

Ofsted's Sustainable Development Action Plan

2008-2009

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1 FOREWORD

Christine Gilbert,
Her Majesty's Chief Inspector



It is with great pleasure that I present Ofsted's sustainable development action plan. This plan is part of the overall UK sustainable development strategy, *Securing the Future*, and it demonstrates Ofsted's departmental contribution to the government's public sector objectives.

In preparing this action plan we have taken into account the government's sustainable development priorities, while also closely following the guidance set out by the Sustainable Development Commission in *Driving Change*.

This action plan for 2008-09 aims to build upon sustainable development work that Ofsted has been pursuing over the last year, setting ambitious but achievable new targets that we will report against annually, and that will inform the way we integrate sustainable development into our core business activities in the future.

By embedding sustainable development into every aspect of our work, through our corporate and service planning, we will become a more efficient and effective organisation which can make a more valuable contribution to local communities and society at large.

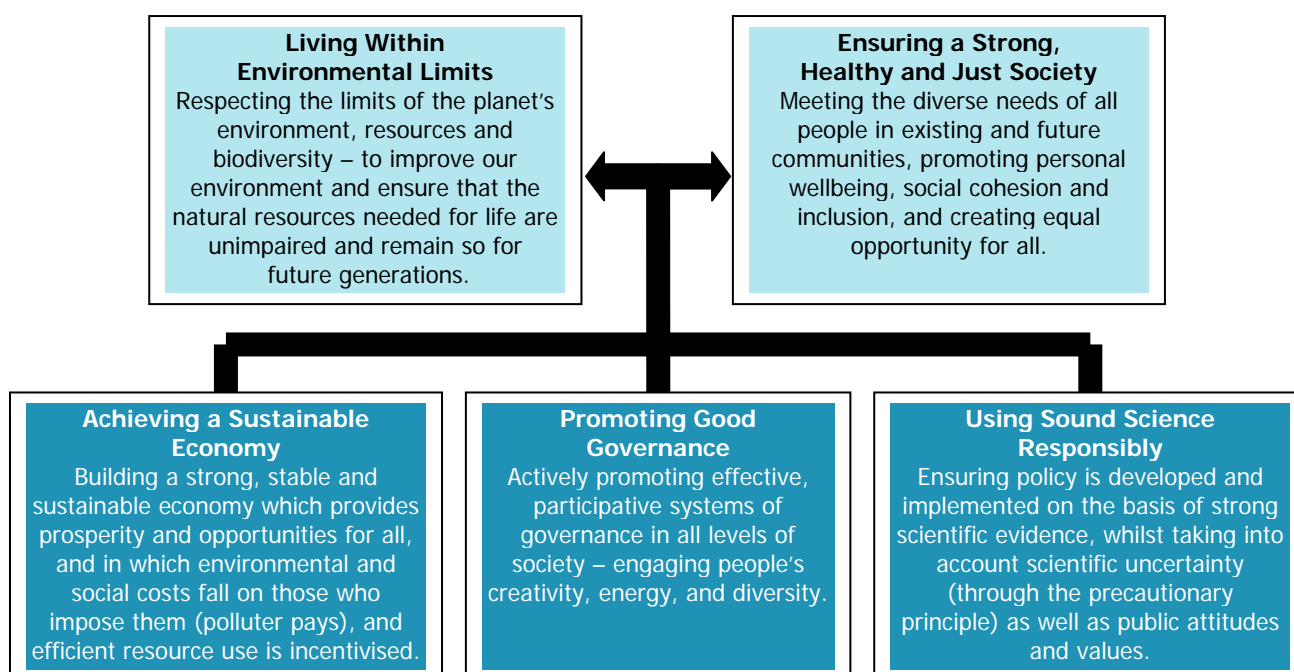
A handwritten signature in black ink that reads "Christine Gilbert". Below the signature is a horizontal line.

Christine Gilbert

2 INTRODUCTION

2.1 WHAT IS SUSTAINABLE DEVELOPMENT?

- 2.1.1 In March 2005 the then Prime Minister launched the UK government's sustainable development strategy called *Securing the Future* responding to increasing concerns over climate change, unsustainable consumption, loss of natural resources and quality of life in communities. All government departments made a commitment to produce a Sustainable Development Action Plan (SDAP) based on the strategy.
- 2.1.2 *Securing the Future (2005)* sets out five key principles laid down in the strategy and these continue to provide the basis for sustainable development (SD) policy in the UK: These principles are:



2.2 WHAT DOES SUSTAINABLE DEVELOPMENT MEAN FOR OFSTED?

- 2.2.1 Although Ofsted is a small department, we are working to meet the government's aims towards sustainability. Specifically, we will do the following to address the strategic principles:
- **Living within environmental limits** – we will develop a travel policy to determine when, where, why and how our staff should be travelling for business reasons, and we will promote the use of public transport, low emission cars and cycling alternatives. We will assess and monitor the energy consumption and carbon dioxide emissions of our buildings with a view to bringing about future reductions.

- **Ensuring a strong, healthy and just society** – we will meet the diverse needs of our staff, and promote personal wellbeing, social cohesion and inclusion, and create opportunities for staff and users of the services we inspect and regulate.
- **Achieving a sustainable economy** – we will take measures where possible to reduce our consumption of energy and water resources and eliminate unnecessary wastage.
- **Promoting good governance** – sustainability will become a core consideration in Ofsted's decision making, with staff at all levels informed as to its importance and provided with opportunities to contribute and engage in SD.
- **Using sound science responsibly** – Ofsted will follow the changing debate around sustainable development amongst policy makers and the public when developing SD policies.

2.2.2 Based on the above, the Government has also set out four shared priorities which stem from the above principles and in common with a number of other Departments we have based our plan on these, which are:

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

3 DELIVERING THE PRIORITIES

3.1 OFSTED AND SUSTAINABLE DEVELOPMENT: our strategic priorities and areas for improvement

- 3.1.1 Our first strategic plan, 2007-2010 confirms that we intend to ensure that the values and principles of sustainable development are embedded in our organisational culture and our work.
- 3.1.2 Ofsted's core business is inspecting and regulating services for children, young people and learners of all ages in order to raise standards and improve lives. Although we assess providers' services against the five Every Child Matters outcomes, at present we do not assess how schools, colleges and other providers use resources and promote sustainable development as part of our standard inspection and regulatory work.
- 3.1.3 However, Ofsted has been pro-active through thematic surveys in identifying and disseminating good practice. We are also seeking to exemplify how SD might be woven into our expectations of those we inspect in a thematic way and through a proportionate emphasis in our revised inspection evaluation schedule.
- 3.1.4 By implementing and embedding sustainable development principles in the way we do business in all areas of our work, we will make a valuable contribution to local communities and society at large.
- 3.1.5 This Sustainable Development Action Plan for Ofsted therefore supports our strategic plan and sets out how we intend to strengthen our work in this area across the organisation. Hence, our four sustainable development priorities map onto our broader Strategic Plan and corporate planning framework as follows:

Ofsted Sustainable Development Priority	Key Area for Improvement	Ofsted Strategic Priority
Sustainable communities	1. A Sustainable Approach to Inspection and Regulation	Better inspection and regulation
	2. Wider Social and Community Impact	Better outcomes
	3. Staff learning and development	Better ways of working
Climate change and energy	4. Energy Consumption	Better ways of working
	5. Sustainable Travel	Better ways of working
Sustainable consumption and production	6. Procurement	Better Value
	7. Waste Reduction	Better ways of working
Natural resource protection and environmental enhancement	8. Communicating SD commitments and plans to staff	Better communication
	9. Water Consumption	Better ways of working

- 3.1.6 Ofsted's Implementation and Delivery Plan (Appendix A) sets out how we intend to tackle our priority objectives.

4 ENSURING IT HAPPENS

4.1 ACCOUNTABILITY AND MANAGEMENT

- 4.1.1 Overall accountability for delivery of this action plan rests with Ofsted's Corporate Management Team (CMT) through the Director of Corporate Services, who will monitor the plan quarterly, having established sensible benchmarks against which to measure progress as specified in Annex A of this document.
- 4.1.2 The Director, Learning and Skills, is the CMT champion for sustainable development, and she will be responsible for embedding sustainable development within the organisational culture and inspection practice.
- 4.1.3 Corporate Services Directorate has lead responsibility for sustainable development policy in Ofsted, and it will be responsible for updating the Sustainable Development Action Plan annually, ensuring that Ofsted is meeting its targets and evaluating progress against our actions. An organisation chart is at Annex B.
- 4.1.4 The Senior Management Team (SMT) is responsible for ensuring that the relevant element of the SD plan is delivered in their areas.
- 4.1.5 All staff are responsible for helping deliver this action plan by recognising and promoting sustainable development in our work and our working practices.

4.2 MONITORING, EVALUATION AND REPORTING

- 4.2.1 The Sustainable Development Action Plan is a working document, and any comments or ideas for improvement from staff and stakeholders are welcomed at all times.
- 4.2.2 Ofsted's Sustainable Development Action Plan will operate in tandem with our strategic and corporate plans; therefore this document – our first Sustainable Development Action Plan – will guide Ofsted towards its sustainable development aims from April 2008.
- 4.2.3 The Sustainable Development Action Plan will be regularly monitored and reviewed, with an update published by May 2009. Progress against the Sustainable Development Action Plan will be reported to the CMT on a quarterly basis and a summary published in our departmental report to parliament.

5 PRIORITY AREAS AND ACTIONS

5.1 SHARED PRIORITIES

5.1.1 As stated above we are using the four cross-government priority areas for tackling the challenge of sustainable development:

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

5.1.2 The government's targets for these priority areas are set out in *Sustainable Operations on the Government Estate* (SOGES) framework, launched by the then Prime Minister in 2006. We will follow these targets as far as possible, based on the relevant data that we have available for Ofsted as a whole and individual offices.

5.2 SUSTAINABLE COMMUNITIES

5.2.1 "Our aim is to create sustainable communities that embody the principles of sustainable development at the local level. This will involve working to give communities more power and say in the decisions that affect them; and working in partnership at the right level to get things done. The UK uses the same principles of engagement, partnership, and programmes of aid in order to tackle poverty and environmental degradation and to ensure good governance in overseas communities" *Securing the Future*

5.2.2 We have identified three main areas for action:

A Sustainable Approach to Inspection and Regulation

5.2.3 Our inspection and regulation is a key activity where we can help to create sustainable communities.

5.2.4 Ofsted has significant reach into a wide range of care, education and skills services nationally. We have the opportunity to evaluate effectiveness and efficiency through our inspection and regulation activities, which should include sustainability. However, this cannot and will not be achieved through a compliance checking approach but in the ways in which we work, the questions we pose and the good practice examples that we find through our survey work.

5.2.5 We will ensure that we evaluate the contribution that providers are making to a sustainable future through:

- Ensuring that our interpretation of the common evaluation schedule for different settings takes appropriate account of sustainability, such as through the effective and efficient use of resources
- Drawing on 'Every Child's Future Matters' to extend our understanding and interpretation of SD in relation to Every Child Matters outcomes through our work
- Being explicit in our inspection guidance about the evaluation of sustainable development, in different settings
- Promoting provider self evaluation/self assessment that considers SD issues
- Improving guidance so that our inspectors have a deeper understanding of how SD can raise standards and improve lives in the different settings we inspect and regulate
- Focusing on particular aspects of SD through our survey programme and identifying and disseminating examples of effective practice
- Reducing the cost of inspection through more proportionate approaches, aimed at having a greater impact for users
- Recognising that many services/settings that we inspect and regulate make critical contributions to sustainability (e.g. community learning; skills for sustainable employment).

Wider Social and Community Impact

5.2.6 We will continue to provide as much help and assistance as we can to other inspectorates and international colleagues, for example we are actively supporting elements of the Rwandan education system. We will also continue to support charity events and celebrate the success of our staff who take a pro-active role in volunteering and community events.

5.2.7 We will scrutinise our policies and practice to make sure that we and our inspection partners promote equality for all – whatever their race, gender, age, religion or belief, disability or sexual orientation – in our own workforce and in the services we inspect.

- 5.2.8 Our next staff survey will include questions to elicit the level of current awareness among staff and whether they translate this into their behaviour in the workplace.
- 5.2.9 We aim to maximise our influence when working with other stakeholders or participating in wider negotiations, to ensure that a SD approach is adopted across the board.

Staff learning and development

- 5.2.10 We aim to strengthen our strategy for developing people in ways that help build a culture of learning, and enable us to learn from, and promote, best practice, including achieving Investors in People accreditation.
- 5.2.11 Our induction of new staff will include an understanding of SD and its relevance to Ofsted's objectives and through ongoing awareness initiatives we will enable our people to increase their understanding of sustainable issues and how this relates to their work and job role.

5.3 CLIMATE CHANGE AND ENERGY

5.3.1 We have identified two main areas for action:

Energy Consumption

5.3.2 Energy is one of the largest areas where organisations can save money and vastly reduce their impact on the environment through the reduction of carbon emissions. As this comes under more scrutiny from legislation and policies, the need to save energy becomes more important.

5.3.3 We aim to encourage and promote ways in which office and home-based staff can use energy as efficiently as possible and reduce our energy consumption in offices by at least 2% by end March relative to 2007/2008 levels.

Sustainable Travel

5.3.4 "Personal travel accounts for around a quarter of all damage individuals do to the environment, including climate change effects. By trying different ways of getting around – walking, cycling or taking the bus or train and reducing the number of short trips you make in the car will help reduce local air pollution and the climate change effects of getting around" – *Directgov*

5.3.5 The nature of our business necessitates travelling to liaise with our customers and stakeholders, but this makes it even more important that Ofsted staff travel only when necessary and use the most sustainable modes and cost effective travel options available.

5.4 SUSTAINABLE CONSUMPTION AND PRODUCTION

5.4.1 "Sustainable consumption and production is about achieving more with less. This means not only looking at how goods and services are produced, but also the impacts of products and materials across their whole lifecycle and building on people's awareness of social and environmental concerns. This includes reducing the inefficient use of resources which are a drag on the economy, so helping boost business competitiveness and to break the link between economic growth and environmental degradation" *Securing the Future*

5.4.2 We have identified two main areas for action:

Procurement

5.4.3 "The everyday things we buy and use can have a significant impact on the environment. Choices we make when buying a product or using a service can make a difference" – *Directgov*

- As part of the ongoing development of Ofsted's corporate contracts, we will discuss sustainability issues with our current suppliers and amend contracts accordingly where possible.
- It is Ofsted's aim to ensure that goods, works and services we purchase are manufactured, delivered, used and managed in a safe and socially and environmentally responsible manner.
- In order to achieve this aim, we need to ensure that procurement practices become more sustainable; staff have to have the necessary tools to deliver sustainable procurement. Good sustainable procurement, which includes policy, processes and operations, should be embedded across all areas of the organisation.

Waste Reduction

5.4.4 "Reducing, reusing and recycling waste saves on raw materials and energy which are needed to make new paper, metal, glass and other items. Saving energy helps tackle climate change" – *Directgov*

5.4.5 We aim to encourage and promote ways in which staff can 'reduce, reuse and recycle' and make it easy for staff to recycle by introducing recycling facilities in all of our offices.

5.5 NATURAL RESOURCE PROTECTION AND ENVIRONMENTAL ENHANCEMENT

5.5.1 "Natural resources are vital to our existence and that of communities throughout the world. We need a better understanding of environmental limits, environmental enhancement and recovery where the environment is most degraded to ensure a decent environment for everyone, and a more integrated policy framework"
Securing the Future

5.5.2 We have identified two main areas for action:

Communicating SD commitments and plans to staff

5.5.3 Our internal communications need to give a strong message about the importance of delivering our objectives and operating our estate, in a way that supports SD.

5.5.4 We are going to raise staff awareness of our sustainable development commitments by:

- Establishing a dedicated section of our intranet site by end October 2008
- Making sure that sustainable development is considered in all corporate level decision making
- Creating the space for staff initiatives to flourish by using HMCI and Directorate Forums, and our suggestion scheme, to build on and improve our approaches to sustainability.

Water Consumption

5.5.6 "Saving water at work or at home takes very little effort, but makes a big difference. The key is for everyone to reduce personal wastage"
– *Directgov*

5.5.7 We aim to encourage and promote ways in which office and home-based staff can use water as efficiently as possible and reduce our water consumption in offices by at least 2% by end March 2009 relative to 2007/2008 levels.

This action plan is an evolving document and we would welcome further comments and views from our staff and stakeholders. Please send these to:
Maggy.sadler@ofsted.gov.uk

Sustainable Development Implementation and Delivery Plan

SUSTAINABLE DEVELOPMENT PRIORITY: SUSTAINABLE COMMUNITIES
OFSTED STRATEGIC PRIORITY: BETTER INSPECTION AND REGULATION
Key area for improvement: A sustainable approach to inspection and regulation
Objective: To influence behaviours and attitudes through our inspection and regulation activities

Key actions and lead officer	Milestones / success criteria
<p>Promote provider self evaluation/self assessment that considers SD issues</p> <p><i>Lead officer: Director Learning and Skills</i></p> <p><i>Contact person: Directorate Inspection Development Lead</i></p>	<ul style="list-style-type: none"> • New Ofsted-wide guidance for self evaluation / self assessment refers to SD by end December 2008
<p>Review guidance on use of the Common Evaluation Schedule (CES) in the light of Every Child's Future Matters, to ensure that it takes appropriate account of sustainability</p> <p><i>Lead officer: Director Learning and Skills</i></p> <p><i>Contact person: Directorate Inspection Development Lead</i></p>	<ul style="list-style-type: none"> • Ofsted-wide guidance reviewed by end December 2008
<p>Clarify in our inspection guidance how we will evaluate features of SD, seen in different settings (e.g. in assessment of use of resources and value for money)</p> <p><i>Lead officer: Relevant Inspection Director</i></p> <p><i>Contact person: Directorate Inspection Development Lead</i></p>	<ul style="list-style-type: none"> • All new inspection guidance makes reference to SD (based on template guidance from IDP) from September 2009

Key actions and lead officer	Milestones / success criteria
<p>Provide learning and development opportunities to ensure that our inspectors have a deeper understanding of how SD can raise standards and improve lives in the different settings we inspect and regulate</p> <p><i>Lead officer: Relevant Inspection Director</i></p> <p><i>Contact person: Directorate Learning & Development Lead</i></p>	<ul style="list-style-type: none"> • All new inspection guidance makes reference to SD Inspection Development Programme from September 2009 • Develop training materials for inspectors, with advice from SDC by end September 2009 • Develop case studies to demonstrate how inspection reports might identify SD issues by end December 2009
<p>Use our survey programme to focus on particular aspects of SD and disseminate examples of effective practice</p> <p><i>Lead officer: Director Education</i></p> <p><i>Contact person: Divisional Manager Curriculum and Dissemination</i></p>	<ul style="list-style-type: none"> • Recommendations on implications of SD for annual survey programme by end April 2009
<p>Introduce risk assessment and proportionate inspection where appropriate to support the cost of inspection</p> <p><i>Lead officer: Director Learning and Skills</i></p> <p><i>Contact person: Directorate Inspection Development Lead</i></p>	<ul style="list-style-type: none"> • Ofsted-wide risk assessment principles devised by end December 2008 • Cost reductions arising from proportionate inspection methodologies identified by April end 2010 (by relevant Directors)
<p>Work with partner inspectors and regulators to ensure that SD is included in Comprehensive Area Assessment arrangements</p> <p><i>Lead officer: Director Learning and Skills</i></p> <p><i>Contact person: Assistant Divisional Manager Education Learning and Skills</i></p>	<ul style="list-style-type: none"> • SD made a core component of Comprehensive Area Assessment by being reflected in one of the key questions within the Area Assessment – ‘how environmentally sustainable is the area?’, ‘how strong is the local economy?’ and how strong and cohesive are the local communities?’ Reporting these key questions within Comprehensive Area Assessment will hold Local Strategic Partnerships accountable for their contribution to the sustainable development of their areas (April 2008) • Work with the other inspectorates, Local Government Association and IDeA to develop Comprehensive Area

	<p>Assessment Self Evaluation Forms and guidance, to ensure they capture SD issues within local authorities (summer 2008 to summer 2009)</p> <ul style="list-style-type: none"> • Assess whether the first Comprehensive Area Assessment Self Evaluation Forms produced by local authorities have successfully captured SD issues (from October 2009) • Annual review of Comprehensive Area Assessment reports to confirm that SD is reflected (from December 2009)
<p>Identify lead roles for SD in inspection directorates</p> <p><i>Lead officer: Relevant Directors</i></p> <p><i>Contact person: Relevant Deputy Directors</i></p>	<ul style="list-style-type: none"> • National and regional responsibilities reviewed and amended to incorporate SD by end September 2009

SUSTAINABLE DEVELOPMENT PRIORITY: SUSTAINABLE COMMUNITIES
OFSTED STRATEGIC PRIORITY: BETTER OUTCOMES
Key area for improvement: Social and community impact
Objective: To ensure that our social and community impact supports SD

Key actions and lead officer	Milestones / success criteria
<p>Encourage staff to participate in volunteering and community events</p> <p><i>Lead officer: Sustainable Development Manager</i></p> <p><i>Contact person: Internal Communications Manager / Learning & Development</i></p>	<ul style="list-style-type: none"> Article for Ofsted Matters to promote volunteering - why it is important and what opportunities there are, asking people what they have done to date (follow up articles) by end January 2009
<p>Continue support for annual fund raising activities within Ofsted (for example Jeans for Genes Day, Children in Need, Race for Life and The British London 10K Run)</p> <p><i>Lead officer: Sustainable Development Manager</i></p> <p><i>Contact person: Internal Communications Manager / Learning & Development</i></p>	<ul style="list-style-type: none"> Race for Life - 5K Run June/July annually The British London 10K Run July annually Jeans for Genes day on 3 October 2008 Children in Need, in particular BBC Comic Relief - November 2008
<p>Provide support and assistance to other inspectorates and international colleagues where appropriate</p> <p><i>Lead officer: Sustainable Development Manager in conjunction with Research Analysis and International</i></p> <p><i>Contact person: HMI lead for International visitors – Research Analysis and International</i></p>	<ul style="list-style-type: none"> Article for Ofsted Matters on current actions to promote and encourage support for the Rwandan education system – Spring 2009

Key actions and lead officer	Milestones / success criteria
<p>Promote our core value of valuing people's differences in all that we do</p> <p><i>Lead officer: Deputy Director – Corporate Services</i></p> <p><i>Contact person: Equalities lead – Human Resources</i></p>	<ul style="list-style-type: none"> • Ofsted Equality Schemes all in place with actions being monitored – September 2008 • Equality Improvement Framework agreed by end October 2008 • Single Equality Scheme consultation draft by end January 2008, published by end April 2009 • Annual evaluation reports confirm progress

SUSTAINABLE DEVELOPMENT PRIORITY: SUSTAINABLE COMMUNITIES
OFSTED STRATEGIC PRIORITY: BETTER WAYS OF WORKING
Key area for improvement: Staff learning and development
Objective: To ensure that SD principles are embedded in staff learning and development

Key actions and lead officer	Milestones / success criteria
<p>Develop bite-size learning or on-line guidance for all staff to raise awareness and equip staff with the knowledge they need to take SD into account in their day to day activities</p> <p><i>Lead officer: Head of Human Resources</i></p> <p><i>Contact person: Head of Learning and Development</i></p>	<ul style="list-style-type: none"> • Bite-size learning opportunities on sustainable development in place by end February 2009 • On-line guidance on the application of sustainable development policies in place by end April 2009 • Questions on SD issues are included in the next staff survey to confirm that staff have an understanding of SD issues
<p>Include SD in Ofsted's corporate induction package for all new staff</p> <p><i>Lead officer: Head of Human Resources</i></p> <p><i>Contact person: Learning & Development Business Partner</i></p>	<ul style="list-style-type: none"> • SD included in corporate induction package from October 2008 • Post induction feedback confirms new staff awareness of Ofsted's SD priorities and key actions

SUSTAINABLE DEVELOPMENT PRIORITY: CLIMATE CHANGE AND ENERGY

OFSTED STRATEGIC PRIORITY: BETTER WAYS OF WORKING

Key area for improvement: Energy Consumption

Objective: To reduce Ofsted's energy consumption

Key actions and lead officer	Milestones / success criteria
<p>Establish benchmarked targets for energy consumption throughout the estate, in line with Government Estate target of a 12.5% reduction in emissions by 2010/11, and by 30% by 2020, (from 1999/2000 levels)</p> <p><i>Lead officer: Head of Property</i></p> <p><i>Contact person: Local Facilities Managers</i></p>	<ul style="list-style-type: none"> • Energy consumption benchmarked against IPD (Investment Property Databank) and similar benchmarks by end October 2008 • Electricity and gas consumption reduced by at least 2% by end March 2009 relative to 2007/2008 levels
<p>Implement policy to switch off monitors and shut down PCs when not in use from April 2008</p> <p><i>Lead officer: Head of Information Services</i></p> <p><i>Contact person: Service Manager – Information Services / Local Facilities Managers / Local Information Services Support</i></p>	<ul style="list-style-type: none"> • Random checks, reported to Sustainable Development Manager at 6-monthly intervals confirm 90% compliance. First check by end November 2008
<p>Work with IT departments to install appropriate "shut down" software / policies for other devices (e.g. printers, plasma screens)</p> <p><i>Lead officer: Sustainable Development Manager in conjunction with Information Services</i></p> <p><i>Contact person: Local Information Services Support</i></p>	<ul style="list-style-type: none"> • Implementation plan agreed by end October 2008 • Random checks, reported to Sustainable Development Manager at 6-monthly intervals confirm 90% compliance. First check by end November 2008

Key actions and lead officer	Milestones / success criteria
<p>Run awareness campaign to turn off unnecessary lights after 7pm <i>Lead officer: Sustainable Development Manager in conjunction with Head of Property</i></p> <p><i>Contact person: Internal Communications Manager / Local Facilities Managers</i></p>	<ul style="list-style-type: none"> • Campaign programme begun by end October 2008 • Random checks, reported to Sustainable Development Manager at 6-monthly intervals confirm 90% compliance- first check February 2009
<p>Explore gaining the ISO 14001 environmental management standard <i>Lead officer: Sustainable Development Manager in conjunction with Head of Property</i></p> <p><i>Contact person: Local Facilities Managers</i></p>	<ul style="list-style-type: none"> • Report on potential compliance with the standard by end December 2008
<p>Vacate Alexandra House <i>Lead officer: Deputy Director – Corporate Services</i></p> <p><i>Contact person: Project Manager – Moving Forward Project</i></p>	<ul style="list-style-type: none"> • Alexandra House vacated by end September 2009, with London accommodation costs on target to be reduced by 40% by end financial year 2009/10
<p>Provide guidance to ensure that ensure energy efficiency and sustainable development design principles are considered as part of any major new build or refurbishment projects <i>Lead officer: Deputy Director – Corporate Services</i></p> <p><i>Contact person: Project Manager – Moving Forward Project</i></p>	<ul style="list-style-type: none"> • Guidance in place by end December 2008

SUSTAINABLE DEVELOPMENT PRIORITY: CLIMATE CHANGE AND ENERGY
OFSTED STRATEGIC PRIORITY: BETTER WAYS OF WORKING
Key area for improvement: Sustainable travel
Objective: To increase the use of more sustainable transport for staff business travel

Key actions and lead officer	Milestones / success criteria
<p>Conduct an audit of business travel and provide a programme of sustainable business travel awareness – including promotion of video / telephone conferencing, green and flexible working – across the organisation</p> <p><i>Lead officer: Sustainable Development Manager</i></p> <p><i>Contact person: Head of Payments Team</i></p>	<ul style="list-style-type: none"> • Audit of business travel completed and sustainable business travel awareness programme delivered by end March 2009 • 5% reduction in the use of domestic business flights by end April 2009 relative to 2007/2008 levels • 2% reduction in business mileage and fuel consumption by April 2009 relative to 2007/2008 levels
<p>Develop a carbon dioxide emissions reduction target for 2009-10,</p> <p><i>Lead officer: Sustainable Development Manager</i></p> <p><i>Contact person: Head of Property</i></p>	<ul style="list-style-type: none"> • Future carbon dioxide emissions reduction targets agreed by Corporate Management Team by end April 2009

SUSTAINABLE DEVELOPMENT PRIORITY: SUSTAINABLE CONSUMPTION AND PRODUCTION
OFSTED STRATEGIC PRIORITY: BETTER VALUE
Key area for improvement: Procurement
Objective: To integrate SD principles in relationships with suppliers and contractors

Key actions and lead officer	Milestones / success criteria
<p>Integrate sustainable development (including social and economic considerations alongside economic aspects) into Ofsted's procurement strategy and processes, by:</p> <ul style="list-style-type: none"> • providing training to relevant staff across the organisation on sustainable procurement practices • incorporate specific sustainable procurement targets into contracts, including encouraging suppliers to supply fair trade and ethically produced goods, where they provide value for money • launching the new Office Depot stationery contract, with particular emphasis on the use of green products <p><i>Lead officer: Head of Procurement</i></p> <p><i>Contact person: Senior Procurement Officer</i></p>	<ul style="list-style-type: none"> • All relevant staff trained by end December 2008 • Specific targets on sustainable procurement included in contracts as appropriate from October 2008 • Suppliers are able to demonstrate to our contract managers that they are acting in accordance with our sustainable development principles and targets, including producing evidence of eco-labels and certification schemes (process to be developed by end 2008) • New Office Depot stationery contract in place by end October 2008

SUSTAINABLE DEVELOPMENT PRIORITY: SUSTAINABLE CONSUMPTION AND PRODUCTION

OFSTED STRATEGIC PRIORITY: BETTER WAYS OF WORKING

Key area for improvement: Waste reduction

Objective: To reduce waste and increase recycling across the Ofsted estate

Key actions and lead officer	Milestones / success criteria
<p>Develop and implement measures to ensure that there is no unnecessary waste going to landfill from our four buildings</p> <p><i>Lead officer: Head of Property</i></p> <p><i>Contact person: Local Facilities Managers</i></p>	<ul style="list-style-type: none"> • Audit of current practice for disposal of waste at our four buildings by end September 2008 • Estimate of current levels of waste going to landfill by end October 2008 • Reduction of at least 2% in overall volume of waste sent to landfill by end March 2009 relative to 2007/2008 levels
<p>Implement measures to improve and increase recycling capabilities in all of our offices, covering:</p> <ul style="list-style-type: none"> • confidential and waste paper • fluorescent tubes • mixed recycling for glass, cans and plastic • toner cartridges, mobile phones, CDs, videos etc • IT equipment • surplus office furniture <p><i>Lead officer: Head of Property</i></p> <p><i>Contact person: Local Facilities Managers</i></p>	<ul style="list-style-type: none"> • Programme of measures specified and underway by end October 2008 • Increase in recycling of at least 5% by end March 2009 relative to 2007/2008 levels

Key actions and lead officer	Milestones / success criteria
<p>Implement procurement requirements to increase the use of recycled paper</p> <p><i>Lead officer: Head of Procurement</i></p> <p><i>Contact person: Senior Procurement Manager</i></p>	<ul style="list-style-type: none"> • Printer and copier paper, toilet tissue and kitchen towel used across the Ofsted estate consists of at least 50% recycled paper by end October 2008
<p>Set all computers to automatically default to double side printing in offices</p> <p>Introduce as standard at the bottom of an e-mail signature “please consider the environment before printing this out” encouraging printing only when essential.</p> <p><i>Lead officer: Head of Information Services</i></p> <p><i>Contact person: Service Manager – Information Services</i></p>	<ul style="list-style-type: none"> • All computers are automatically set to default to double side printing by end October 2008, with associated awareness campaign; random checks by end March 2009 confirms 90% compliance • Email signature in place by end December 2008 • 5% reduction in overall printer and copier paper consumption relative to 2007/2008 levels by end March 2009
<p>Review the circulation policy for internal publications (for example Ofsted Matters), with a view to reducing the number of paper documents circulated internally by greater use of intranet and e-mail technologies</p> <p><i>Lead officer: Sustainable Development Manager in conjunction with Head of Communications</i></p> <p><i>Contact person: Head of Internal Communications</i></p>	<ul style="list-style-type: none"> • Review circulation policy for internal publications by end September 2008 • 5% reduction in the number of Ofsted Matters printed by end March 2009

SUSTAINABLE DEVELOPMENT PRIORITY: NATURAL RESOURCE PROTECTION AND ENVIRONMENTAL ENHANCEMENT
OFSTED STRATEGIC PRIORITY: BETTER WAYS OF WORKING
Key area for improvement: Communicating SD to staff
Objective: To ensure that staff are aware of and engaged in our drive towards sustainable development

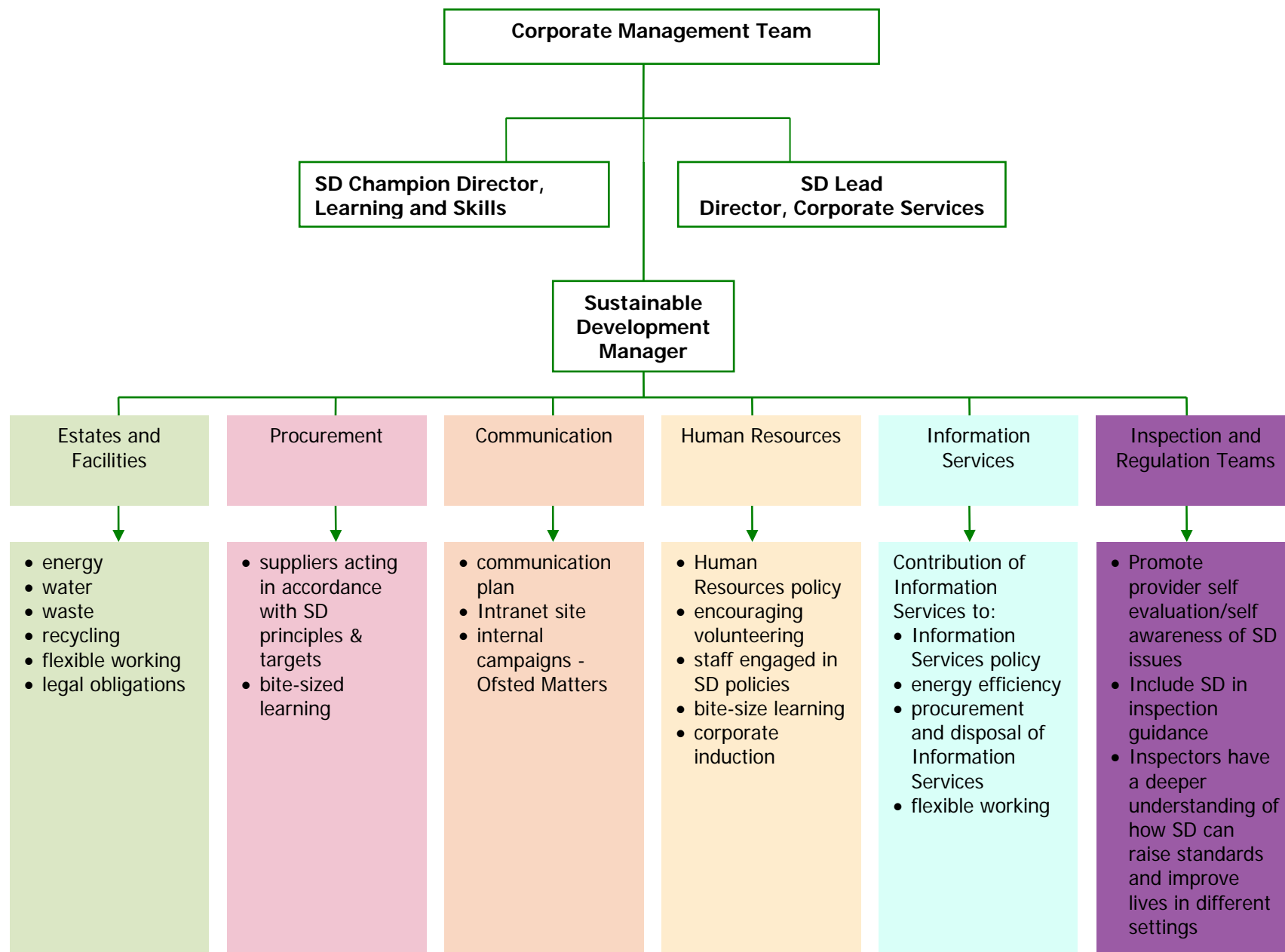
Key actions and lead officer	Milestones / success criteria
<p>Establish a dedicated Intranet site to highlight Ofsted's commitment to sustainable development</p> <p><i>Lead officer: Sustainable Development Manager in conjunction with Communications</i></p> <p><i>Contact person: Media Manager</i></p>	<ul style="list-style-type: none"> • Dedicated SD intranet site in place by end October 2008 • Staff are aware of and have the opportunity to be engaged in Ofsted's SD initiatives, by end 2008
<p>Implement awareness and engagement initiatives to encourage home-based staff to conserve energy, paper and water at home</p> <p><i>Lead officer: Sustainable Development Manager in conjunction with the Home-based Working Representatives Group</i></p> <p><i>Contact person: National Home-based Working Co-ordinator</i></p>	<ul style="list-style-type: none"> • Programme of awareness and engagement initiatives for home-based staff in place by end 2008

Key actions and lead officer	Milestones / success criteria
<p>Create space for staff initiatives to flourish, Sustainable Development Manager to drive forward:</p> <ul style="list-style-type: none"> • Informal networks (within Ofsted and cross-departmental) • Enthusiasts groups • Staff events, such as lunchtime seminars • Encourage secondments <p>Carry out a review of what SD initiatives have taken place across Ofsted</p> <p><i>Lead officer: Deputy Director – Corporate Services</i></p> <p><i>Contact person: Sustainable Development Manager</i></p>	<ul style="list-style-type: none"> • A retrospective report summarising what SD initiatives have taken place by end March 2009
<p>Incorporate sustainability impact assessment outcomes as a standing requirement for CMT reports</p> <p><i>Lead officer: Divisional Manager – Governance & Strategic Development</i></p> <p><i>Contact person: Executive Assistant - Governance & Strategic Development</i></p>	<ul style="list-style-type: none"> • All Corporate Management Team and Board papers contain a sustainability impact assessment where appropriate from September 2008

SUSTAINABLE DEVELOPMENT PRIORITY: NATURAL RESOURCE PROTECTION AND ENVIRONMENTAL ENHANCEMENT
OFSTED STRATEGIC PRIORITY: BETTER WAYS OF WORKING
Key area for improvement: Water Consumption
Objective: To reduce Ofsted's water consumption

Key actions and lead officer	Milestones / success criteria
<p>Phase out bottled water at meetings and provide chilled tap water from April 2008</p> <p><i>Lead officer: Head of Property</i></p> <p><i>Contact person: Local Facilities Managers</i></p>	<ul style="list-style-type: none"> Bottled water is no longer provided as standard from April 2008
<p>Introduce signage in toilets to remind staff to keep tap use to a minimum</p> <p><i>Lead officer: Head of Property</i></p> <p><i>Contact person: Local Facilities Managers</i></p>	<ul style="list-style-type: none"> Signage in toilets on tap use from September 2008
<p>Identify and implement further water saving opportunities across the organisation</p> <p><i>Lead officer: Sustainable Development Manager in conjunction with Head of Property</i></p> <p><i>Contact person: Local Facilities Managers</i></p>	<ul style="list-style-type: none"> Further water saving opportunities across the organisation identified by end December 2008 Water consumption in Ofsted's offices reduced by at least 2% by end March 2009 relative to 2007/2008 levels

Sustainable Development Roles and Responsible Owners



Further Information

General Sustainable Development

Sustainable Development Commission (SDC)

www.sd-commission.org.uk

Driving Change

Sustainable Development in Government, Annual Report 2007

Sustainable Development in Government

www.sustainable-development.gov.uk

Securing the Future

Sustainable Communities: A shared agenda, a share of the Action

UK Government Sustainable Procurement Action Plan

Sustainable Operations on the Government Estate (SOG E)

www.sustainable-development.gov.uk/government/estates/targets.htm

Targets for Government

Sustainable Development Indicators

www.sustainable-development.gov.uk/progress/index.htm

A new version of the national indicators was published including for the first time measures of personal wellbeing, July 2007

(Selected) other governmental SDAPs

DCSF

www.dfes.gov.uk/aboutus/sd/

Learning for the Future

LSC

www.lsc.gov.uk

From Here to Sustainability

HEFCE

www.hefce.ac.uk

Sustainable Development in Higher Education

Relevant Ofsted documents

Raising Standards, Improving Lives: The Office for Standards in Education, Children's Services and Skills Strategic Plan, 2007-2010

http://www.ofsted.gov.uk/assets/Internet_Content/Shared_Content/Files/2007/oct/sp_oct07.pdf

Disability Equality Scheme (DES)

http://www.ofsted.gov.uk/assets/Internet_Content/Shared_Content/Corporate/des2007.pdf

Gender Equality Scheme (GES)

http://www.ofsted.gov.uk/assets/Internet_Content/Shared_Content/Corporate/gesfinal.pdf

Race Equality Scheme (RES)

http://www.ofsted.gov.uk/assets/Internet_Content/Shared_Content/HR/res2007_rev.pdf

Equality Impact Assessments: information, forms and guidance

http://www.ofsted.gov.uk/assets/Internet_Content/Shared_Content/Files/2007/oct/eia_iandg.pdf

Shutting down your PC – new greener policy for staff (intranet)

<http://intranet/NR/rdonlyres/1DDEAA2A-7C2F-4CD4-B35B-AF94AECFB206/0/shuttingDownYourPCGreen.doc>

Ofsted's Learning and Development Framework, 2007-2010

<http://intranet/NR/rdonlyres/B8C3D3F6-58AB-4C03-861F-F00BA6F4C452/0/learnDevelopStrategy.doc>

Ofsted's Procurement Strategy 2004-2005 (intranet)

http://intranet/NR/rdonlyres/E67C328C-F135-4DD6-95E8-068CE1FF2CF7/0/procureStgy0405_50_22628.doc

Home Based Working Policy

http://intranet/NR/rdonlyres/C4E5CEF3-F475-4C61-AB4A-B60805715FB0/0/homeWrkPolicy_12_22724.doc

Taking the first step forward – towards an education for sustainable development (HMI ref. 1658), Ofsted, 2003; available from

www.ofsted.gov.uk/publications/1658.

Schools and Sustainability - A climate for change

(HMI ref. 070173) Ofsted, 2008; available from:

www.ofsted.gov.uk/publications/1658