

Sustainable Development Action Plan – Progress Report Summary 2009

Organisation: **HM Revenue and Customs**

Department
 Non-Ministerial Department
 Executive Agency
 NDPB
 Other

Report of progress against: HMRC Sustainable Development Action plan 2007-12

Progress Against Actions

Percentage of actions complete or on target: 73.0%
 Average impact rating* of all the actions which are complete or on target: 2.00

*The Impact rating (1-4) is a self-assessment of the contribution to SD priority areas, and is not an indication of performance.

Embedding Sustainability

Self assessment ratings against four themes: To what extent is sustainable development embedded?

Policies	People	Operations	Governance, Monitoring and Reporting
On Course	On Course	On Course	On Course

Sustainable Procurement

Self assessment ratings against five themes of the Flexible Framework: What level has the organisation already reached? (Where an alternative sustainable procurement tool has been used, please provide an appropriate summary.)

People	Policy, Strategy & Communications	Procurement Process	Engaging Suppliers	Measurements and Results
Level 3 - Practice	Level 2 - Embed	Level 3 - Practice	Level 3 - Practice	Level 2 - Embed

Taking Stock

What have been the **highlights** of your organisation's sustainable development progress over the past year?

- The appointment of a Board level Environment Champion who challenges our SDAP performance
- Improved contribution to UK performance through the management of environmental taxes
- Closer working with marginalised customers
- Increased staff awareness of sustainable development, improving the rate of recycling, reducing paper use, reducing road travel and increasing the use of video- and tele-conferencing through the establishment of our green volunteer network.
- The introduction of our Strategic Objective to reduce business mileage, the establishment of a Sustainable Business Travel Group and new Strategy and Guidance has helped us to improve data management and monitoring systems and work towards a reduction in all business travel. We reduced road mileage from 69 million miles in 2007/08 to just over 60 million in 2008/09. This translates to an overall reduction of 16.9% of carbon emissions from road vehicles.
- Reduced waste by 21.6% since 2007-08 and 41% of our waste is now recycled
- Introduced an IT software change to over 50,000 computers in our offices to switch them to low power mode when not in use.
- Office copier and printed paper usage reduced by 9% and achieved savings in forms through a 31.5% increase in on-line filing of Income Tax returns.
- All Procurement staff received training and now have procurement objectives in performance agreements
- Use of online technologies such as CAESER and the Carbon Disclosure Project to assess our suppliers sustainability performance
- A targeted supplier engagement programme in place

What are the key **challenges** for the future?

- Improving the quality and range of data we hold about the energy and other resources we use
- Increasing the progress made in embedding sustainability into our planning processes and everyday business
- Delivering continual improvement in our SD agenda with reduced staff and budgets

What are the key things which have **helped and hindered** progress towards sustainable development?

Helps:

- The appointment of Board level Champions across all aspects of the SD agenda who

Hinders:

- The ownership and management of our buildings by PFI partners has hindered the ability of our Estates

- lead by example and make it happen
- Changing behaviours through targeted communications campaigns that reduce our carbon emissions such as travelling less and switching off appliances.

Management team to make energy efficient improvements to buildings. However we are looking at alternative ways in which we can identify energy saving opportunities to ensure we meet the Carbon Trust Standard.

- We have not been able to realise all the benefits we hoped for from our estate rationalisation and refurbishment programmes. In part this is due to restrictions on capital investment and pre-existing contractual arrangements with partner organisations providing outsourced services.

What **lessons have been learnt** from the progress report? How will these be taken forward in the next SDAP?

- Increased staff awareness has resulted in low or no cost carbon reduction savings. We are extending sustainable behaviour campaigns across our business, encouraging people to replicate the actions they take at home in the office
- Our Strategic Objective to reduce business travel by 10% has also raised the profile of carbon and the need to reduce emissions and travel costs. We will continue to look for ways in which we can target our SD objectives.
- The improvement of data management and monitoring processes has ensured that we can more accurately monitor progress and identify the benefits more readily from changing behaviours. This has helped engage greater interest. We need to continue to develop the quality of our management information.

Please summarise how the SDAP is aligned with and has helped your organisation to deliver its high level strategic objectives, including any Public Service Agreements (PSAs) and Departmental Strategic Objectives (DSOs).

The SDAP supports a number of PSA and DSOs. Underpinning the DSOs are specific measures to reduce the carbon emissions from all forms of business travel by 10% in 12 months; and 10% equivalent of staff will undertake at least one day of community activity during 2009/10. Enhanced measures for travel, carbon and community activity are planned for our 2010-11 Business Plan

Our key business goals to improve the extent to which individuals and businesses pay tax and receive credits and benefits they are entitled to are aligned with our social and community focus on working with vulnerable customer groups and where appropriate linked to PSA16. SD impact assessments encourage diversity, wellbeing and work life balance, which in turn support the PSA to provide better health and wellbeing for all.

Authorised by: [Judy Greevy - Head of Corporate Responsibility, Diversity and Wellbeing] **Date:** 10 March 2010