 1 - 4) to illustrate the impact and contribution to the Government's wider sustainable development priorities for immediate action, as set out in its 2005 strategy, *Securing the Future*¹.

The following rating system will be used;

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

Queries on any aspects of our SDAP delivery should, in the first instance, be raised via the Highways Agency Information Line Tel: 08457 50 40 30 or via email to ha_info@highways.gsi.gov.uk.

¹ Securing the Future- delivering the UK sustainable development strategy, HM Government (2005) TSO (The Stationery Office).

A	B	C	D	E	F	G	H	I
Ref	Action	Target date	Responsibility	Progress (RAG+ analysis)	Comments in support of RAG+ analysis	Evidence used to measure progress or success	Evidence available for scrutiny?	Impact (1-4) with rationale
1	Pilot energy saving measures at: Woodlands, Bedford; Lateral, Leeds; and Quinton Regional Control Centre (RCC).	Mar 09	HR	Complete	A number of energy saving initiatives were identified and recorded on action plans, this included a pilot closure at Woodlands office 45 minutes earlier. Further measures identified for 2009-10.	Early evidence of reduced energy consumption.	Internal	2/3 Supporting climate change mitigation and education (awareness).
2	At Woodlands, Bedford, undertake a full review of light sensors and temperature controls utilising the Building Management System (BMS).	Mar 09	HR	Complete	A full review of the lighting took place. Throughout the office, other standard bulbs were replaced with energy saving ones. A review of the BMS system took place but further investigation is required to ensure it performs at an optimal level.	New daylight bulbs installed in areas of low light to encourage reduction in personal lamp usage.	Internal	3 Supporting staff health and comfort. Climate change mitigation and education (awareness).
3	Our IT service provider will present sustainable and environmental options relating to the use of technology in the Agency.	Jan 09	ID	Complete	First Green ICT innovation meeting held with in January. Service provider has contributed to the Green ICT Strategy and produced their own action plan.	Nightwatchman has been introduced and this allows remote power down and power up.	Internal	2 Climate change mitigation and education (awareness).
4	Present the Highways Agency's sustainability and climate change priorities to the annual Major Projects conference	Jun 08	MP	Complete	Successful conference with focus on sustainability and corporate responsibility expressed in carbon and waste reductions, and lean working practices.	Presentations available. Pledges from MP supply chain to be proactive.	Internal	3/4 Climate change mitigation and waste reductions hugely influential beyond the Highways Agency
5	Improve construction site health and safety culture to reduce work related deaths and major injury accidents.	Mar 09	MP	Complete	HA road safety vehicles now touring construction sites to help with road worker safety briefings. MP introduced site safety inspections undertaken at by Senior Managers to demonstrate ownership at high level.	Road Safety vehicle data can be obtained from the National Health and Safety team	Internal/ Supply chain PartnerNET	3 Influenced beyond HA work.

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6	Baselining and reducing waste in design and construction.	Mar 09	MP	Recoverable	This activity will be taken forward in 2009-10 supported by revised technical advice from Actions 31-32 below.	Particular focus/priority within new Procurement Strategy.		
7	Sustainable Development and Climate Change Workshop seeking active participation of a wide range of stakeholders.	Jun 08	NetServ	Complete	Successful workshop. Research ideas have been developed with stakeholders and a report summarising these ideas has been sent to Director of Research and Operational Guidance.	Summary report of workshop available	Internal	2 Broad spectrum of sustainability addressed at an early research stage.
8	Initial development of a Noise Assessment and Information System (NAIS).	Mar 09	NetServ	Recoverable	DEFRA provided Highways Agency with draft outline proposal to develop a single noise GIS system, which could be used by both DEFRA and Agency. All options for development of NAIS, including the joint approach with DEFRA, are being considered.	No decision taken until mid 2009. Thus no system developed or populated with noise levels and exposure indicators before late 2009-10.		
9	Support sustainable travel initiatives.	Mar 09	NetServ	Complete	Evaluation work on travel plans was completed in July 2008. Work to develop travel plans for all Regional Control Centres and one Outstation was completed by March 2009. All Regional Offices have travel plans implemented. Policy to support the work was completed on Car Parking and Cycle Policy.	Travel plans available/ accessible to all staff	Internal plus website Guidance on Travel Plans	3 Multiple benefits of sustainable transport.

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Ref	Action	Target date	Responsibility	Progress (RAG+ analysis)	Comments in support of RAG+ analysis	Evidence used to measure progress or success	Evidence available for scrutiny?	Impact (1-4) with rationale
10	As part of the Highways Agency climate change adaptation strategy we will have 80% of high priority climate change adaptation plans developed.	Mar 09	NetServ	Complete	Climate change adaptation strategy, tests complete to ensure the requirements are contained within it is reasonable, and the assumptions about the nature of the climate change risks to the business are correct. Key players considered the strategy, examining the assumptions made about the vulnerability of some of our assets (e.g. structures/ pavements) and exploring the management options that are appropriate for the associated risks.	Detailed Vulnerability Definition Forms (assessments/action plans) complete for highest priority climate change risks.	Internal	3/4 Major (and early) step forward in climate change adaptation.
11	As part of the Highways Agency's climate change strategy we will have a baseline our carbon "footprint" for all Highways Agency business operations (incl. construction, maintenance and operation)	Mar 09	NetServ/MP/NO/HR/FS	Complete	Good Scope 1 and 2 data and sufficient Scope 3 data to extrapolate and calculate the Highways Agency carbon footprint for 2008-09. Reported in Annual Report	Annual report 2008-09	Website/ Publication	3/4 Footprint data has significantly raised the profile of carbon reporting and climate change mitigation.
12	Through the Maintenance Community steering group produce and deliver a programme of sustainability quick wins for service providers.	Sept 08	NO	Complete	All maintenance areas have produced and delivered, a total of 50, initiatives that have positive sustainability outcomes	List of quick wins delivered, held on record.	Internal	3 Broad spectrum of action shared across the community.

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13	Ensure the Integrated Asset Management Strategy (IAMS) delivery programme remains on track and introduce a structured programme to capture asset data for drainage for utilisation in the system.	Mar 09	NO	Complete	A VM prioritised programme of drainage data capture has been developed. Inventory and condition data have been collected into HADDMS utilising as-built records and CCTV data. Inventory data in HADDMS increased by 20% between March 08 and April 09. A R&D project has been undertaken to select a cost-effective drainage survey method, allowing wider data capture in 2009-10.	Asset data for drainage held on record	Internal	2 Significant future climate change adaptation potential.
14	During 08-09 roll out quick win initiatives amongst service providers to include: introduce waste champions and produce sustainability action plan and waste management plan for schemes; and, development of indicators and targets for the recycling of specific waste products.	Mar 09	NO	Complete	The Waste Champions Forum has met and agreed TOR. It will meet twice a year to drive forward waste reduction initiatives and ensure compliance with Waste Management Plans. Sustainability Actions Plans are being developed by all Areas using examples of good practice from service providers.	List of waste champions, sustainability action plans (include waste management plans) and proposed new indicators on record	Internal	2 Foundation for waste management.

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15	Identify skills needs by revising and validating role profiles for staff as part of the Workforce/Rewards Strategy, to ensure their agreed role profiles reflect sustainability appropriately.	Mar 09	HR	Recoverable	Validating role profiles is ongoing as part of workforce strategy. Progress reported to the programme board regularly. A training needs analysis formed the basis for key people manager and leadership role training currently being rolled out. The Agency Capability Group is to be launched mid May 09 and will identify further roles for role based training programmes. This is in conjunction with the development of generic role profiles across the business over the next financial year, supported by role profile development in the West Midlands Review.	Ongoing work.	Internal	
16	Undertake an ID sustainability workshop to support our vision and to seek mechanisms to deliver the vision.	Sept 08	ID	Complete	A sustainability workshop was held in July 08 and a strategy produced. Opportunities through IT service provider and through our outward facing services.	ICT strategy	Internal	2 Information and communication a powerful instrument for sustainability
17	Review our information services and exhibition material provided to drivers to identify sustainability improvements that can be actioned	Sept 08	ID	Complete	Exhibitions include information promoting journey planning.		Internal	2
18	Review and scope development of the Highways Agency Information Points for the provision of sustainability information	Mar 09	ID	Complete	Contract drafted with sustainability clauses included. Features built into the contract ensured that the target was achieved once the contract was awarded.	Highways Agency Information Point Service Specification	Internal	2

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Ref	Action	Target date	Responsibility	Progress (RAG+ analysis)	Comments in support of RAG+ analysis	Evidence used to measure progress or success	Evidence available for scrutiny?	Impact (1-4) with rationale
19	Update the published information provided to road users such as Think Ahead Move Ahead and the Truck Stop Guide to include sustainability advice	Mar 09	ID	Complete	Key message prepared for the next version of Think Ahead, Move Ahead (TAMA) and Truckstop Guide. Updated TAMA published. Feedback requested from customer panel and this will inform future versions.	Communications plan and sustainability section in TAMA	Website / Publication	3/4 Journey planning/ greener driving offers significant positive contribution to transport footprint.
20	Make better use of the SHARE (Sharing Highways Agency Records Electronically) service collaborative working to reduce the need for travel through a pilot.	Mar 09	ID	Recoverable	This target will not be completed until 2009-10. Although three teams have been identified for group drive proof of concept, this work has not yet started.			
21	Continue to roll out Driver Information Programmes (DIPs) and develop/update new projects for Road Worker Safety, Young Pedestrians, Young Drivers and Motorcyclists. Look at diversity in connection with accessibility to the road network.	Mar 09	NetServ	Complete	The RoadWorker DIP and Great Roads 2 have both been successfully launched with great interest from partners. We continue to develop a new programme targeting young pedestrians using high speed roads as well as projects for older drivers, our disabled customers and those who tow on our network.	DIPs published	Website / publication	2/3 Broad social sustainability benefits from safety improvements.
22	Undertake a Network Operations sustainability workshop to identify and embed sustainability within all business activity areas.	Dec 08	NO	Complete	Workshop was held in October 08, where the process for collection and return of data for the carbon calculation tool was agreed by service providers.	Table showing where sustainability can be embedded into business areas on record	Internal	2/3 Carbon returns received quarterly from maintenance community a significant contribution to Scope 3 knowledge

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23	To consider implementing the Board's sustainability analysis into Investment Appraisals and Investment Control Framework (ICF) papers.	Mar 09	FS	Complete	Initial amendments of Investment Control Framework to include consideration of carbon (e.g. refers to Defra advice on including cost of carbon) now approved. Further work being taken forward in partnership with DfT(C) to develop Whole Life Costing (WLC) and use within HA	HA WLC/ Sustainability Meeting Notes/Actions on record	Internal	2/3 Action complete for 2008-09: More to be delivered over next few years.
24	Develop full carbon management accounting systems for the Agency.	Mar 09	FS	Complete	As above	As above	Internal	2/3
25	Ready Reckoner to show carbon cost of air travel, rail and business car journeys and add carbon cost to retail price. Explore the potential to implement offsetting scheme for administrative travel including air, rail and business car journeys (not including Traffic Officers' journeys)	Mar 09	FS	Complete	New Travel Management Information System introduced which shows carbon emissions, cost and time of various travel options for Agency Staff and collects/reports actuals information.	Highways Agency travel manager system and travel & subsistence system updated	Internal	3 All staff are now exposed to the carbon (in addition to time and cost) implications of their business travel.
26	Ensure new relocation projects include sufficient metering/sub metering points to allow full monitoring.	Mar 09	HR	Complete	It has been agreed with the developers that both the new offices in Birmingham and Manchester will be fitted with metering and sub-metering.	The Estate Strategy Team has established a policy to ensure all new offices have these metres fitted	Internal	2

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27	Scope a sustainability assessment methodology for information services and carry out a pilot.	Mar 09	ID	Complete	A methodology has been developed based on the framework approach used by the Highways Agency Board to inform decision. It is being trialled on two services.	Updated paper template	Internal	2/3 Positive broad connection between information/ sustainability.
28	Produce sustainability guidance for inclusion in 'Guidance for Development and Publication of Standards'	Sept 08	NetServ	Complete	Initial Guidance issued requiring sustainability to be considered by TPBs and in business cases for standards: more comprehensive sustainability section to be inserted in 2009-10.	Draft guidance produced	Internal pending publication	3 Significant action to raise the profile of sustainability principles/priorities in all standards/ specifications.
29	To analyse the results of the first 6 months of Board 'For Decision Papers' with Sustainability Analysis to feed into learning for improved decision making.	Oct 08	NetServ	Complete	Analysis and assessment complete and reported to Highways Agency Board.	Board paper	Internal	2/3 Recognition of the sustainability implications of Board decisions.
30	Develop a Stage 2 economic assessment methodology for Active Traffic Management (ATM).	Sept 08	NetServ	Complete	DfT ITEA has agreed to Highways Agency proposal method for undertaking a Stage 2 economic assessment of Managed Motorway–Dynamic Hard Shoulder (MMDHS). The methods have been applied by a number of scheme consultants.	The appropriate software changes have been implemented and guidance issued.	Website/ publication	2 Early appraisal of MMDHS economic performance.
31	Develop Sustainable Construction policy and associated guidance in response to developing legislation, Government and Highways Agency policy and best practice	Mar 09	NetServ	Complete	Highways Agency's Position Statement on Waste and introduction of an Interim Advice Note on Materials Impact Assessment completed in April 2009 and agreed in principle with Environment Agency.	Draft documents complete – awaiting comments from final consultation	Website/ publication.	2/3

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Ref	Action	Target date	Responsibility	Progress (RAG+ analysis)	Comments in support of RAG+ analysis	Evidence used to measure progress or success	Evidence available for scrutiny?	Impact (1-4) with rationale
32	Develop an approach, for inclusion in Highways Agency guidance, for the environmental impact assessment of waste, material resources and energy usage in schemes.	Mar 09	NetServ	Complete	As above	As above	Website/publication.	2/3
33	Deliver a Value Management (VM) enhancement programme which fully capture sustainability issues such as environment and Disability Discrimination Act (DDA).	Mar 09	NO	Complete	Value Management (VM) guidance for Local Network Management Schemes (LNMS) revised to embed Disability Discrimination Act (DDA) issues. Alterations will be made to Roads and Structures VM processes in autumn 2009. This will support stand-alone DDA projects and encourage fairer guidance to accessibility schemes.	Value Management (VM) process now includes a record of DDA compliance	Internal	2 Improved social awareness within project VM.
34	Deliver an effective metric that can support corporate performance reporting for the noise impact of our network.	Mar 09	NO/NetServ	Recoverable	The delivery of this is connected to Reference 8. This will now not be developed this year. HA operational and technical divisions will work together during 2009-10 and beyond to develop a metric, once national agreement to develop NAIS, or other system, has been reached.			

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Ref	Action	Target date	Responsibility	Progress (RAG+ analysis)	Comments in support of RAG+ analysis	Evidence used to measure progress or success	Evidence available for scrutiny?	Impact (1-4) with rationale
35	Develop an energy efficiency strategy for road lighting and signalling that will significantly reduce carbon emissions, pollution of the night sky and rural landscape: - Switch-Off Midnight to 05:00; - Variable Lighting Levels pre Midnight; - Reduce Significant Cost of Sign Lighting; - Energy efficient Light Sources; - Low Energy Long Life Traffic Signal; - Undertake site trials to assess feasibility of fuel cell tech. as alternative to wind and solar power supply systems. Introduce new and amended standards and toolkits to promote more efficient and sustainable best practice and policy: - Produce new whole life cycle Code of Practice for road lighting, for improved overall lighting efficiency; - Identify alternative safety measures to road lighting to reduce cost, carbon emissions/ pollution of night sky; - Investigate improved maintenance factors/alternative luminaire tech. to improve efficiencies.	Mar 09	NetServ	Complete	All 6 sites identified for midnight to 5am switch-off have now been activated. Sign Lighting report complete. Low energy Signal Head report completed and passed to NOD for implementation. Umbrella document for whole life road lighting guidance and report of technology alternatives to road lighting available. Contribution to maintenance factor report made by end March 09 through County Surveyors Society.	Checklist reports showing sites reported ready for activation for Midnight switch-off	Website for Midnight switch off	3 Network energy consumption is a significant component of our carbon footprint. These numerous positive actions offer potential to reduce energy demand on the Highways Agency network and local roads.

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Ref	Action	Target date	Responsibility	Progress (RAG+ analysis)	Comments in support of RAG+ analysis	Evidence used to measure progress or success	Evidence available for scrutiny?	Impact (1-4) with rationale
36	Develop a robust calculation to demonstrate the relationship between the journey time reliability (PSA 1) and environmental sustainability.	Mar 09	NO/NetServ	Recoverable	A R&D project has been initiated to scope traffic management measures, and the activities being carried out to improve journey time reliability (JTR) and establish what effects can reasonably be quantified in terms of carbon emissions. Data analysis will be carried out in order to quantify, where possible, the carbon implications of the selected activities. All assumptions and extrapolation will be clearly described as part of the research evidence.			
37	Develop and embed a Major Project's Sustainable Development Working Group to identify and drive forward sustainability and carbon accounting initiatives amongst the supply chain.	Mar 09	MP	Complete	Initial meeting held in July 2008 and this activity will be taken forward in 2009-10.	Meeting minutes.	Internal	2 Positive opportunity to engage with the major project supply chain across sustainability.
38	Develop an updated Procurement Strategy to ensure that, amongst other things, the principles of sustainable development are adopted including, delivering a review of how sustainable procurement initiatives can be used to assist the Highways Agency in delivering existing and future sustainable construction drivers.	Mar 09	NetServ – Proc	Complete	Development completed and new Procurement Strategy published 2009.	New Procurement Strategy	Website	3 Clear direction for Highways Agency procurement and our entire supply chain.

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Ref	Action	Target date	Responsibility	Progress (RAG+ analysis)	Comments in support of RAG+ analysis	Evidence used to measure progress or success	Evidence available for scrutiny?	Impact (1-4) with rationale
39	Develop 'Sustainable Procurement' guidance for the Highways Agency	Dec 08	NetServ - Proc	Complete	The updated Procurement Strategy in Action 38 includes a section on Sustainability. This will establish a common understanding for our staff and supply chain on what constitutes sustainable procurement for the Highways Agency and how sustainable design and construction initiatives can be practically adopted and result in positive outcomes	See Procurement strategy	Website	3/4 Clear sustainability direction for Highways Agency procurement and our entire supply chain.
40	Develop and embed a Maintenance Community Sustainability Action Group (MCSAG) to identify and drive forward sustainability initiatives amongst service providers.	Jun 08	NO	Complete	Maintenance Community Sustainability Action Group (MCSAG) embedded and meeting frequently to explore sustainability, including energy efficiencies in network operation activities. Good practice example to be published.	Minutes and actions from meetings	Internal	2/3 Positive engagement with the maintenance community supply chain across sustainability.

Progress against actions

It can be seen in the table above that the impact rating's of the actions in our 2008-09 SDAP on the Government's priority areas for action vary. The majority of actions have an impact rating of 2-3.

None of the actions in the table are no longer applicable or have been discontinued and none of them have been put on hold for future implementation. There are only six actions which were not completed during this reporting process and these are recoverable during 2009-10.

There have been many successes throughout 2008-09 as 34 actions have been completed across all business areas. We have worked together with our supply chain to raise the wider sustainability agenda through workshops, conferences and the formation of working/action groups. This ensured the successful delivery of various quick win initiatives amongst our service providers including the introduction of waste champions.

A carbon calculation framework has been introduced to establish our baseline carbon footprint for 2008-09. This includes emissions we directly control such as our internal offices and network energy consumption as well as those produced by our supply chain who carry out maintenance and construction work on our behalf. To reduce network energy consumption (which accounts for approximately one quarter of our carbon footprint) a pilot programme to switch off motorway lighting between midnight and 5am has been introduced on selected stretches.

At the Highways Agency we procure large amounts of goods and services so it is important that our supply chain understand and support our sustainability aspirations. Our [Procurement Strategy](#) has therefore been updated to include a sustainability focus and the guidance for our authors of standards and specifications now recognises the principles and priorities of sustainable development.

On analysis, the many and diverse actions within the 2008-09 SDAP challenged all parts of the Highways Agency. Our first 2007-08 SDAP had a particular focus on Network Services which leads research and the development of standards. However, the 2008-09 SDAP was much more balanced and representative. This should remain a priority for our third 2009-10 SDAP. Similarly, future actions should be challenging, seeking greater impact for sustainability.

3 Embedding sustainability

For us to be a truly sustainable organisation it is imperative that we see sustainability as a way of doing business. This section highlights the current progress we have made in embedding sustainability into our culture and activities, looking specifically at policies, people, operations and governance, monitoring and reporting.

To highlight current progress we have used the 4 categories set out by the Sustainable Development Commission (SDC) which are:

Starting out	Some progress	On course	Fully integrated
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Area of progress	Progress to date Including SDC definition	Supporting comments
Policies	<p>On course</p> <p>Mechanisms are in place to ensure that SD is considered in policy processes, but their adequacy is not always monitored. SD is signalled in external relationships, but further engagement is needed.</p>	<ul style="list-style-type: none"> • The Highways Agency Business plan continues to highlight key sustainability messages. It recognises that sustainable development is a strategic challenge we must address when operating and maintaining the network and what must be done to achieve this. • Our Procurement Strategy has now been updated to include a dedicated sustainability section. This highlights the importance of considering sustainability throughout the procurement process. • Sustainability guidance has been drafted to feature in the guidance for development and publication of standards. This is used by the owners and authors of Highways Agency technical standards and specifications. • To ensure a sustainable development approach is taken across all our work we have continued to take action to influence and engage with our stakeholders. Many conferences and workshops have taken place and working and action groups have been set up and meet regularly to discuss ideas and action. • To assist the Agency in delivering its Public Service agreements certain actions in our SDAP 2008-09 were focussed on improving reliability and safety such as the continual roll out of DIPs.
People	On course	<ul style="list-style-type: none"> • In previous years targeted workshops and

	<p>There is a programme of SD engagement for all staff, and there is evidence that many staff are applying their SD skills and knowledge to their everyday work.</p>	<p>conferences have been held to raise awareness of the sustainability agenda and generate engagement - this was also the case throughout 2008-09. A variety of working and action groups have also been set up within the maintenance and major project communities to generate innovative ideas, enhance sustainability performance and drive forward best practice.</p> <ul style="list-style-type: none"> • Staff across the Highways Agency, are provided with information on sustainability through internal communications. Articles are published in our weekly newsletter 'Update' and our bi-monthly magazine 'Network'. This year work began on incorporating sustainability key messages into the new starter induction process which will be further developed in 2009-10. The sustainability champions we have in each directorate provide another medium for channelling the sustainability agenda to the business and how to apply sustainability to day to day work. • Corporate documents including the Business Plan and Annual Report provide information on sustainable development, the need for it to be fully integrated into our business and what we are doing to achieve this. • To identify good behaviours and performance which bring our values into life the Agency in 2005 launched the annual 'You Make it happen Awards'. As well as awards such as diversity and customer service there is also a specific award for sustainability.
Operations	<p>On course</p> <p>There are systems, structures and mechanisms in place to improve the sustainability of all areas of operations and, although not fully embedded, there is a continuous programme of improvements in</p>	<ul style="list-style-type: none"> • 2008 saw the introduction of the carbon calculation framework to establish our baseline carbon footprint for 2008-09. The footprint not only includes our internal business delivery emissions such as office usage but also those generated by the supply chain who construct and maintain the network on our behalf. The data was collected every quarter between April 2008 and March 2009 and has been used to develop carbon reduction targets for areas of the business in 2009-10. • A policy to ensure all new offices have metering and sub metering has been established. The policy has already been implemented in the

	place.	<p>relocation of the Birmingham and Manchester offices. Other energy saving measures have been piloted throughout the year at certain office locations.</p> <ul style="list-style-type: none"> • To influence the travel behaviour of internal Agency staff, our Travel Management Information System has been adapted to show the carbon emissions, cost and time of various travel options. We have also continued to support sustainable travel initiatives. This year travel plans were developed for all Regional Control Centres. • Guidance has been produced to provide a consistent platform for the environmental impact assessment of waste and materials. This can be used for internal business delivery and our supply chain. Waste champions within our Managing Agent Contractors (MACs) have been identified and meet twice a year at the Waste Champions forum. • We procure large amounts of goods and services. Our updated Procurement Strategy provides our staff and the supply chain with a common message of our sustainability aspirations and the need for it to be considered in the procurement process.
Governance, monitoring and reporting	<p>Fully integrated</p> <p>Governance, monitoring and reporting mechanisms are fully embedded across the organisation, including regular monitoring and reporting to a senior level board (or equivalent), and cross-cutting mechanisms to ensure that progress is made against the SDAP.</p>	<ul style="list-style-type: none"> • At the Highways Agency we have a Sustainable Development and Climate Change team (SD&CC) in place to co-ordinate, embed and drive sustainable development throughout the Agency and its supply chain which is supported by the Agency Board. The Board have corporate ownership of the SDAP and therefore approve its annual publication and regularly review progress. Board support is heightened by Ginny Clarke acting as a Board level sustainability champion. • Although the SD&CC team monitor the progress of the SDAP each directorate has a sustainability champion in place to ensure action delivery and provide updates. The Agency Board is informed of this action progress quarterly through internal reports. • As a result of the quarterly progress reports, necessary changes or updates can be made to

		<p>the SDAP during the reporting period and any future action for successful delivery can be identified. The Agency 'balance scorecards' (our performance management and reporting tool) which are updated monthly hold the actions within our SDAP and are another means of recognising risks and required interventions.</p> <ul style="list-style-type: none"> • Annual sustainable development progress is reported to the Sustainable Development Commission (through this report) and within the Corporate Social Responsibility (CSR) section of the Agency's annual report.
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4 Sustainable procurement

The Highways Agency procures large quantities of goods and services so it is imperative that these are carefully selected and the sustainability implications are considered. We must minimise the adverse impacts that our purchasing has on the environment, the economy and society and ensure that our supply chain understand and support our sustainability aspirations.

We have made some good progress in the area of sustainable procurement. The table below highlights how far we have progressed against the five key themes in the Procurement Flexible framework.

Flexible Framework category	Level to date Including SDC definition	Supporting comments
People	Level 2 - Embed - All procurement staff have received basic training in sustainable procurement principles. - Key staff have received advanced training on sustainable development principles.	<ul style="list-style-type: none"> • Training has been provided centrally to procurement staff by DfT(c) and through conferences but not specifically to the internal staff of the delivery areas. • Staff Objectives flow from the business plan, however sustainable procurement is not explicitly mentioned in the objectives used for appraising staff members. Sustainable procurement is covered in induction but is not built into objectives at this time. DfT(c) guidance in this area has not yet been implemented. • Sustainable procurement achievements are recognised externally through industry awards and informal networking. There is however no specific internal vehicle for publicising good performance at present. • Achievements in this area are highlighted through our usual recognition forums for achievements. Good practice shared informally with other Government Departments.
Policy, Strategy and Procurement	Level 3 - Practice - Augment the sustainable procurement policy into a strategy covering risk, process integration, marketing, supplier engagement,	<ul style="list-style-type: none"> • We have contributed to the drafting of the DfT Sustainable Procurement Strategy and Policy, applicable to the whole Department (up to Level 3 of the Flexible Framework). Our own procurement strategy has been redeveloped which includes a new dedicated sustainability section. • A series of briefing notes have been produced and are being approved for publication online. There was no official dialogue with suppliers in drawing this up however our staff sit on Key

	<p>measurement and a review process.</p> <ul style="list-style-type: none"> - Strategy endorsed by CEO. 	<p>Supplier Communities which are forums where constant, unofficial dialogue takes place to inform our policy development.</p> <ul style="list-style-type: none"> • The Sustainable Development Action Plan applies across the Department. The SDAP and our Business Plan are communicated internally and with suppliers. • We have developed and use “<i>Way we Work</i>” to review specifications for major Highways projects which is regularly updated and we have commissioned a report by TRL on sustainable procurement in the Highways Agency.
Procurement Process	<p>Level 3 - Practice</p> <ul style="list-style-type: none"> - All contracts are assessed for general sustainability risks and management actions identified. - Risks managed throughout all stages of the procurement process. - Targets to improve sustainability are agreed with key suppliers. 	<ul style="list-style-type: none"> • DfT(c) undertook a prioritisation process for the whole Department and its Agencies. As part of this an expenditure analysis and an approach to sustainability risks in contract management were undertaken. From this 29 categories of spend were identified and guidance notes produced for each of these outlining the key sustainability issues for the key areas of spend. This applies to parts of ‘Procurement Process’ Levels 1 to 3. • All contracts procured must be in accordance with our Design Manual for Roads and Bridges which includes guidance on environmental assessment in Volume 11. It also has a Project Appraisal Report (PAR) form which is compulsory for large projects and requires procurement officials to consider costs and benefits (including those that cannot be quantified in money terms) when judging the worth and priority of the project, including quality and whole-life cost. The completed document is assessed against the following five objectives: Environment, Safety, Economy, Accessibility, and Integration. This document is refined throughout the project. • For smaller purchases, e.g. uniforms, OGC guidance is used and DfT(c) standard terms and conditions for procurement have recently been updated to require contractors to purchase goods and services that comply with Quick Wins minimum environmental specifications. • Key suppliers are assessed for their sustainability as part of the Capability Assessment Toolkit (CAT).

Engaging Suppliers	Level 1 - Foundation - Key supplier spend analysis undertaken and high sustainability impact suppliers identified. - Key suppliers targeted for engagement and views on procurement policy sought.	<ul style="list-style-type: none"> • Through the prioritisation process undertaken on expenditure analysis, above, key <i>supplier</i> spend and impacts were also identified. Furthermore, DfT(c) has a Supplier Management Strategy which involves regular meetings with the top levels of the supply chain – in 2007-08 the aggregate spend with the 30 suppliers involved accounted for broadly 65% of the total procurement expenditure. This will be rolled out to the rest of DfT and its Agencies by April 2009. • All suppliers on large projects are treated as ‘high sustainability impact suppliers’, hence no specific spend analysis is carried out, but suppliers are identified. Supplier impact analysis was also carried out at Departmental level. • Key supplier engagement occurs on a daily basis between the contractor’s manager and the Highways Agency manager. • Sustainability issues are regularly discussed at Major Projects and Maintenance Supplier Communities meetings. • We will be setting out its challenge to the Supply Chain in terms of sustainability in the procurement strategy to be published in the first half of 2009.
Measurements and Results	Level 2 - Embed - Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken - Measures implemented to manage the identified high risk impact areas.	<ul style="list-style-type: none"> • The centrally co-ordinated prioritisation workshops identified the key sustainability impacts of procurement. • Large projects are treated as having high sustainability impacts. • Staff objectives currently do not cover sustainable procurement. • We have won a number of awards for environmental performance in projects.

5 Taking stock

Strengths and challenges

We have made progress over the past year as a result of the processes which have been put in place.

- Through regular communication at conferences and workshops and the production of action/working groups our stakeholders and suppliers are better engaged with our sustainability agenda.
- A carbon calculation framework was introduced which has allowed us to identify the Highways Agency's carbon footprint for 2008-09 associated with our internal business delivery and our construction and maintenance work.

Although there has been many successes and positive action this year we have also faced challenges and have identified certain weaknesses.

- Staff awareness of the principles of sustainable development throughout the Agency is relatively good. Many staff however do not understand how this is relevant to their individual jobs and how they can make a positive impact.
- Sustainability messages are communicated to staff through our internal communications but this doesn't always happen regularly. More frequent messages/stories etc. could be communicated taking advantage of alternative communication methods.

Helps and hinders

Many factors have helped the Agency to achieve what it has over the past year.

- Our sustainability vision and SDAP has support from all Agency Board members which is highlighted through their corporate ownership of the document.
- The vision statement raised the profile of sustainability and links to our aims and objectives.
- Each directorate has a sustainability champion who monitor action progress, drive delivery of SDAP and encourage others to embrace sustainable development.
- We regularly monitor progress and have good reporting systems in place allowing additional action or interventions to be taken if necessary.

However, further progress has been hindered by the following:

- The sustainability champion role is not full time so champions cannot give the topic their full attention.
- There is a lack of capacity in teams across certain business areas to successfully deliver some of the actions within the necessary timeframe.
- To be a truly sustainable organisation sustainable development must become business as usual. This will require a huge change in the way we currently do things.

A way forward


To become a more sustainable organisation there are certain areas we need to see a change and challenges we must overcome.

- Our staff not only need to understand what sustainability is but how it is relevant to the Agency and their specific role. Through regular and targeted communication we aim to generate greater awareness and clarity.
- A change in culture is also required. We need staff to take a fresh look at how we deliver our work and embrace any possible improvements to enhance our sustainability performance.

Our main priority for the coming year is people: whether these are Agency staff, road users, neighbours to our network and the wider community.

- It is essential that we are aware of and understand the diverse needs of everyone and ensure that we provide equality of opportunity and accessibility for all in our work and services.
- To enhance sustainability awareness amongst Agency staff we not only need to reinforce previous messages but to take these forward. These new messages aim to highlight to staff how they can make a positive contribution towards sustainability in their work and the importance of challenging the way we currently deliver work across the Agency.

SDAP progress report signed by:



SD Responsible Officer: David Gingell (17.08.09)



SD Board Champion: Ginny Clarke (17.08.09)