

A REVIEW OF GOVERNMENT TRAVEL

SUSTAINABLE TRAVEL ENGAGING THE PUBLIC SECTOR

MAY 2009

APPENDICES

forward thinking 

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APPENDIX 1

DEMONSTRATION PROJECTS

Demonstration Project	Task	Lead and Contribution
Designing a Government Estate to Encourage Sustainable and Active travel	<p>Departments are advised to consult, 'The Sustainability Appraisal Handbook for The Ministry of Defence Estate' by Defence Estates, and the consultation document 'Choosing Locations for Government Business' by the Office of the Deputy Prime Minister when designing their estates. These documents provide officials with an outline of the sustainable travel issues that should be considered as part of the estate development. However, there is little evidence of practical implementation tools that officials can use to put sustainable travel guidance into practice.</p> <p>When planning the estate there is an opportunity for departments to influence business travel and staff commuting patterns, as well as the travel choices of suppliers and visitors. This project would: (a) produce a set of indicators to assess the sustainable travel credentials of a site and; (b) design an assessment tool to enable officials to grade different office locations.</p> <p>The assessment tool would be tested and then piloted by departments. If successful the assessment tool could be used to benchmark the extent to which sustainable travel principles are embedded across the government estate.</p> <p>This demonstration project would support recommendations 3,7,8,10, 26,34 and 35.</p>	<p>The project could be led by the OGC with support from the DfT.</p> <p>Stakeholders could include DCLG, Defra, The Association of Commuter Transport and The National Business Travel Network.</p>

<p>Workplace Travel Plans: Understanding the Impacts and Opportunities of Managing Employee Commuting</p>	<p>Workplace travel plans can be used to help organisations understand and then manage employee, visitor or supplier travel. Travel plans can be implemented at new and existing sites to reduce single occupancy vehicle commuting, encourage the uptake of sustainable and active modes of travel, or monitor commuter carbon emissions.</p> <p>Many departments are currently unaware of employee travel patterns or carbon emissions associated with the staff commuting. This project would: (a) develop a methodology for carbon-focused travel plans and (b) identify a range of smarter choices initiatives that could be implemented to encourage flexible working and the uptake of sustainable and active modes of travel.</p> <p>A carbon-focussed travel plan would enable government to identify the relative significance of carbon emissions arising from commuter travel in comparison to business travel and wider operations.</p> <p>The carbon-focused travel plan and smarter choices measures would then be trialled in a number of departments. The carbon-focused travel plan and smarter choices measures should be monitored over a 24 month period to assess their effectiveness.</p> <p>This demonstration project would support recommendations 8,9,10 and 21.</p>	<p>The project could be led by the DfT with support from Defra.</p> <p>Stakeholders could include the Association of Commuter Travel, the National Business Travel Network, Transport for London, Buying Solutions and the Institute of Travel Management.</p>
<p>Delivering Duty of Care: Employee Driving Licence Checking</p>	<p>There is little evidence to suggest that departments are checking the driving licences of staff when they drive a vehicle on official business.</p> <p>The project would: (a) identify the duty of care requirements that departments should adhere to when employees drive on official business; (b) review driving licence checking systems available in the market; and (c) design a system to ensure adherence to vehicle duty of care requirements.</p> <p>The duty of care system would then be piloted in a department. This demonstration project would support recommendations 2,32,33.</p>	<p>This project would be led by the Health and Safety Executive with support from the DfT and the Cabinet Office.</p> <p>Stakeholders could include the OGC Fleet Procurement Team, the Grey Fleet Best Practice Forum, the Energy Saving Trust, Driving Standards Agency, Association of Chief Police Officers, Roadsafes, Fleetcraft and Civil Service Unions.</p>

<p>Fleet Management: Managing Fleets in A Sustainable Way</p>	<p>The review found that many departments have limited management information on vehicle fleets. Departments need to understand how vehicles are being used before implementing measures to encourage sustainable travel behaviours and procurement.</p> <p>The Government Car and Dispatch Agency ('GCDA'), an Executive Agency of the DfT, is recognised nationally and internationally as an example of best practice in fleet management. This project would develop a government wide fleet management policy based on GCDA fleet policy. The government wide fleet policy would include all types vehicles used in government's operations, including PUS and ACS, hire, pool and grey fleet vehicles.</p> <p>In this project a pilot department would; (a) measure the performance of their fleet against a set of efficiency and sustainability indicators and; (b) compare fleet performance at 6 monthly intervals following the implementation of the fleet management policy.</p> <p>The project would last for 24 months. At the end of the demonstration a government wide fleet management model, a best practice guidance document and implementation toolkit would be made available to departments.</p> <p>This demonstration project would support recommendations 16 and 17.</p>	<p>This demonstration project would be jointly led by the OGC, the GCDA, and the demonstration department.</p> <p>Stakeholders could include the Cabinet Office, DfT, Defra, Buying Solutions, The Energy Saving Trust and the Association of Car Fleet Operators.</p>
<p>Smarter Driving: Reducing emissions and making driving safer</p>	<p>Smarter driving (eco-driving) has been shown to reduce fuel consumption emissions and collisions. A number of departments are promoting smarter driving but there is little evidence to suggest that government officials are being trained in smarter driving techniques.</p> <p>In this project a number of smarter driving pilots would be established in departments and the performance of drivers monitored over a 12 month period.</p> <p>Performance indicators would be developed to assess the success of the driver training programme. These could be linked to fleet fuel consumption, carbon emissions and collisions rates.</p> <p>This demonstration project would support recommendation 19.</p>	<p>The project could be led by the DfT, supported by the Driving Standards Agency and Energy Saving Trust.</p> <p>Stakeholders could include the OGC Fleet Procurement Team, the OGC Grey Fleet Best Practice Forum, the GCDA, the NBTN, Fleet Associations and the Institute of Advanced Motorists.</p>

APPENDIX 2

FURTHER RESEARCH

Areas of Further Research	Task	Priority	Key Stakeholders
Developing the Business Case for Sustainable Operations and Travel: The Total Cost of Travel	<p>The review found that travel is managed by a number of business areas in departments. This leads to a silo mentality making change difficult to implement and the financial costs and impacts of travel hard to identify.</p> <p>The total cost of travel is greater than the cost of a ticket or fuel. There are additional operational and financial costs to consider such as administration costs, booking and payment fees and subsistence payments. There are also social and environmental impacts to take account of including, employee wellbeing, safety, security, green house gas emissions and local air quality.</p> <p>The Mobility Communications Manager will need to evidence the value of sustainable operations and travel to stakeholders in the public and private sector. This research would: (a) identify management information that government needs to collect to calculate the total cost of travel; and (b) how this can be used to evidence the benefits of sustainable operations and travel.</p> <p>This research would support recommendations 1,2,7,16,21,27 and 28.</p>	<p>High</p> <p>(to be completed within 9 - 12 months)</p>	<p>The research could be led by the Cabinet Office and the OGC.</p> <p>Stakeholders could include representatives from HR, Finance, Procurement, Estates and IT, and policy experts in travel, sustainability and carbon management.</p>
Reviewing SDiG Vehicle Data	<p>A number of anomalies have been identified in the SDiG data set for financial years 2006/07 and 2007/08. Government should investigate these anomalies and review travel management information systems.</p> <p>This research would: (a) review the SOGE guidance notes to identify areas for improvement; (b) undertake a high level review and sense checking of departmental and executive agency data sets; (c) provide a detailed assessment of questionable data sets; and (d) identify common errors/issues and suggest potential solutions.</p> <p>This research would support recommendations 24 and 25.</p>	<p>High</p> <p>(to be completed within 3 months)</p>	<p>This research could be led by the Defra and supported by the OGC and SDC.</p> <p>Departments who submit data for the SOGE return would be involved in the research.</p>

Developing Social and Environmental Sustainability Performance Measures or Targets	<p>The SOGE targets focus solely on carbon emissions from administrative vehicles. There are currently no social or environmental sustainability performance measures. The review of SOGE targets is an opportunity for government to establish sustainability criteria for all modes of business travel and commuting.</p> <p>This piece of research would: (a) review the potential for sustainability performance measures for all modes of business travel and staff commuting; and (b) assess how performance measures could be implemented and measured.</p> <p>This research would support recommendations 10,11,21, 27 and 28.</p>	High (to be completed within 3-6 months)	<p>The research could be led by Defra.</p> <p>Stakeholders could include OGC, SDC, DfT and travel associations including the Institute of Travel Management, Guild of Travel Management Companies, Meeting Professional International and Eventia.</p>
Sustainable Procurement – Identifying Government's Influence in the Travel Market	<p>A range of factors will determine government's influence in the travel marketplace including total and proportion of spend in the travel sector, private sector demand for sustainability, impending or voluntary regulation and in reach technologies. It is not clear how government is using its purchasing power to promote sustainability in the travel category, encourage innovation and achieve its own performance targets.</p> <p>This piece of research would: (a) identify the travel categories/sectors government could influence most effectively; (b) identify what actions government could take to promote the adoption of sustainable behaviours; and (c) assess the potential sustainability returns of these actions.</p> <p>This research would support recommendations 22,23,27,28,29 and 30.</p>	Medium (to be completed within 12-18 months)	<p>The research could be led by Defra, with support from the OGC and Buying Solutions.</p> <p>Stakeholders could include the BERR, DfT, the Chartered Institute for Purchasing and Supply, the Institute of Travel Management, the Guild of Travel Management Companies, Association of Fleet Operating Companies, Low Carbon Vehicle Partnership, the Society for Motor Manufacturers and Traders, and the Energy Saving Trust.</p>
Reviewing the Private Use (PUS) and Acquired Car Schemes (ACS)	<p>HM Treasury has acknowledged that the CO₂ based tax scheme introduced in 2002 has created a generally neutral position in terms of whether a company car represents an employee benefit. Yet, under Government's PUS and ACS schemes, which are based on personal use contributions and a taxable benefit, civil servants pay considerably more for a company vehicle than an equivalent private sector employee.</p> <p>This piece of research would: (a) examine why departments do not follow the HM Treasury BIK position for company vehicles; and (b) assess the financial and sustainability benefits of altering the terms and conditions of the PUS and ACS to reflect HM Treasury guidance.</p> <p>This research would support recommendation 18.</p>	Medium (to be completed within 12-24 months)	<p>The research could be led by HM Treasury with the supported of OGC and the Cabinet Office.</p> <p>Stakeholders would include departments that operate the private use and acquired car schemes.</p>

Improving Management Information	<p>Government will need access to robust and granular data to create the business case for sustainable operations and travel, and evidence the benefits of new ways of working.</p> <p>This piece of research would build on the findings of the total costs of travel study but specifically: (a) identify how management information on travel could effectively be captured by internal and external management information systems; and (b) examine how travel data from multiple management information systems could be consolidated to enable analysis.</p> <p>This research would support recommendations 9,12, 20, 21, 24.</p>	Medium (to be completed within 12 – 24 months)	<p>The research could be led by the OGC and Buying Solutions.</p> <p>Stakeholders could include suppliers of travel services and representatives from HR, finance, procurement, estates and IT who manage travel services or management information systems in departments.</p>
Fleet Procurement: Vehicle Replacement Cycle	<p>Departments replace fleet vehicles on a 3, 4 or 5 year cycle to achieve financial efficiencies. However, it is not clear whether this replacement cycle is the most efficient in terms of life cycle carbon emissions.</p> <p>Defra is currently researching the life cycle emissions of various products, including passenger vehicles. This research would identify the optimum life cycle carbon emissions replacement for government fleet vehicles.</p> <p>This research would support recommendation 30.</p>	Low (to be completed within 36 months)	<p>The research could be led by Defra</p> <p>Stakeholders could OGC, BERR, DVLA, VCA, DfT, Buying Solutions, the Society for Motor Manufacturers and Traders, academics, travel suppliers and vehicle manufactures’.</p>

APPENDIX 3

SUMMARY OF RECOMMENDATIONS

No	Recommendations	Lead Department
1	<i>The OGC should provide advice to departments on how operational and administrative mileage can be separated. The SDC should clearly identify departments that are reporting 'administrative' and 'operational' mileages and emissions in the SDiG return.</i>	OGC
2	<i>Defra, DfT and the Cabinet Office should develop a cross government travel policy building on the work of Buying Solutions Travel Policy Guidance Note.</i>	Defra
3	<i>Buying Solutions Travel Policy Guidance Note should provide further guidance on the types of travel data that should be captured and how data can be analysed to identify opportunities for sustainable operations and travel. The Guidance Note should also highlight where management information is likely to be held in departments.</i>	Buying Solutions
4	<i>Departments should re-issue travel policy to all members of staff to increase awareness of policy and compliance.</i>	All Departments
5	<i>New members of staff should be made aware of travel policy, and booking and authorisation processes during the staff induction process.</i>	All Departments
6	<i>Buying Solutions should review the success of formal 'sign up' to the GAP. If this approach increases collaboration and supports sustainability future pan government travel contracts should have 'sign up' clauses.</i>	Buying Solutions
7	<i>Defra should raise awareness by developing a cross government publicity campaign for sustainable travel. The campaign should include business travel, commuting and flexible working. The campaign should also promote Buying Solutions Guidance Note on Travel Policy.</i>	Defra
8	<i>Buying Solutions Guidance Note on Travel Policy should be enhanced with 'model text' on commuter travel plans and monitoring</i>	Buying Solutions
9	<i>DfT should lead on travel plans within government's own operations and establish a reporting framework to enable departments to monitor the uptake of sustainable and active modes of travel.</i>	DfT
10	<i>The review of the SOGE targets should investigate whether performance measures on commuting would enable government to manage its operations in a sustainable way and reduce carbon emissions.</i>	Defra
11	<i>HM Treasury should clarify whether the recommendations of the King Review on travel plans in the public sector have been accepted.</i>	HM Treasury
12	<i>DfT, Defra and the OGC should engage with the National Business Travel Network ('NBTN') to seek advice on travel plans and whether there are any practical tools available to assist departments develop and implement travel plans.</i>	DfT
13	<i>The OGC, Defra and the SDC should engage with departments that have established an air travel reduction targets to learn from their experiences.</i>	Defra
14	<i>The OGC and Defra should engage with ITM's Project ICARUS and WWF-UK to learn from their experiences.</i>	Defra
15	<i>Defra and Buying Solutions should identify the total number of flights between domestic airports in Financial Year 2007/08 and investigate whether trips could be switched to rail travel or video-conferencing.</i>	Buying Solutions
16	<i>The OGC should engage with the GCDA and devise a government wide fleet management policy.</i>	OGC

17	<i>The OGC should invest further resource in the Grey Fleet initiative and offer 'hands on' support to departments who wish to reduce dependence on the grey fleet.</i>	OGC
18	<i>HM Treasury should ascertain the issues and reasons why departments do not follow HM Treasury guidance for PUS and ACS schemes.</i>	HM Treasury
19	<i>OGC and DfT should work with the EST to develop a cross government smarter driving programme.</i>	OGC
20	<i>Buying Solutions Guidance Note on Travel Policy should include information on its travel database. It is further recommended that Buying Solutions makes the database available to other departments.</i>	Buying Solutions
21	<i>Defra should mandate the collation of management information from all forms of business travel and employee commuting. Collection of travel data will assist government understand its current travel patterns, the impacts of operations and where there are opportunities to improve performance.</i>	Defra
22	<i>Policy teams in DfT, Defra and DECC should work more closely with the OGC and Buying Solutions to ensure that sustainability criteria is embedded in travel contracts.</i>	OGC
23	<i>Departments should work collaboratively when procuring travel services and engage with the OGC and Buying Solutions.</i>	OGC
24	<i>The OGC should undertake a study specifically on how travel data is collated by departments.</i>	OGC
25	<i>OGC should work with departments to ensure that SOGE data is accurate. If data is inaccurate the SDC should be provided with revised data.</i>	OGC
26	<i>The government estate should be benchmarked by the OGC to assess the extent to which sustainable travel principles are embedded within the government estate strategy.</i>	OGC
27	<i>The OGC should communicate to departments, procurers, policy officials and other stakeholders the mandatory product standards that exist for travel services and vehicles.</i>	OGC
28	<i>The OGC should communicate how it is driving a low carbon resource efficient supply chain.</i>	OGC
29	<i>Buying Solutions Travel Policy Guidance Note should reference mandatory product standards.</i>	Buying Solutions
30	<i>Defra should work with the OGC to ascertain the most efficient replacement cycle for vehicles in terms of life cycle carbon emissions. This information should be included in Buying Solutions Guidance Note on Travel.</i>	Defra
31	<i>Buying Solutions should investigate the feasibility of issuing tenders for travel services that include alternatives to travel, such as video-conferencing and tele-presence.</i>	Buying Solutions
32	<i>Buying Solutions Travel Policy Guidance Note should be expanded to include information and 'model text' on duty of care.</i>	Buying Solutions
33	<i>The Health and Safety Executive, DfT and the Cabinet Office should collaborate to devise a cross government travel safety policy.</i>	Health and Safety Executive
34	<i>DfT should investigate how the TTM or equivalent can be used to change the behaviour of travellers.</i>	DfT
35	<i>The OGC should assess how the High Performing Property strategy could support wider public sector sustainability and carbon reduction targets/initiatives.</i>	OGC



The National Business Travel Network (NBTN) is a Department for Transport (DfT) funded business-to-business network promoting travel plans for economic, environmental and social benefit. Through research and practical case studies, NBTN is developing and demonstrating the strong business case for workplace travel planning by evidencing their financial and Corporate Social Responsibility benefits to organisations. The network has over 250 full member organisations including AstraZeneca, BSKyB, BT, E.ON, IBM, Orange and Vodafone.

The recently published 'Delivering a Sustainable Transport System' (November 2008) calls for government to promote travel plans more vigorously to businesses. The research findings highlight travel plan implementation, albeit with varying degrees of success, by local authorities, NHS trusts and academic institutions and to a lesser extent by businesses. However travel plans are far from 'mainstream' in the UK and high profile successes aside, this research indicates that they are often developed on an ad hoc basis without strategic direction and suggests they exist in a policy vacuum, are marginalised, lacking in resources and monitoring and hence are not as effective as they could be. In addition, a recent British Chambers of Commerce (BCC) survey 'The Congestion Question' (November 2008) indicates that only 6% of businesses have travel plans in place whilst advising that the cost of congestion has risen by £5.7 billion pounds to total of £23.2 billion with 98% of businesses describing the road network as important to them including 76% indicating it is essential. Evidence from both these publications, and from NBTN's experience, is that neither the public sector nor private sector is strongly making the connection between their employee travel patterns and road congestion. Moreover, the commute rarely features in carbon accounting measurements despite transport emissions continuing to grow whilst other sectors are stabilising.

NBTN believes the time is now right for increased momentum in travel plan development in both the public and private sector with traditional travel planners working along side fleet managers and business travel managers. NBTN sees part of its role as bringing together the key players in travel and transport matters and making connections which previously had not been made. NBTN's December 2008 Member's Conference was an opportunity for people within the travel planning community to meet those within the travel management industry including travel management company representatives, fleet managers, telepresence experts etc.

Public and private sector have much to gain from reducing employee car use. Economic pressures, fluctuating fuel prices, congestion and their increasing costs to businesses are the key drivers for change. However, the environmental pressures – with 37% of car emissions in the UK being attributed to commuting (24%) and business travel (13%) – are also an important stimulus for change. The Network is researching the development of a carbon accounting and reporting mechanism for its members in an attempt to capture carbon reduction data associated with travel plans whilst boosting their CSR credentials.

NBTN would like to see greater commitment at all levels – from Central and Local Government to businesses and their employees – to reducing car use and its associated impacts. Leadership, direction and sound influencing are required as are the availability of toolkits and other relevant services to support and measure the travel behavioural change required.

APPENDIX 4

SUBMISSIONS FROM INTERESTED PARTIES



WWF for a living planet

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WWF-UK welcomes the STEPS initiative for encouraging sustainable travel within the public sector.

With the economic recession putting pressure on organisations to reduce their travel budgets, there has never been a better time to adopt more sustainable business travel practices. Hopefully, once these changes are in place, they will be long lasting—even after the economy improves.

According to WWF's pyramid of travel priorities, sustainable business travel first questions the need to travel, then seeks the shortest distance and lowest carbon methods of travel—and only then offsets travel emissions as a last resort.

Our recent *Travelling Light* report, which examined the future travel intentions of FTSE 350 companies, shows that there is already a huge appetite for change in business travel practices. Fully 89% of companies intend to fly significantly less within 10 years, with 85% expecting to use more videoconferencing to reduce their flying.

Companies are making these changes for cost reasons but also to reduce their carbon footprint and to improve staff well-being and productivity, by reducing the amount of time spent travelling away from the office and home.

By using videoconferencing to hold more 'virtual meetings' to replace the need to travel, WWF has found that many large companies are saving over £1 million per year in avoided flights and reducing their carbon footprint by several hundred tonnes of CO₂, with videoconferencing facilities paying for themselves within a few months. Such cost and carbon savings are also possible within large public sector organisations, representing a win-win for Government and the planet.

WWF is seeking to work with both the private and public sector to achieve more sustainable business travel by introducing the One in Five Challenge, an initiative to cut 20% of business flights within five years. Our focus is on reducing business flights because these are the single biggest source of CO₂ emissions and expense associated with business travel.

By using more climate-friendly ways of staying connected, such as videoconferencing and rail, we hope that Government will take the lead in demonstrating best practice in its sustainable business travel practices.



INVESTOR IN PEOPLE

President: HRH Princess Alexandra,
the Hon Lady Ogilvy KG, QCVO
Chair: Ed Smith
Chief Executive: David Nussbaum

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The Institute of Travel Management(ITM) – Where Travel sits in a Greener World

Overview

ITM, as the foremost travel and meetings association in Europe, is engaged at the heart of the debate on sustainable travel and meetings within the sector itself and has had some minimal contact with government through TfL, SDC and NBTN. The organisation operates all sustainable travel & meetings activity via its own Project ICARUS (www.icarus.itm.org.uk), an initiative aimed at driving 60% of emissions out of the travel programmes of UK companies by 2050 through networking, best practice guidance, an accreditation programme and supplier innovation awards. The project also addresses other CSR elements, such as traveller stress and duty of care, which have direct links with the emissions debate.

ICARUS Success

Project ICARUS has been recognised internationally as the primary initiative in this area and has forged links with WWF UK and the Professional Services Sustainability Initiative (PSSI) plus over ten other worldwide business travel associations. The majority of stakeholders engage with ICARUS to take advantage of the tools provided, which include remote VC location lists, VC training, guidance on measurement, reducing emissions and changing behaviour. In addition the association creates events to foster discussion and collaboration to overcome hurdles in driving down emissions.

To date, the private sector has engaged at the very top, with companies such as PricewaterhouseCoopers, Barclays and KPMG forging direct links and gaining accreditation from the project. Most private sector companies are working towards engagement but internal approval and driving a true CSR agenda seems to be taking some time. The public sector has briefly engaged, through some initial contact with DEFRA and HMRC, but beyond that there seems little appetite at present to participate in the project. ITM's experience suggests that it is the private sector leading the way on creating sustainable travel programmes, despite government rhetoric that the public sector will show the way.

Barriers to further success

The biggest barrier to the success in driving down emissions to date appears to be that of a single, precise metric for each element of travel and meetings. Companies in the main are behaving like bunnies staring into the headlights of climate change. Despite recommendations by ICARUS that companies unite behind the DEFRA metric, and seek as one to improve it, this appears to be a considerable ongoing barrier. The present economic position, despite reports otherwise, actually appears to be an enabler of change and ITM considers this an opportune moment for government to engage with the project to raise awareness on a greater scale.

An Opportunity Lost?

ITM believes we are at a paradigm shift moment in the interaction behaviour of companies and that travel and meetings activity could be changed forever due to a number of converging factors. The economy, environment, social pressures, technology and other specific travel elements are combining to create a landscape for change. Serious Government interaction with Project ICARUS could drive that change quicker, resulting in reduced travel, reduced costs, reduced emissions, reduce risk to UK travellers and a leading global business interaction model for a truly sustainable future.

Contact Paul Tlstone, ITM Chief Executive on 0208 123 5678 or at paul.tlstone@itm.org.uk for more information

“AROUND THE WORLD IN 40 MINUTES” DWP MILEAGE REVIEW

Background

DWP promote opportunity and independence for all, help individuals achieve their potential through employment and work to end poverty in all its forms.

In 2006/07, DWP staff travelled 67 million miles by road on official business (around 600 miles per person), emitting 22,000 tonnes of CO₂ (6,000 tonnes of carbon). DWP believed it could reduce the need to travel and deliver services to citizens in a more efficient, effective and sustainable way.

Delivering Sustainable Operations

DWP's Permanent Secretary commissioned an independent review of this mileage to ascertain whether and how it would be possible to reduce the total number of road journeys, shift some of the remainder to public transport, shift some of the essential car journeys to more economical and/or sustainable forms of car travel. The review took account of environmental impacts; health, safety and wellbeing of staff; and overall costs.

The review was led by Richard Fountain, DWP Head of Sustainable Development, during the period 22nd January to 30th April 2007. In summary, the findings were:

- Insufficient controls on business travel policy to ensure compliance, leading to unwarranted/inefficient travel. Culture of travel ‘because *that’s how we do business*’. Planning rarely included appraisals for travel impacts or potential mitigations.
- Alternatives to travel (eg VC/JAC) sparse or simply not used, and meetings arranged without regard to impacts (on people, on the environment, or on budgets).
- Two-thirds of mileage was in ‘grey fleet’, a risk to DWP and its staff under ‘duty of care’. Many staff viewed use of their own vehicle as an entitlement and were unwilling to consider alternatives.
- Allocation of official fleet vehicles (particularly PUS cars) failed to challenge and often perversely incentivised driving because of minimum annual mileage requirements. Some staff justified a PUS car on the grounds of perceived need to travel by car and others did not qualify although they were required to drive to fulfil duties.

The review made 41 recommendations. In summary:

- A new Business Travel policy. Simpler and endorsed by Permanent Secretary, with firm statements of expected compliance and continuing improvement. A journey planning hierarchy with grey fleet and air travel as last resort.
- Daily mileage limit for own vehicles to be reduced to 100 miles.
- Annual mileage limit for own vehicles to be reduced to 1,000 miles. Own vehicles were to be used for short journeys (e.g. to and from transport hub). Exceptions only with written permission from minimum UG7 grade and Business Travel Team.
- Meetings to be at a location that minimised travel for all attendees.
- Controls and checks need to be enforced and aligned with travel policy limits and thresholds.
- Travel impacts to be mandated into processes for routine business planning and project or programme activity (ideally through sustainability appraisals).
- A focused campaign on sites with VC to maximise usage. Locally owned VC kit to be corporately owned to facilitate wider use. Sites without VC to be reconsidered.
- PUS car scheme to be revised so that business need, absence of alternative means of travel and frequency of use (rather than mileage) is main criteria for allocation.
- Existing aged fleet to be replaced with low-carbon vehicles. Emphasis to be shifted from reducing total quantity of fleet vehicles to one which encourages essential drivers out of private cars (even if this means an increased official fleet).
- Comprehensive checking of driver and vehicle legal and other supporting documents.

The Trade Union Side were consulted and DWP's Executive Team endorsed the review's recommendations. The policy and measures were launched to staff through a focused set of communications, including intranet campaigns and audio conferences.

Results

Following the review:

- Reduced mileage by 14% (9 million miles) in 2007/08 and emissions by 20% (CO2 by 4.5kT and carbon by 1.2kT). Transfer to rail usage of 5 million miles.
 - Grey fleet miles reduced by 20% from 45 million in 2006/07 to 35.7 million in 2007/08.
 - Early indications (first half year data) of further 5% reduction in total road miles and 15% reduction in grey fleet miles in 2008/09.
 - Fleet replaced with vehicles averaging 134gCO2/km. PUS cars now allocated on need to drive rather than need to travel, and minimum annual mileage limit removed.
 - Audio conferencing usage trebled (4.7 million hours to 13.9 million hours).
 - Video conferencing usage is beginning to increase as new facilities are installed.
- As a result, DWP now has significantly less carbon emissions from road travel, has improved staff work-life balance, reduced health and safety risks, and reduced costs.

Learning from the DWP Experience

The DWP has demonstrated that it is possible to achieve financial efficiencies and sustainable outcomes by changing the way it manages and delivers its services. Other government departments could identify areas where DWP's 'best practice' guidance and policy could be embedded within their own operations and travel policy.

The DWP review and policy could also be used to inform the development of a cross government travel policy, which is recommended in this review.

TRANSPORT SCOTLAND TRAVEL PLAN 2007-2009

Background

Transport Scotland (TS) is the national transport agency for Scotland. It is an executive agency directly accountable to Scottish Ministers and is part of the Scottish Government's (SG) Economy Directorate.

Delivering Sustainable Operations

The travel plan has been developed to identify the impacts of Transport Scotland staff, both on the commute and business travel, and put in place measures that will help to achieve smarter working and a reduction in carbon emissions.

The plan is a landmark project, in that it is the UK's 1st 'carbon-focused' travel plan. The overarching goal is to measure, monitor and minimise the greenhouse gas emissions arising from travel by Transport Scotland employees.

The key objectives of the travel plan are to:

- reduce the need to travel, both in terms of the commute and business travel
- increase awareness among staff of travel choices and their implications
- ensure that staff and visitors with mobility problems have their needs fully taken into account in travel policy and decision making
- ensure that safety and security issues are taken into account
- facilitate and promote more active, less polluting modes of travel
- reduce car use, in particular single occupancy car journeys by commuting staff and business travel
- maximise the efficiency of the fleet
- increase the percentage share of sustainable forms of transport for commuting and essential official business

Results

Transport Scotland have established a set of targets that include: cutting emissions from commuter car journeys by 10 per cent, equivalent to five staff leaving their cars at home and switching to rail; reducing rail travel between Edinburgh and Glasgow by 20 per cent, the equivalent to each employee reconsidering four journeys every year; and reducing Scotland-London air journeys by 20 per cent, equivalent to cutting 34 return trips.

Learning from Transport Scotland's Experience

The Transport Scotland travel plan demonstrates that large public sector organisations can identify the travel patterns of their staff both on the commute and business travel, capture the resulting carbon emissions and develop a strategy to reduce overall emissions from travel. The travel plan is a best practice template that departments in England could replicate.

BT WORKSTYLE PROJECT

Background

BT is one of the world's leading providers of communications solutions, serving customers in Europe, the Americas and Asia Pacific with local, national and international telecommunications services, internet products and services.

A total of 89,500 employees are involved in the BT Workstyle Project with approximately 1,500 employees wishing to switch from office to home working each year.

Delivering Sustainable Operations

The Workstyle Project supports a wide range of workspaces and ways of working including;

- home working
- local working – relocating to BT premises nearer to home
- job sharing
- teleconferencing coupled with a business travel reduction policy
- internal car sharing scheme
- staff shuttles to sites in close proximity to transport hubs.

BT's buildings are equipped with hot desks and touchdown areas where employees can connect to BT's corporate network and home-based employees use BT iDesk platform to access the same systems. Home workers are also provided with desks, chairs, monitors and keyboards to create a suitable working environment.

Results

BT has created a remote and flexible working environment which has reduced operating costs, improved productivity and minimised environmental impacts. The annual cost to support an office based worker in London is £18,000 per annum whereas the costs for a home worker are less than £3,000 per annum.

The Workstyle Project has reduced the need for staff to commute and has resulted in 7.5 million kg of CO₂ being avoided. The use of teleconferencing has eliminated 859,784 meetings per year, reducing business travel by 20% between 2006 and 2008, and saving £135 million in travel costs.

BT has also experienced a number of other benefits including home workers taking 63 per cent less sick leave than their office based counterparts, a reduction in absenteeism to 3.1% (the national average is 8.5%) and 99 per cent of women returning after maternity leave (the national average is 47%).

Learning from the BT Experience

Some departments have adopted flexible and remote working but there is little evidence to suggest that the financial, productivity and sustainable benefits of new ways of working are being accounted for across the government estate. The business case that BT has developed for the Workstyle project could be replicated by departments to evidence the business benefits of sustainable operations and travel – and drive the adoption of smarter working practices.

Sources

http://www2.bt.com/statelife/media/pdf/campaigns/consumer_goods/bt%20workstyle_cs.pdf

<http://www.nbin.org.uk/downloads/casestudies/nbin-casestudy-bt.pdf>

DUTY OF CARE - WAITROSE

Background

Waitrose is the supermarket division of the British retailer John Lewis. The company differentiates itself from competitors by offering high quality food and customer service. Planet Wise delivers health and safety travel consultancy, structured training programmes and professional support on behalf of Waitrose.

In the summer of 2007 a Waitrose Board Director asked a simple question: "Are our overseas travellers as safe, prepared and supported as possible?" The simple answer was no, therefore leaving the organisation at risk of potential litigation and damage to its reputation. As an employer, Waitrose needs to be able to, and be seen to be doing, the right thing in protecting staff when travelling – both in the UK and overseas.

The introduction of the Corporate Manslaughter Act and existing Duty of Care legislation provided a stimulus for action.

Delivering Sustainable Operations

Waitrose consulted Planet Wise to help minimise its corporate risk from business travel through the development of a travel safety policy. The travel safety policy, implemented in early 2008 replicates the requirements of the Health and Safety at Work Act: namely, have a policy; provide risk assessments; train staff and ensure a robust audit trail.

To ensure acceptance and compliance, Planet Wise delivered day long training courses for all overseas travellers. The programmes concentrated on: Company Support and Administration, Attitude and Culture, Personal Safety, Transportation and Safety, Health and Hygiene and finally Data Security.

Results

After some initial scepticism and a reluctance to attend the training courses, the policy has proved popular with staff and ensured Waitrose delivers the requirements of the Health and Safety at Work Act.

Learning from the Waitrose Experience

The review has found little evidence to suggest that government departments' are mirroring the requirements of the Health and Safety at Work Act when staff are travelling on business. Government can learn lessons from the Waitrose's experience and develop a cross government travel safety policy that delivers Duty of Care commitments, engages staff and improves traveller compliance.

For further information contact Mark Hide, Planet Wise. (mhide@planetwise.biz)

BUYING SOLUTIONS – TRAVEL MANAGEMENT INFORMATION CASE STUDY

Background

Buying Solutions is an executive agency of the Office of Government Commerce within HM Treasury. Buying Solutions provides a professional procurement service to the public sector, to enable organisations to obtain better value for money in their commercial activities. One of Buying Solutions categories is travel, and the agency manages contracts providing a range of travel booking services to some 250 public sector organisations.

Buying Solutions wanted to explore how management information (MI) could be better used to monitor the carbon footprint of business travel.

Delivering Sustainable Operations

The agency has established a database system to consolidate all its travel MI. The database can be interrogated to give information such as:

- The overall distances travelled and the carbon footprint of the agency, for different modes of transport, and how this is changing over time.
- The carbon footprint of different teams (cost centres) and of individuals, broken down by different modes of transport.
- Carbon emitted from road travel (hire car, taxi, grey fleet) for the specific purposes of SOGE reporting.

Buying Solutions is exploring how best to use this information to improve travel behaviours. MI on the organisation as a whole, and on each team, is reported on the intranet – enabling teams to compare their travel behaviours to that of their colleagues. Teams – and individuals – with high carbon footprints can now be identified, and encouraged to consider their travel behaviours.

How does the system work?

Buying Solutions has in place central contracts for rail, air, hire car and taxis, which staff are required to use. MI on these modes of travel is obtained from the booking service providers. In addition, MI on personal car usage ('grey fleet') is extracted from T&S claim information held in the Finance system.

Details of modes of transport used and distances travelled are converted, using Defra green house gas conversion factors, into CO₂ emissions for each journey. The MI is then consolidated into a single database. In establishing the system, Buying Solutions has had to overcome a number of challenges, including:

- Different MI data formats from different booking providers, and the Finance system
- Identification and 'cleansing' of any duplicate and/or erroneous data
- Attributing travel to specific cost centres and/or individuals

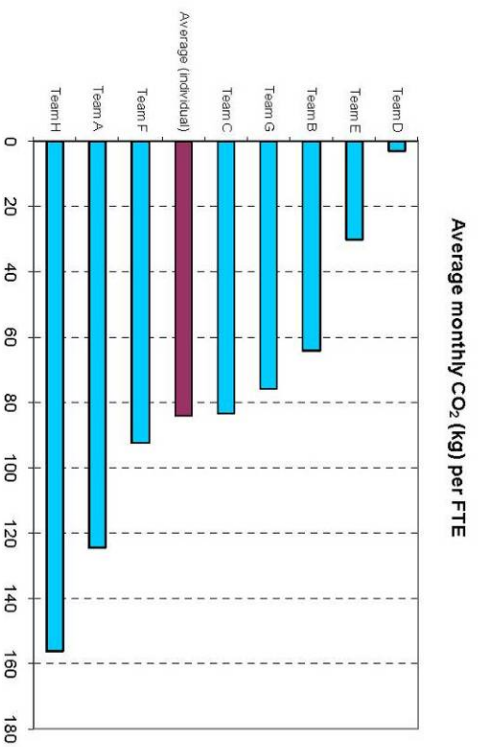
There are also ways in which the system could be improved. For example, there is no MI on 'maverick' travel (outside the central contracts), and no data on black-cabs or tube travel. Another issue is that interim managers have not booked their travel through the central contracts.

Results

With the new system in place, Buying Solutions now has a much more accurate and comprehensive picture of its staff travel, and is using this to begin to change travel behaviour.

COST CENTRE	CO2 (kg)	Mileage - total	Mileage %rail	Mileage %air	Mileage %road	FTE	Monthly CO2 per FTE (kg)	Monthly mileage per FTE
Team H	13717	63766	49	17	34	10	156	726
Team A	10148	42184	44	6	50	9	124	517
Team F	18294	89909	54	33	13	22	92	454
Team C	3131	17718	67	10	23	4	83	472
Team G	9912	34902	17	66	17	15	76	267
Team B	5211	21625	38	28	34	9	64	267
Team E	542	2167	33	50	17	2	30	120
Team D	208	801	23	77	0	7	3	12

Sample Results (for the period April to December 2008)



Learning from Buying Solutions Experience

The review has highlighted that departments' find it difficult to provide information on the total cost of travel and carbon emissions. The Buying Solutions travel database is a management system that addresses some of these concerns. The database has the potential to be developed further and could then be rolled out across the government estate.

CAMBRIDGE UNIVERSITY HOSPITALS NHS FOUNDATION TRUST

Background

Cambridge University Hospitals is regarded as one of the foremost university teaching hospitals in the United Kingdom. This case study provides an overview of the Cambridge University Hospitals NHS Foundation Trust's travel plan.

Delivering Sustainable Operations

The travel plan aims to encourage and enable staff, patients and visitors to travel to the hospital site by means other than car wherever possible;

The key objectives of the travel plan are to:

- improve travel choices making them safe and accessible to all
- reduce traffic onto the site
- reduce demand for car parking so to reduce traffic congestion on the campus and the surrounding road network
- encourage healthy transport options
- reduce the hospitals environmental impact and carbon emissions.

Results

In 2007, there were over 18,000 return trips made to and from the hospital campus each day. The travel plan has helped to reduce the number of staff travelling to the site by single occupancy car journeys from 50% in 2000 to 34% in 2007. Patients and visitors who travel by car have decreased from 92% in 2002, to 85% in 2007.

The travel plan owes its success to key factors including: commitment by the board, strong leadership in introducing car park management, ring-fencing income from car parks, union support, and effective communication with staff, patients and visitors.

Learning from Cambridge University Hospitals NHS Foundation Trust's Experience

The review found that the majority of government departments are unaware of the commuting patterns of staff, or visitors and suppliers travel to and from their sites. The Cambridge University Hospital travel plan demonstrates that it is possible to identify the travel patterns of staff, patients and visitors and then use this information to influence travel choices.

The NHS Carbon reduction strategy, Saving Carbon, Improving Health, is seeking to reduce the carbon impact of travel associated with NHS operations and improve the health and wellbeing of staff and citizens. Government could engage with the NHS Sustainable Development Unit to examine how the NHS is seeking to manage travel associated its operations, measure carbon emissions and influence staff, visitors, patients and suppliers.

Source: Saving Carbon, Improving Health, NHS Carbon Reduction Strategy for England, January 2009

GOVERNMENT CAR AND DISPATCH AGENCY - ON TARGET FOR FLEET CO₂ EMISSIONS REDUCTION

Background

Government Cars and Government Mail are the Government's own services for moving people and documents safely and reliably throughout the UK. The Government Car and Dispatch Agency (GCDA) assists Government departments and the wider public sector achieve efficiencies and savings by providing these services directly.

Delivering Sustainable Operations

The GCDA recognised that by improving the efficiency of its fleet through the adoption of lower carbon vehicles and offering driver training it could reduce costs and carbon emissions, and minimise the risk of injury to its staff and other road users.

GCDA keeps management information regarding accidents and fuel consumption, and the team has reviewed information on driver habits and policies on driver training to improve environmental performance and road safety. All GCDA drivers are IAM qualified and are trained to carry out daily checks on their vehicles including oil levels and tyre pressure. Drivers generating abnormal fuel consumption figures are interviewed by the Fleet Manager and, in certain cases, retake their driver training course.

In addition to driver training, sophisticated booking and despatch software has given the GCDA the ability to visualise the fleet on the road, and together with improved operational data, this has enabled more effective shift planning and allocation of jobs.

Results

An incentive programme offered to departmental private offices to migrate from petrol cars to hybrid vehicles has massively increased the number of hybrid vehicles on the ministerial fleet and contributed to a reduction of average tailpipe emissions from 232.03g CO₂/km in 2005 to 136.82g CO₂/km in 2008.

In January 2005 the ministerial fleet consisted of 77% petrol, 13% diesel and 10% hybrid/LPG vehicles however, by March 2008 the figures were 16%, 24% and 60% respectively, further improved by December 2008 to 10%, 22% and 67%. The new fleet vehicles purchased are already below the 130g CO₂/km target for new cars four years early.

As a result of the new booking and despatch software and improved data for planning shifts and operations, the average mileage per vehicle dropped by 3%.

The GCDA has taken the lead in government departments in respect to reducing fleet CO₂ emissions. In response to the Sustainable Development Commission report in March 2008, the Cabinet Office highlighted the Agency as an example of best practice. Not only is the Agency minimising its carbon emissions as much as is practically possible, but it is now offsetting the difference using the Government Carbon Offsetting Scheme.

Learning from GCDA's Experience

GCDA has taken a holistic approach to fleet management and driver training and put in place the management information systems to ensure fleet and driver performance is measured and monitored on a continual basis.

The review has found little evidence to suggest that government departments are managing their vehicles to a set standard, or hold management information on fleet make up, fuel consumption or number of collisions. The management information systems used and policies implemented by the GCDA could be adopted by departments to improve the management of their fleets. The GCDA fleet management policy could also be used to develop a government wide fleet policy.

For more information on fleet management services or driver training please contact the GCDA on 020 7217 3849 or email information@gcda.gsi.gov.uk

APPENDIX 6

SUSTAINABLE DEVELOPMENT IN GOVERNMENT RETURN DATA REVIEW

INTRODUCTION

Aim

To compare departments average carbon dioxide emissions per mile for road vehicles in 2006/07 and 2007/08 with Defra's Guidelines to greenhouse gas (GHG) conversion factors for company reporting (2008)

Data Source

The Sustainable Development Commission. Sustainable Development in Government Return

Methodology

Road

We took the total carbon emissions (ERo) for a department and divided this by mileage (DRo) to ascertain the average carbon dioxide emitted per mile (AvRo).

$$\frac{ERo}{DRo} = AvRo$$

ROAD TRAVEL

Department	Mileage		Total carbon dioxide emitted		Average kg carbon dioxide emitted per mile	
	2006/07 Mileage	2007/08 Mileage	Carbon dioxide emitted in 2006/07 (Kg of carbon dioxide)	Carbon dioxide emitted in 2007/08 (Kg of carbon dioxide)	Average kg carbon dioxide emitted per mile in 2006/07	Average kg carbon dioxide emitted per mile in 2007/08
BERR	2,049,417	2,486,191	1,063,000	826,000	0.5187	0.3322
CLG	11,344,955	11,767,586	4,836,110	3,812,130	0.4263	0.3240
CO	NK	85,430	34,620	34,620	0.0000	0.4052
DCSF	3,256,689	1,575,421	1,272,000	1,479,000	0.3906	0.9388
DCMS	11,199,947	140,328	57,310	47,390	0.0051	0.3377
DEFRA	73,965,021	66,650,832	25,196,300	21,978,000	0.3407	0.3297
DFID	99,908	70,040	18,000	14,000	0.1802	0.1999
DTI	33,830,028	29,756,826	11,395,430	9,748,070	0.3368	0.3276
DWP	77,241,907	65,251,508	21,323,060	20,082,600	0.2761	0.3078
DH	1,836,519	1,764,170	636,820	553,270	0.3468	0.3136
ECGD	32,760	27,280	26,360	7,240	0.8046	0.2654
FSA	314,077	288,833	100,950	100,370	0.3214	0.3475
FCO	877,146	708,581	301,740	259,740	0.3440	0.3666
FC	9,445,292	9,047,115	2,959,000	3,034,000	0.3133	0.3354
HMRC	67,927,316	69,089,909	26,658,450	21,827,180	0.3925	0.3159
HMT*	555,639	518,954	258,600	150,700	0.4654	0.2904
HO	33,891,381	19,356,942	6,402,000	6,360,000	0.1889	0.3286
LOD	6,584,784	5,831,828	2,552,420	1,927,930	0.3876	0.3306
MOD	160,000,000	174,661,000	46,249,000	43,700,000	0.2891	0.2502
MOJ	NK	29,404,534	11,533,000	9,789,700	0.0000	0.3329
ONS	7,981,594	8,661,714	2,911,000	3,030,000	0.3647	0.3498
Pan-Gov	531,924,344	497,145,022	165,785,170	148,761,940	0.3117	0.2992

* Includes Royal Mint

Source: Information provided by the Sustainable Development Commission

Findings

We expected to find that departments' carbon dioxide emissions per mile would be in the range of 0.2435 kg CO₂ per mile (the lowest emission factor representing a small diesel car up to 1.7 litres) to 0.4760 kg CO₂ (the highest emission factor representing a large petrol car above 2.0 litres). The average car emissions factor is 0.3286 kg CO₂ per mile.

Carbon dioxide emissions figures per mile varied widely between departments. The lowest carbon dioxide emissions figure was 0.0051 kg CO₂ per mile in 2006/07 at DCMS. The highest carbon dioxide emissions figure was 0.9388 kg CO₂ per mile in 2007/08 at DCSF.

We found that calculations from departments including Defra and DfT were in line with expectations. However, the analysis highlighted a number of anomalies. For example the data returns from DCSF, HMRC and MOD were outside of our expectations.

DEPARTMENT FOR TRANSPORT

Department	Mileage		Total carbon dioxide		Average kg carbon dioxide	
	2006/07 Mileage	2007/08 Mileage	Carbon dioxide emitted in 2006/07 (Kg of carbon dioxide)	Carbon dioxide emitted in 2007/08 (Kg of carbon dioxide)	Average kg carbon dioxide emitted per mile in 2006/07	Average kg carbon dioxide emitted per mile in 2007/08
DfT	33,830,028	29,756,826	11,395,430	9,748,070	0.3368	0.3276

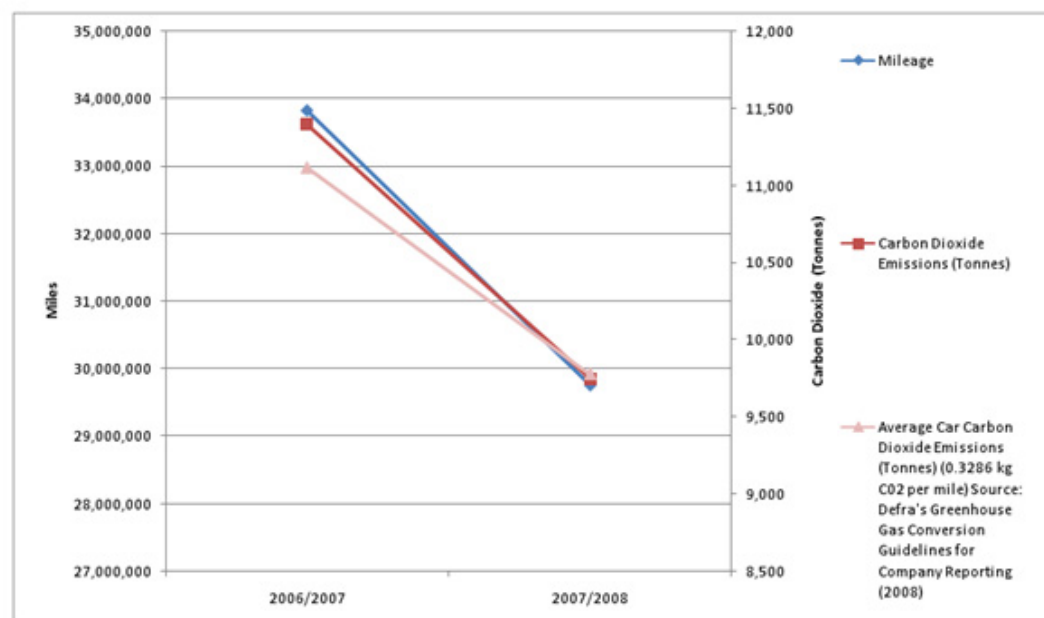
Source: Information provided by the Sustainable Development Commission

Summary

The Department for Transport reported a 12% decrease in mileage between 2006/07 and 2007/08 and a 14% reduction in carbon dioxide emission.

The carbon dioxide emitted per mile figure for 2006/07 was 0.3368 kg CO₂ per mile. The carbon dioxide emitted per mile figure for 2007/08 was 0.3276 kg CO₂ per mile.

DfT's figures are in the range we expected using Defra's Greenhouse Gas Conversion Factors for Company Reporting (2008)



DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS

Department	Mileage		Total carbon dioxide		Average kg carbon dioxide	
	2006/07 Mileage	2007/08 Mileage	Carbon dioxide emitted in 2006/07 (Kg of carbon dioxide)	Carbon dioxide emitted in 2007/08 (Kg of carbon dioxide)	Average kg carbon dioxide emitted per mile in 2006/07	Average kg carbon dioxide emitted per mile in 2007/08
DEFRA	73,965,021	66,650,832	25,196,300	21,978,000	0.3407	0.3297

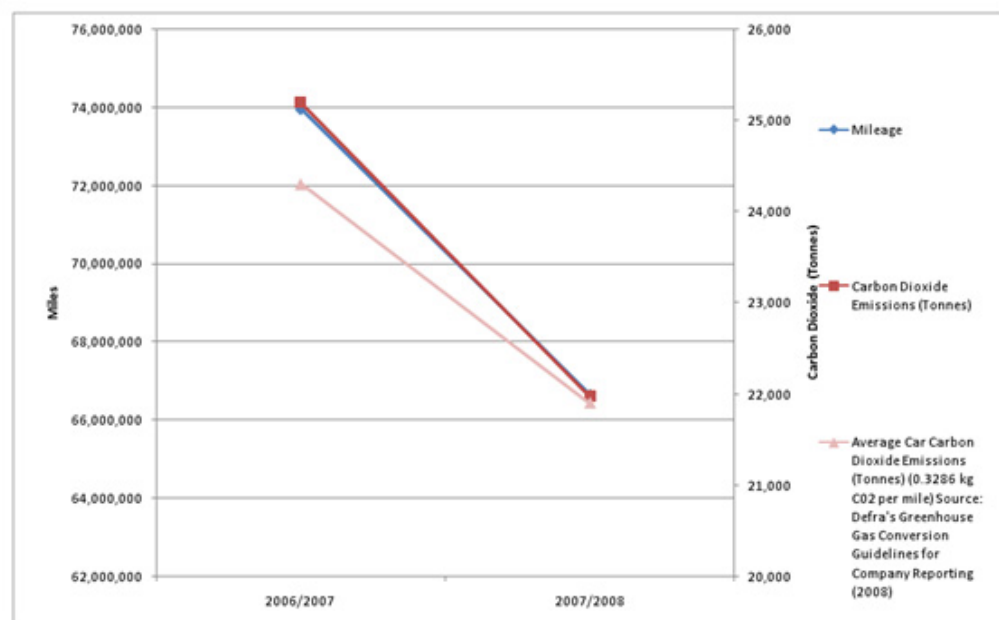
Source: Information provided by the Sustainable Development Commission

Summary

The Department for Environment, Food and Rural Affairs reported a decrease in mileage between 2006/07 and 2007/08 of 9.8%, and a reduction in carbon emissions of 12%.

The carbon dioxide emitted per mile figure for 2006/07 was 0.3407 kg CO₂ per mile. The carbon dioxide emitted per mile figure for 2007/08 was 0.3297 kg CO₂ per mile

Defra's figures are in the range we expected using Defra's Greenhouse Gas Conversion Factors for Company Reporting (2008)



MINISTRY OF DEFENCE

Department	Mileage		Total carbon dioxide		Average kg carbon dioxide	
	2006/07 Mileage	2007/08 Mileage	Carbon dioxide emitted in 2006/07 (Kg of carbon dioxide)	Carbon dioxide emitted in 2007/08 (Kg of carbon dioxide)	Average kg carbon dioxide emitted per mile in 2006/07	Average kg carbon dioxide emitted per mile in 2007/08
MOD	160,000,000	174,661,000	46,249,000	43,700,000	0.2891	0.2502

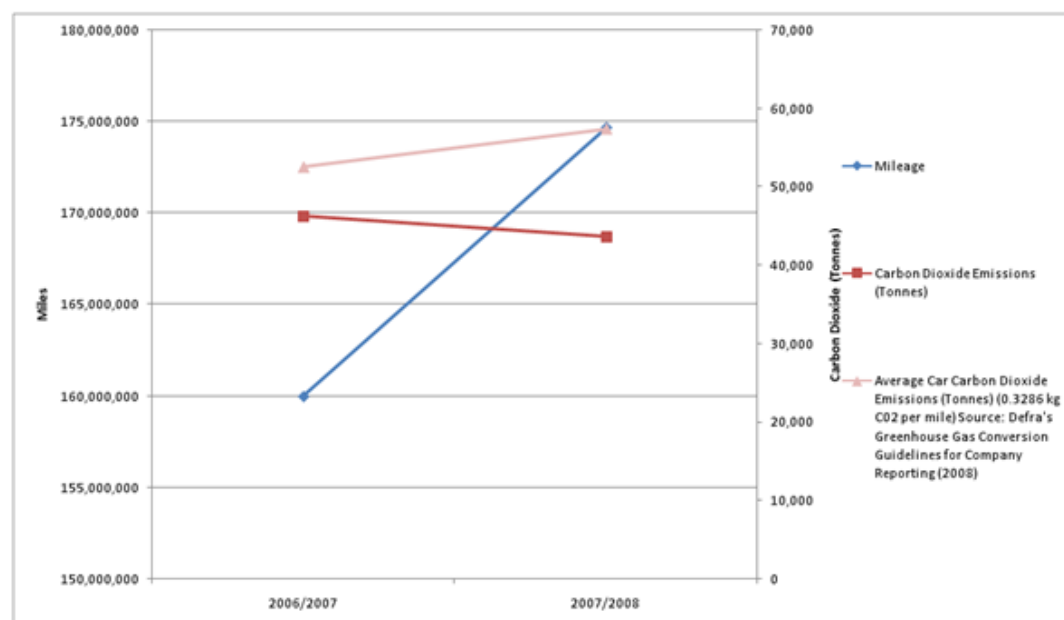
Source: Information provided by the Sustainable Development Commission

Summary

The Ministry of Defence reported an increase in mileage between 2006/07 and 2007/08 of 9%. The Department reported a decrease in carbon dioxide emissions of 5.5% between 2006/07 and 2007/08.

The carbon dioxide emitted in 2006/07 was 0.2891 kg CO₂ per mile. The CO₂ emitted in 2007/08 was 0.2502 kg CO₂ per mile.

The MOD's figures are not in line with our expectations using Defra's Greenhouse Gas Conversion Factors for Company Reporting (2008)



DEPARTMENT FOR CHILDREN, SCHOOLS AND FAMILIES

Department	Mileage		Total carbon dioxide		Average kg carbon dioxide	
	2006/07 Mileage	2007/08 Mileage	Carbon dioxide emitted in 2006/07 (Kg of carbon dioxide)	Carbon dioxide emitted in 2007/08 (Kg of carbon dioxide)	Average kg carbon dioxide emitted per mile in 2006/07	Average kg carbon dioxide emitted per mile in 2007/08
DCSF	3,256,689	1,575,421	1,272,000	1,479,000	0.3906	0.9388

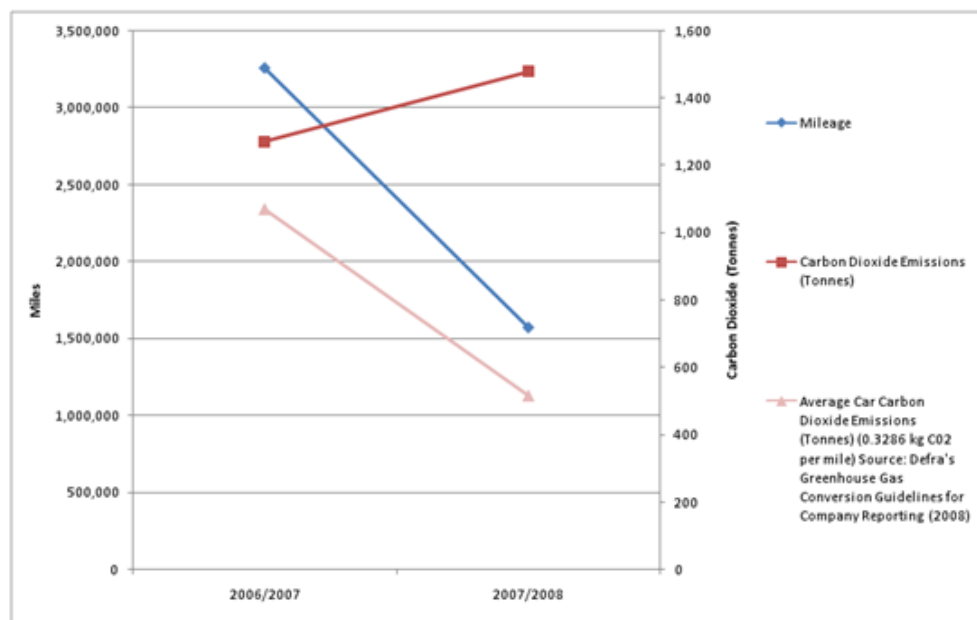
Source: Information provided by the Sustainable Development Commission

Summary

The Department for Children, Schools and Families reported a decrease in mileage between 2006/07 and 2007/08 of 51% and reported a 16% increase in carbon dioxide emissions.

The carbon dioxide emitted figure for 2006/07 was 0.3906 kg CO₂ per mile. The carbon dioxide emitted per mile figure for 2007/08 was 0.9388 kg CO₂ per mile.

The DCSF figures are not in line with our expectations using Defra's Greenhouse Gas Conversion Factors for Company Reporting (2008)



HM REVENUE AND CUSTOMS

Department	Mileage		Total carbon dioxide		Average kg carbon dioxide	
	2006/07 Mileage	2007/08 Mileage	Carbon dioxide emitted in 2006/07 (Kg of carbon dioxide)	Carbon dioxide emitted in 2007/08 (Kg of carbon dioxide)	Average kg carbon dioxide emitted per mile in 2006/07	Average kg carbon dioxide emitted per mile in 2007/08
HMRC	67,927,316	69,089,909	26,658,450	21,827,180	0.3925	0.3159

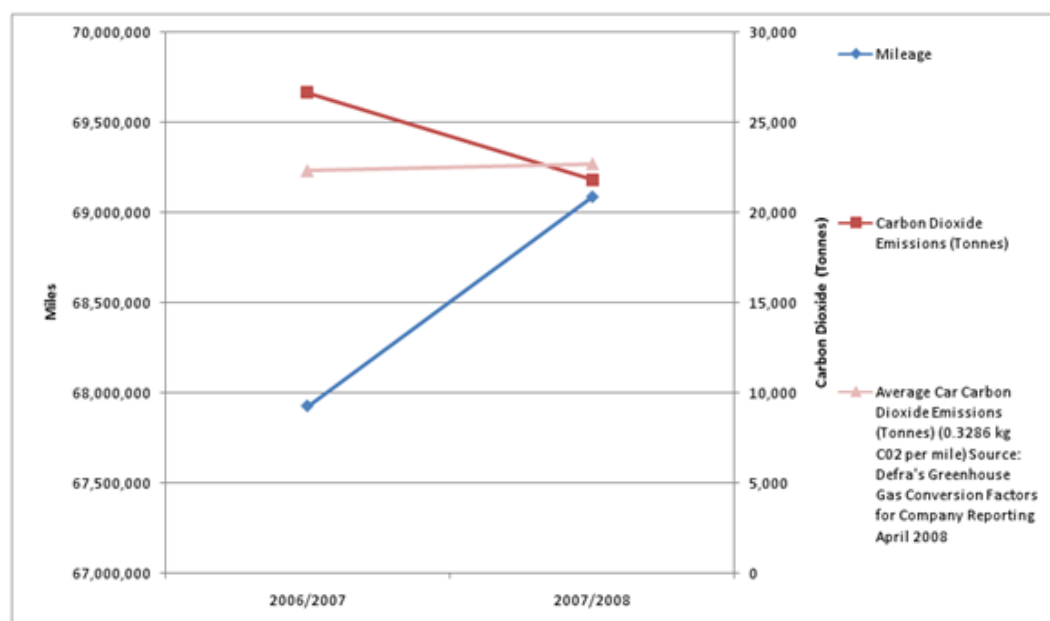
Source: Information provided by the Sustainable Development Commission

Summary

HM Revenue and Customs reported an increase in mileage between 2006/07 and 2007/08 of 1.7% and reported a 18% decrease in carbon dioxide emissions.

The carbon dioxide emitted figure for 2006/07 was 0.3925 kg CO₂ per mile. The carbon dioxide emitted figure for 2007/08 was 0.3159 kg CO₂ per mile.

HMRC's figures in 2006/2007 were not in line with our expectations. However, the dataset for 2007/2008 is in the range that we expected using Defra's Greenhouse Gas Conversion Factors for Company Reporting (2008)



STEPS – Stakeholder Seminar

Introduction

Stakeholders from the public, private and third sector were invited to participate in the STEPS seminar at Church House Conference Centre, London on Thursday 5th March 2009. Representatives from procurement, human resources, IT, sustainable development, estates, travel supplier and travel managers gathered to share thoughts on how government could deliver sustainable operations and travel.

Governance and Leadership

The attendees were not aware of government's vision for sustainable operations and travel, and it was felt that different policies and targets across the public sector led to confusion.

It was suggested that there was a lack of ownership for sustainable travel. It was unclear which departments were responsible for the sustainable travel objectives and monitoring performance. This resulted in a lack of senior level support for sustainable travel in departments.

Ownership for sustainable travel was spread between different business areas/units and it was felt that government was not leading by example. To improve performance, government needed to communicate sustainable travel, policy, objectives and targets more effectively to stakeholders.

Attendees felt that it was important for government to be clear which department owned sustainable travel policy and was responsible for delivery. This would lead to greater support from senior officials in departments.

Setting Targets or Performance Measures

It was suggested that performance measures for sustainable operations and travel would include: reducing the amount of travel undertaken; reducing carbon emissions; choosing low carbon modes of transport; procuring services from a low carbon supply chain; making travel safer, cleaner and healthier; and that there would be performance measures at a central level to chart progress

It was felt that targets or performance measures would need to take account of individual departments unique set of circumstances and that they should be both prescriptive and flexible, allowing for exceptions depending on the nature of the business. Attendees believed the targets or performance measures should; inform staff why travel is important; allow progress to be monitored and performance reported on a regular basis; and there should be consequences if targets were not achieved.

The performance measures for government should be developed following a review of the private sectors experiences. The targets should aim to mirror or exceed private sector targets to demonstrate that government is committed to sustainable travel and leading by example.

A number of attendees were concerned with inconsistent management information and reporting between departments. There was also a need for a standard set of indicators to benchmark and compare performance. Where there are targets (mainly on vehicles), attendees were unsure where they had originated from or what they were trying to achieve. It was suggested that in the

future it would be important to set targets that were easy to understand, that they should be carbon based, cover all modes of travel and have clear ownership and reporting structures.

Delivering Sustainable Operations and Travel

Attendees were unclear of the meaning of sustainable travel and how government was measuring its performance. It was felt sustainable travel principles was not embedded in current operations, and senior officials, line managers and travellers needed to be more fully engaged to ensure action. A number of attendees also expressed concern some departments were are shifting from car travel to air travel in order to meet their SOGE targets.

A cross government travel policy was seen as a useful tool to communicate the sustainable travel to stakeholders and ensure consistency in departmental policies.

Supplier Engagement

It was suggested that suppliers should be involved in discussions on targets/performance measures at an early stage so they could assist government reporting.

Suppliers were viewed as part of the solution. However, it was important for government to guide the supply chain on measurement/indicators and reporting.

Influencing Traveller Behaviour

Attendees felt it was essential that staff were actively engaged and the reasons/benefits of sustainable travel needed to be communicated clearly. Government could incentivise behaviour through monetary or non monetary rewards.

Travellers, line managers, senior officials and suppliers all had a role to play in changing traveller behaviour and needed to work together. The supply chain also needed to be incentivised to encourage staff to avoid travel or choose low carbon options.

Fleet Management

The attendees discussed whether private vehicles should be allowed to be used on government business as they were less efficient (in terms of both costs and carbon). There were advantages to using private vehicles and an outright ban was not seen as a realistic solution. However, government should set minimum standards for private vehicles and ensure they were only used in certain circumstances.

It was felt there was an inbuilt element of profit in approved mileage allowance payments (AMAPs) rates. This encouraged the use of private car and perhaps unnecessary car mileage. There was therefore an inbuilt incentive to use a private vehicle rather than the Private Use Scheme/Acquired Car Scheme.

It was felt that staff preferred to drive their own car with safety often cited as a key reason.

There was uncertainty as to which department was responsible for the procurement, allocation and use of vehicles across government. Attendees were unaware of minimum standards and mandatory fleet management policies.



It was felt that government should design its estate and explore different working practices to reduce car commuting and business travel. Travel plans and car sharing could be used assist government reduce single occupancy vehicle commuting and encourage flexible working.

Quick Wins and First Steps

Attendees suggested a number of quick wins and first steps.

Travel Budget

The attendees proposed a reduction in the travel budgets.

Government Vision and Travel Strategy

Government needed to develop a clear vision for sustainable operations and travel and then communicate this across departments. As part of this process, it was recommended government should develop a sustainable travel strategy and policy.

Travel policy and contracts should be mandated with consequences for staff who do not follow procedures

Ownership

Sustainable operations and travel needed clear leadership – and a central government champion and departmental leaders would encourage action. The appointed person would have responsibility for all forms of travel and have access to management information systems from finance, estates, HR and procurement.

Flexible Working and Infrastructure

Attendees called for the greater use of flexible/remote working. Government could establish central or localised office hubs in suburbs or at transport hubs. BT was noted as an example of best practice.

Attendees felt improvements to infrastructure would be required to facilitate flexible working. As part of these improvements, video-conferencing technology should be accessible to all.

Staff Induction

As part of the induction process, staff should be presented with a travel policy, be given the number for conference call facilities and trained on videoconferencing.



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