

Delivering sustainable development: HM Treasury action plan 2008

November 2008



HM TREASURY



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Introduction

Securing the Future

1.1 Sustainable development is an internationally recognised principle that seeks to simultaneously progress economic, social and environmental goals across generations and across the globe. In 1994, the UK became the first country to publish a national strategy on sustainable development. This was revised in 1999 and a new strategy, *Securing the Future*¹, followed in March 2005. This strategy and its accompanying UK Framework agreed across the devolved administrations, presents a clear goal that the UK public sector is working towards:

“...to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life of future generations...”

Sustainable development – five guiding principles

1.2 In practice this means integrating economic, social and environmental considerations in all policy making and taking adequate account of the future market and non-market impacts of today's policy choices. *Securing the Future* articulated the five guiding principles for sustainable development policy in the UK, which should underpin all government activity. These are:

- living within environmental limits;
- ensuring a strong, healthy and just society;
- achieving a sustainable economy;
- promoting good governance; and
- using sound science responsibly.

The Treasury's role

1.3 As the UK's finance and economics ministry and the Government's lead Department on the allocation of all public resources, the Treasury naturally takes a thorough, overarching and long-term, sustainable approach to policy development and implementation. The five guiding principles on sustainable development are at the heart of the Department's strategic objectives and everyday working practices.

1.4 This document is the Treasury's third sustainable development action plan. It sets out a range of actions the Department plans to undertake with regard to its policies, people, operations and procurement over the coming twelve months and in some cases beyond. It has

¹ *Securing the Future – UK Government sustainable development strategy*, HM Government, March 2005.

been drafted with reference to *Driving Change*², the Sustainable Development Commission's guidance document. Since publishing its first action plan in March 2006, nearly all of the Treasury's sustainable development actions have been completed or are on track; in some cases the Department has gone beyond what was set out in 2006 and 2007³. The Treasury Group is fully committed to sustainable development in policy-making and striving to reduce the impact of the Department's operations on the environment.

1.5 Last October's Comprehensive Spending Review (CSR07) represented a fundamental review of government expenditure and covered Departmental allocations for 2008-09, 2009-10 and 2010-11. In close collaboration with other Departments, the Treasury carefully undertook analysis of the key long-term opportunities and challenges facing the UK over the next decade and beyond. As part of CSR07, the Government announced 30 cross-Departmental Public Service Agreements (PSAs) which set out its top priorities and are directly based on the five sustainable development principles. This new framework also required Departments to develop a set of Departmental Strategic Objectives (DSOs).

The Treasury's Departmental Strategic Objectives

1.6 There is a very close link between the principles of sustainable development and HM Treasury's two DSOs.

1. Maintaining sound public finances

The Treasury plans expenditure in accordance with the fiscal rules and long-term goals set out in the *Code for Fiscal Stability*⁴, which ensures that today's spending impacts fairly within and between generations. The Department always seeks to improve financial management and efficiency throughout the public sector, so that government expenditure results in the maximum welfare for citizens.

2. Ensuring high and sustainable levels of economic growth, well-being and prosperity for all

The Treasury is committed to promoting the efficiency and fairness of the tax system and global financial markets; as well as supporting sound general expenditure and benefits to ensure the wellbeing for all citizens. An explicit outcome underpinning this DSO is protecting the environment in an economically efficient and sustainable way. The Treasury has recently launched an internal Environment Network, set up to strengthen the Department's capability and consistency of advice on environmental policy, and also tasked to regularly measure and report progress on the environment-specific DSO outcome.

1.7 Delivery against the Treasury's DSOs⁵ will enable the Department to fulfil its commitments as a delivery partner for seven of the Government's 30 PSAs. These are:

- raising the productivity of the UK economy;
- delivering the conditions for business success in the UK;
- improving the economic performance of all English regions and reducing the gap in economic growth rates between regions;

² *Driving Change: Sustainable Development Action Plan Guidance*, Sustainable Development Commission, August 2005.

³ The Treasury's progress report of last year's Sustainable Development Action Plan can be found on the Treasury website www.hm-treasury.gov.uk

⁴ *Code for Fiscal Stability*, HM Government, November 1998.

⁵ In order to assess performance against the DSOs, the Treasury Group has set a number of performance indicators for each DSO outcome. A fuller description of these indicators and how they will be used by the Treasury Group to monitor performance can be found in *HM Treasury Departmental Strategic Objectives 2008-11*, published in December 2007.

- maximising employment opportunity for all;
- halving the number of children in poverty by 2010-11, on the way to eradicating child poverty by 2020;
- leading the global effort to avoid dangerous climate change; and
- reducing poverty in poorer countries through quicker progress towards the Millennium Development Goals.

1.8 As the Treasury's DSOs and the Department's subsequent contribution towards delivery of the Government's PSAs reflect, the majority of the Treasury's work is focused on the achievement of a sustainable economy. However, economic, social and environmental policy goals are being increasingly integrated within the Treasury and across government. One of the Treasury's key roles in promoting sustainable development is through publishing and promoting use of the Green Book, which sets out the framework for ensuring that all economic, social and environmental consequences are taken into account in public policy, programme and project appraisal. The Treasury's responsibilities for the Government Finance Profession and the Treasury Officer of Accounts are important in ensuring financial regularity and propriety and proper accounting – crucial aspects of good governance. Fiscal sustainability is a key priority for the Treasury, and in the long term is dependent on environmental and social sustainability. So conforming to all five principles of sustainable development is essential for the Department to perform effectively.

1.9 *Securing the Future* identified four priority areas for action in accordance with the principles of sustainable development. These are:

- sustainable consumption and production;
- climate change and energy;
- natural resource protection and environmental enhancement; and
- sustainable communities.

2008 Action plan

1.10 The Treasury has an important role to play, through its policy function, in shaping the Government's actions in all of these areas. These are also key focuses of the Treasury's steps to improve the sustainability of its operations and procurement. This action plan covers HM Treasury and some of its associated agencies and non-departmental bodies, namely the Office of Government Commerce, OGC buying.solutions and the Debt Management Office. These bodies have a much smaller policy function than the Treasury, so policy actions are only included for them where appropriate. National Savings and Investment and the Royal Mint are publishing their own Sustainable Development Action Plans and will report independently.

1.11 The action plan covers the key policy commitments that the Treasury is able to make for the next year and beyond. Other members of the Treasury 'family' are also referred to where they make a significant contribution to sustainable development in policy terms. The list is not intended to be exhaustive, and the commercial sensitivity around fiscal policy means that it is not possible to pre-empt the cycle of budgets and pre-budget reports. We review progress on an ongoing basis and would therefore anticipate additional measures also being considered.

Monitoring and reporting

1.12 The Exchequer Secretary is HM Treasury's Sustainable Development Minister, and is responsible for all commitments made in this action plan. The Treasury's director for Public Services and Environment is the Department's sustainable development champion and has lead

responsibility for coordinating the action plan. The Energy, Environment and Agriculture team will be reviewing progress on a brief, internal, six-monthly basis, as well as once a year in line with the Sustainable Development Commission's published guidance on progress reporting.

1.13 The Treasury is committed to full transparency of performance, and reporting in line with the Accounting for Sustainability framework. Comprehensive information on governance and operational performance will also be included in the Treasury's annual reports. During the year, regular monitoring is carried out at operational level to identify trends and possible actions to further improve performance.

1.14 All Treasury teams with internal responsibility for actions have been engaged in compiling and drafting content and were consulted on the final formulation of this plan.

Treasury Policies

Future Strategic Challenges

2020 and beyond

1.15 The UK economy, in common with all developed economies, is facing a range of challenges both in the short and long term. In the short term, twin world shocks – the global credit crunch and surge in oil and food prices – have affected markets and confidence in the UK. In addition, the UK economy faces a number of serious, long-term challenges. In February 2008, the Strategy Unit in the Cabinet Office published *Realising Britain's Potential*⁶, a wide-ranging, thorough examination of future strategic challenges, including economic, social, constitutional and international issues. **The Treasury drew extensively on the main messages of this work in the 2008 Budget, and alongside PBR 2008, will publish an analysis of the key challenges and opportunities the UK faces in securing a prosperous economy for the future, and set out how Government is responding.**

Collaboration across Whitehall

1.16 HM Treasury is both a finance and economics ministry. In addition to its lead role on environmental taxation (details set out below), HM Treasury also plays an important role working alongside other Whitehall Departments to support the development and delivery of climate change and energy policy and in this role contributes to PSA 27 *Lead the global effort to tackle dangerous climate change*.

1.17 Drawing on policy being developed across Government, we will continue to explore the long-term framework for sustainable economic growth, for example through:

- the promotion of a global carbon market;
- removing barriers to low carbon investment;
- strengthening skills and the supply chain; and
- creating new opportunities for investment.

Stern Review follow-up: carbon budgets and trading

1.18 Lord Stern's review⁷ on the economics of climate change, commissioned by the Chancellor and Prime Minister in July 2005 and published in October 2006, is to date the most comprehensive assessment of the nature of the economic challenges of climate change and how

⁶ *Realising Britain's Potential: Future Strategic Challenges for Britain*, The Strategy Unit, Cabinet Office, February 2008

⁷ *Stern Review on the Economics of Climate Change*, HM Treasury, October 2006

they can be met, both in the UK and globally. Lord Stern's conclusions have stood up to vigorous international scrutiny and debate since they were published; and the UK has remained at the forefront of international climate change discussions. **The Treasury will continue to propagate the findings of the Stern Review internationally and to use it as a basis for domestic actions to reduce greenhouse gas emissions.**

Stern Review and carbon budgets

1.19 The Government has adopted Lord Stern's recommended framework for climate change policy, based around three key elements:

- pricing carbon through trading, tax or regulation – ensuring that emission reductions are delivered in the most cost-effective way;
- encouraging innovation in low-carbon technologies; and
- removing barriers to action, including policies to encourage long-term behavioural change.

1.20 The UK Climate Change Bill currently before Parliament, will **set a long-term legal framework for reducing emissions to 2050 and beyond. As part of the framework, the Bill will also introduce five-year carbon budgets, setting binding limits on carbon emissions ensuring every year's emissions count.** Carbon budgets will both drive progress towards a low-carbon economy in the UK, and support our efforts to secure a global deal.

Emissions Trading Scheme

1.21 The EU Emissions Trading Scheme is the centrepiece of the Government's climate change strategy, reducing emissions in the industrial and energy supply sectors in an effective and low cost way. The scheme covers installations that are collectively responsible for approximately half of all the emissions across the EU. The UK is one of the Member States going the furthest on auctioning in Phase II of the EU Emissions Trading Scheme (EU ETS), and will be auctioning 7 per cent of allowances, plus any surplus from the New Entrants Reserve or closures. **The Treasury has introduced legislation through the Finance Act 2007 to allow for the auctioning of emissions trading allowances, and will hold the first auction of 4 million allowances on 19 November 2008.**

G20 Chair: Building a Global Deal

Shared understanding of climate change challenges and opportunities

1.22 In 2009, the UK will hold the chair of the G20, which will be led by the Treasury. The G20 brings together major emitting and energy producing economies and members agree that climate change is a key economic concern and therefore a priority issues for finance ministers and central banks around the globe. Holding the presidency will provide us with a vital opportunity to show the G20 as an effective forum to develop understanding and forge consensus on the necessary steps to effectively tackle climate change. **Through holding the G20 chair the Treasury will aim to strengthen vital links with all member countries to promote a shared understanding of the challenges and opportunities of climate change and bring about wider collaboration in developing adequate, effective and sustainable policy solutions.**

Collaboration with finance ministries

1.23 2009 will be a critical year in world-wide efforts to tackle climate change as the United Nations Framework Convention on Climate Change (UNFCCC) leads a process to determine a global deal to succeed the Kyoto Treaty. A key part of any such deal will be the financing for climate change and how financing mechanisms can support countries to move to a more

sustainable, lower carbon growth path. In collaboration with other finance ministries across the globe, the Treasury will further explore how market mechanisms can be effectively used to tackle climate change.

Budget and Pre-Budget Report 2008

1.24 On 12 March 2008 the Chancellor delivered the 2008 Budget, *Stability and opportunity: building a strong, sustainable future*⁸, and set out the actions the Government is taking to support the economy in the short term combined with the action to make further progress against its long-term goals of maintaining macroeconomic stability, sustainable growth and prosperity, ensuring fairness and opportunity for all, creating stronger communities and effective public services, and ensuring an environmentally sustainable world.

Budget 2008 Environmental Tax Measures

1.25 One of the most important ways in which the Treasury influences the sustainability of the UK economy is through its responsibility for the tax and welfare system, and in particular through the use of environmental taxes. Budget 2008 placed a strong emphasis on measures to effectively tackle climate change and set out policies to reduce emissions across all major sectors of the economy. Building on these proposals and the Cabinet Office's strategic challenges work published in February 2008, further steps will be set out in the next Pre-Budget Report.

1.26 Budget 2008 made a number of tax policy announcements that will be implemented in the future:

- reform of car vehicle excise duty rates and bandings, introducing new bands from 2009 to reward drivers of the cleanest cars, and higher first year rates in 2010-11 to influence purchasing choices;
- strengthening the environmental incentives for taxation of business cars, along with simplifying measures;
- incentivising only the most sustainable biofuels, by shifting support away from the duty differential to the Renewable Transport Fuel Obligation in future years;
- increasing climate change levy rates in line with inflation, in order to maintain the environmental incentive effect;
- to strengthen the environmental signal through taxation, forecast tax revenues from the new per plane duty, due to replace air passenger duty on 1 November 2009, will increase by 10 per cent in the second full year of operation;
- extending the Stamp Duty Land Tax exemption from zero-carbon homes to new flats, retrospectively from 1 October 2007; and
- increasing the aggregates levy from 1 April 2009 to maintain its environmental impacts.

1.27 The Treasury will continue to explore the scope for using the tax system to deliver environmental objectives – as one instrument, in combination with others such as regulation and voluntary action. Over time this should shift some of the burden of tax from “goods” such as labour to “bads” such as pollution, but any proposed intervention should meet the tests of good taxation. It needs to be well-designed to meet objectives without undesirable side effects; it should keep deadweight compliance costs to a minimum; and any distributional impacts

⁸ *Stability and opportunity: building a strong, sustainable future*, Budget 2008, HM Treasury, 12 March 2008.

should be considered. All intervention by government to meet environmental aims also needs to take account of the impact of any action on its wider economic and social objectives. **The Treasury will continue to operate environmental tax policy in line with a principled, sustainable approach that ensures successful outcomes of balanced, careful decision-making.**

Treasury People

1.28 The Treasury Group is relatively small, but the Department has a broad key strategic remit. Our staff are therefore our most important asset, and ensuring that the Treasury is staffed by professional and skilled people with the relevant expertise and experience, who reflect the diversity of society they serve, is key to enabling the Department to deliver across the breadth of its responsibilities and act in a responsive, effective and sustainable way.

1.29 While the Treasury's Capability Review, published in December 2007, noted the Department's strong internal culture and the analytical skills and strong intellectual capacity of its staff, the review also stressed the need to engage and communicate more effectively with Treasury stakeholders and recommended to develop a more collaborative approach with other Departments.

Fulfilling our potential

1.30 In response to these findings, the Treasury Board have recently launched an ambitious programme for change – *Fulfilling our Potential: Achieving the Treasury's Vision for 2011* - which seeks to further develop the Department's skills, strategies, external stakeholder engagement and internal working culture, strengthen our leadership and governance framework as well as deliver improvements to make business processes and systems more sustainable, efficient and effective. The programme is underpinned by the Treasury's core values of challenge, appreciation, collaboration and openness – values central to the ethos of sustainable development. **The Treasury Board have identified a range of actions, and will regularly report progress on the Department's intranet pages as well as give an account of achieved milestones in next year's SDAP progress report.**

Treasury Environment Network

1.31 In June 2008 the Department created the Treasury Environment Network (TEN) which brings together various different parts of the Treasury with an interest in environment policy, both domestic and international, and aims to strengthen the development of policy and collaboration in this area. TEN has been set up to improve our strategic capability and ensure consistency of the Treasury's advice on environmental policy. The network will also measure and report progress on the Treasury's sustainable development indicator which underpins the Department's DSOs and directly contributes to Government's overall PSA on tackling climate change.

Sustainable development indicator

1.32 Performance will be measured through two headline sub-indicators which form part of the climate change PSA, reflecting both their importance in tackling climate change and the areas where the Treasury has relatively greater impact:

- **increasing the size of the global carbon market:** a viable international carbon trading system is a vital component of achieving a global low carbon economy in an economically efficient and sustainable way. Increasing size will also indicate market confidence in the likelihood of effective action to tackle climate change; and

- **increasing policy cost-effectiveness:** the Treasury has a role to play in ensuring climate change is tackled in as cost-effective a way as possible, contributing to sustained and sustainable growth.

1.33 Over the coming months, the Treasury will work to establish the environment network as a comprehensive internal information source on environment policy and develop a rolling events programme, open to all Treasury staff. This will include regular 6-weekly seminars with speakers from within the Treasury, across government as well as environment experts from academia, the media, the NGO sector and business, in order to explore a range of diverse views and improve Treasury staff's understanding of current thinking.

Treasury Operations and Procurement

Departmental Corporate Objective

1.34 The Treasury is committed to sustainable development and continuously strives to reduce the impact of the Department's operations on the environment. Delivery against the Treasury's DSOs cannot be ensured without sound supporting systems, processes, resource management and corporate capability. The Department is therefore committed to enhancing the effectiveness and efficiency of its corporate services over the period. **As such, the Treasury Group is currently formulating a Departmental Corporate Objective (DCO) to sit alongside the DSOs which will capture all corporate activities and outcomes.**

1.35 The Treasury is committed to delivering against government commitments within the Sustainable Development on the Government Estate (SOGE) framework. The actions implemented by the Department mean that the HMT Group has already achieved government targets within the SOGE framework for reducing carbon emissions, energy efficiency, water and recycling. The Department will work to maintain performance. For waste arising, the Department is on course to achieve the targeted reduction through continuing the existing waste strategy.

1.36 The Treasury is committed to full transparency about performance and has been working to implement the Accounting for Sustainability framework in annual reporting. Full details on the performance of the Department across its estate can be found in the HMT annual report. The 2007-08 Departmental annual report was the first attempt at reporting comprehensive sustainable development information, and the Department is committed to improving this in future reporting cycles.

1.37 Given the establishment of Group Shared Services that cover all of HMT Group, including estates and procurement strategies at group level, and the performance to date, the Department is considering how to take operations to the next level setting deeper and more stretching goals. Due to the importance of staff behaviour to achieving further improvement against sustainability goals, one of the principles of developing further action is to **engage staff across the Department in the development of a revised operational plan.** Therefore the actions contained in this plan are expected to be updated. Currently planned actions include:

- move to real time reporting to allow better performance management across the HMT Group estate;
- integrate communications and training on sustainability into the induction programme; and
- embed sustainability in IT transformation programme.

Treasury's Executive Agencies

1.38 This action plan covers HM Treasury and some of its associated agencies and non-departmental bodies, namely the Office of Government Commerce (OGC), OGC buying.solutions and the Debt Management Office. Two of the Chancellor's Departments previously included in HM Treasury's SDAP, National Savings and Investment and the Royal Mint, will now be publishing their own Sustainable Development Action Plans and will report independently on progress.

1.39 At the end of 2007 OGC co-located all staff within 1 Horse Guards Road; the move was a key element in the Treasury Group's drive to deliver CSR savings and is consistent with the approach espoused by the OGC High Performing Property (HPP) agenda. Co-location also has the overall beneficial effect on the environment. Figures reported in the Treasury's 2007-08 Annual Report show absolute energy consumption and consumption per person are now lower than under two separate buildings.

Office of Government Commerce

1.40 The creation of the Centre of Expertise in Sustainable Procurement (CESP) was announced in Budget 2008, and further developed in the Government's response to the Sustainable Development Commission's Sustainable Development in Government (SDiG) report. CESP is located in OGC and reports to the Chief Sustainable Officer (CSO). The CESP will address the need for stronger integration between the Government's action on procurement and the Government estate, and the drive to achieve Sustainable Operations on the Government Estate (SOGE) targets. And Sustainable Procurement Action Plan (SPAP) commitments. The objectives of the CSEP will be:

- to provide strong central coordination of performance management, principally through the development of delivery plans with milestones and trajectories to assure delivery against the SOGE and SPAP commitments;
- to develop a programme of engagement with the Government's suppliers to promote sustainable operations within the Government's supply chain;
- to develop best practice guidance to assist Departments in improving performance on sustainable procurement and sustainable operations;
- to ensure the removal of barriers that prevent further progress in Government; and
- to raise Government's capability and leadership in sustainable procurement and operations.

OGC buying.solutions

1.41 OGC buying.solutions offers Departments the opportunity to purchase a considerable range of sustainable goods and services, and is committed to doing more. Corporate responsibility, and a particular focus on sustainability, is one of OGC buying.solutions' six strategic priorities for the year 2008-09. These include:

- work to develop new offerings for OGC buying.solutions' customers, with new products and services, to help meet SOGE (Sustainable Operations on the Government Estate) and other sustainability targets;
- continue to implement the Environmental Management System, aiming for level 2 of BS8555 by March 2009;

- include sustainability in the new core competencies scheme, and further train staff in sustainable category management; and
- increase community volunteering, including running a corporate volunteering day.

Debt Management Office

1.42 The Debt Management Office's responsibilities include debt and cash management for the UK Government, lending to local authorities and managing certain public sector funds. DMO's sustainable development objectives will be:

- working with DMO's landlords' managing agents to ensure compliance with relevant sustainability targets, including obtaining detailed meter readings for utilities;
- ensuring that the managing agents provide building energy certificate as required; and
- ensuring that relevant suppliers meet the appropriate sustainability criteria prior to entering contract agreements.

Commitment	Milestones	Reporting	Lead Team
Treasury Policies			
1. Build on the work of the Cabinet Office in <i>Realising Britain's Potential</i> , by looking ahead to the long-term challenges and opportunities the UK faces in maintaining sustainable growth and prosperity in the future.	Publication of report describing key challenges and Government, response alongside the Pre-Budget Report 2008	SDAP progress report	Energy, Environment & Agriculture
2. Setting a long-term legal framework for reducing carbon emissions to 2050 and beyond; including first carbon budgets to be set alongside Budget 2009.	Enactment of the Climate Change Bill, Pre-Budget Report, Budget 2009	SDAP progress report	Energy, Environment & Agriculture
3. Auctioning of emissions trading allowances, with the first auction to be held on 19 November 2008.	Emissions allowance auction in November 2008, Budget 2009	SDAP progress report, results of the auction will also be reported on the DMO website	Environment and Transport Tax
4. Promote a shared understanding of the challenges and opportunities of climate change and bring about wider international collaboration through promotion of Stern Report and G20 Chairmanship.	G20 chairmanship, UN Framework Convention on Climate Change	SDAP progress report	International Development and Climate Change
5. Continue to operate environmental tax policy in line with a principled, sustainable approach that ensures successful outcomes of balanced, careful decision-making.	Pre-Budget Report 2008 and Budget 2009	SDAP progress report	Environment and Transport Tax

Commitment	Milestones	Reporting	Lead Team
Treasury People			
6. Further develop HM Treasury's skills, strategies and stakeholder engagement through <i>Fulfilling our Potential</i> in order to improve Treasury staff capabilities.	Full implementation by 2011	SDAP progress report; the Treasury Board will also regularly report progress on the Department's dedicated intranet pages	Energy, Environment & Agriculture
7. Further establish the Treasury Environment Network as a comprehensive information and networking source, in order to strengthen policy development skills and collaboration.	Various events over the coming 12 months	SDAP progress report	Energy, Environment & Agriculture
Treasury Operations and Procurement			
8. Formulate a Departmental Corporate Objective to sit alongside DSOs which will capture all corporate activities and outcomes and engage staff across Treasury to develop a revised operational plan.	By December 2008	SDAP progress report	Group Director Finance, Procurement & Operations
9. Move to real time reporting to allow better performance management.	By December 2008	SDAP progress report	Sustainable development lead
10. Integrate communications and training on sustainability into the induction programme.	By June 2009	SDAP progress report	Sustainable development lead
11. Embed sustainability in IT transformation programme.	Summer 2010	SDAP progress report	Sustainable development lead

Commitment	Milestones	Reporting	Lead Team
Treasury's Executive Agencies			
12. Develop CESP's delivery plans with milestones and trajectories.	Over the coming 12 months	SDAP progress report	Office of Government Commerce
13. Develop CESP's programme of engagement with Government's suppliers to promote sustainable operations.	Over the coming 12 months	SDAP progress report	Office of Government Commerce
14. Develop best practice guidance to assist Departments in improving performance on sustainable procurement and operations.	Over the coming 12 months	SDAP progress report	Office of Government Commerce
15. Raise Government's capability and leadership in sustainable procurement and operations.	Over the coming 12 months	SDAP progress report	Office of Government Commerce
16. Develop new offerings for OGC buying.solutions' customers to help meet SOGE and other sustainability targets.	Over the coming 12 months	SDAP progress report	Office of Government Commerce
17. Continue to implement the Environmental Management System, aiming for level 2 of BS8555.	March 2009	SDAP progress report	OGC buying.solutions
18. Include sustainability in the core competencies scheme, and further train staff in sustainable category management..	Publication of new core competencies scheme	SDAP progress report	OGC buying.solutions
19. Increase community volunteering, including running a corporate volunteering day.	Volunteering day to be held over coming 12 months	SDAP progress report	OGC buying.solutions
20. Work with landlords' managing agents to ensure compliance with relevant sustainability targets.	Over the coming 12 months	SDAP progress report	Debt Management Office
21. Ensure the managing agents provide building energy certificates.	Over the coming 12 months	SDAP progress report	Debt Management Office
22. Ensure relevant suppliers meet the appropriate sustainability criteria prior to entering contract agreements.	Over the coming 12 months	SDAP progress report	Debt Management Office

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