

SUSTAINABLE OPERATIONS ON THE GOVERNMENT ESTATE (SOGE) 2009 ASSESSMENT METHODOLOGY

The SOGE Assessment uses two illustrations of performance assessment: “traffic light indicators” and overall star ratings.

Traffic Light Indicators of Operational Performance

The scoring framework for the operational targets is outlined in Table 1 below. Progress and scoring against each of the SOGE targets is based on four categories: What constitutes ‘excellent’, ‘good’, ‘some’ or ‘no/poor’ progress is based on the degree of progress made against the target, considering where a department should be now if the outcomes required are to be achieved by the target date. The scoring methodology for the operational targets is shown in Table 2. The points awarded for each target area are added together and divided by the total possible points that Government and departments could be assessed against in order to give an overall percentage of points scored, on which the star rating is based.

TABLE 1: PERFORMANCE TRAFFIC LIGHT INDICATORS

BLUE	‘Excellent progress warranting recognition’ which could mean a future target performance level has already been achieved.
GREEN	‘Good progress’ which is defined as being on track to hit the target.
AMBER	‘Some progress’ which recognises that some progress has been made, but is not sufficient to be on track to meet the target.
RED	‘No progress or poor progress’ where no progress or in our judgement only slight progress has been made. Red is also used where data was ‘not known’.
N/A	Not applicable.

TABLE 2: CORE ASSESSMENT METHODOLOGY

THEME	TARGET	Excellent progress that warrants merit = 1.2 points	Very good progress = 1.1 points	Good progress = 1 point	Some progress = 0.5 points	No progress or poor progress = 0 points	NOTES
Climate Change & Energy	Reduce carbon emissions by 12.5% by 2010-11, relative to 1999-00 levels	Carbon emissions down by 12.5% or more	NA	Carbon emissions down between 10.2% - 12.4%	Carbon emissions down between 0.1% - 10.1%	Carbon emissions equal or higher than 99/00 levels	11 years to hit target, approx 1.14 % per year linear. 9 years progressed, so good performance is 10.2%
	Reduce carbon emissions from road vehicles used for Government administrative operations by 15% by 2010/11 relative to 2005/06 levels	Carbon emissions down by 15% or more	NA	Carbon emissions down between 9% - 14.9%	Carbon emissions down between 0.1% - 8.9%	Carbon emissions equal or higher than 05/06 levels	Linear scale of progress, 3% per year up to 2010/11. Three years passed for good performance is 9%.

THEME	TARGET	Excellent progress that warrants merit = 1.2 points	Very good progress = 1.1 points	Good progress = 1 point	Some progress = 0.5 points	No progress or poor progress = 0 points	NOTES
		Central Government's office estate to be carbon neutral by 2012.	NA	NA	NA	NA	NA
Climate Change & Energy	Departments to increase their energy efficiency per m ² by 15% by 2010, relative to 1999/00 levels	NA	Energy use per m ² down by 15% or more compared to 99/00 levels	Energy use per m ² down between 13.5% - 14.9% compared to 99/00 levels	Energy use per m ² down between 0.1% - 13.4% compared to 99/00 levels	Energy use per m ² equal or higher than 99/00 levels	Presuming March 2010, 1.5% per year for 9 years good performance is 13.5%.
	Departments to source at least 10% of electricity from renewables (by 31 March 2008).	NA	50% or more of electricity sourced from renewable sources	10% or more of electricity derived from renewable sources	NA	Less than 10% of electricity derived from renewable sources	Target date has passed, but continuing performance is measured as the MoD have an extension until 2010 to achieve this target and have been scored based upon a linear scale of performance accordingly.
	Departments to source at least 15% of electricity from Combined Heat and Power (CHP) (by 2010) except where 100% is procured as renewable energy.	NA	15% of electricity generated from CHP (target achieved)	13.1% - 15%	5% - 13.0%	Less than 5% of electricity derived from CHP	Target date is the 31 st of March 2010. 8 years progressed, sp good performance is 13.1%. The target is not applicable where greater than 85% of electricity is procured from renewable energy.
Natural Resource Protection	Departments to meet or exceed the aim of having 95% of SSSIs in sole ownership in target condition by 2010	NA	95% or more of SSSIs in target condition	Between 68% and 94.9% of SSSIs in target condition	Between 50% and 67.9% of SSSIs in target condition	Less than 50% of SSSIs in target condition	Not a linear scale as there is no baseline year. Good progress determined by previous framework target of 68%. If target has been hit early a bonus will be applied. 50% minimum cut off.
	Reduce water consumption by 25% on the office and nonoffice estate by 2020, relative to 2004/05 levels.	12.50%	NA	6.7% - 12.49%	0.1% - 6.6%	Water use equal or higher than 2004/05 levels	Target date is March 2020. Linear scale of progress with 4 years passed. Good performance is 6.7%.
	Reduce water consumption to an average of 3m ³ per person/year for all new office builds or major refurbishment projects	NA	NA	All new builds or major refurbishments achieving consumption of 3m ³	NA	All new builds or major refurbishments not achieving consumption of 3m ³	Straight forward hit or miss target. Only applies to offices where 2008/09 is the first year of occupancy.
Sustainable Consumption & Production	Departments to reduce their waste arisings by 5% by 2010, relative to 2004/05 levels	NA	5% or more	4% - 4.9%	0.1% - 3.9%	Waste arisings equal or higher than 04/05 levels	Target date is 31 st March 2010. Linear scale of progress, 1% per year since 2004/05. Good performance in 2008/09 is 4%.


THEME	TARGET	Excellent progress that warrants merit = 1.2 points	Very good progress = 1.1 points	Good progress = 1 point	Some progress = 0.5 points	No progress or poor progress = 0 points	NOTES
	Departments to increase their recycling figures to 40% of their waste arisings by 2010	NA	Recycling rate of 40% or more	Recycling rate of 30-39.9%	Recycling rate of 20-29.9%	Recycling rate of less than 19.9%	Not a linear scale as there is no baseline year. Category boundaries determined by judgement reflecting on last year's performance and understanding of what should be achievable.

One target, the reversal of the upward trend in carbon emissions, has not been assessed as it is no longer applicable. Additional bonus points, were only offered for 'excellent progress' this year. Additional bonus points were not awarded for good coverage, as all Executive Agencies are expected to be covered by now. No bonus points were given for external verification of data as this information was not collected by the Office of Government Commerce (OGC) this year, although the SDC still encourages external verification to encourage better data quality.

SOGE Performance Star Ratings

The SOGE Performance 'Star Rating' indicates the progress made by departments against all 14 SOGE performance targets. It is based on the overall percentage of available target points achieved, as detailed in Table 3.

TABLE 3: SOGE STAR RATING SCORING THRESHOLDS

Performance star rating	Definition
	Less than 25% of target points
	25 - 39% of target points
	40 - 54% of target points
	55 - 69% of target points
	70 - 84% of target points
	85% or more of the target points
'Target points' includes a potential to score bonus points for very good performance over and above meeting the target.	

Traffic Light Indicators for Mandated Mechanisms to Deliver Sustainability

In addition to the key 'outcome driven' SOGE targets, there are a number of mechanisms and supporting processes which the UK government has mandated departments to implement in order to support delivery of the sustainable operations targets. The OGC and SDC have assessed the extent to which departments are utilising these mechanisms, to gauge compliance with government requirements, but more importantly to establish whether departments are using the tools they have at their disposal to enable them to achieve future performance improvements. The scoring framework is outlined in Table 4. Progress and scoring against each of the mechanisms/supporting processes is based on three categories shown in Table 5.

TABLE 4: MECHANISMS TRAFFIC LIGHT INDICATORS

GREEN	'Good progress' which is defined as being on track to hit the target.
AMBER	'Some progress' which recognises that some progress has been made, but is not sufficient to be on track to meet the target.
RED	'No progress or poor progress' where no progress or in our judgement only slight progress has been made. Red is also used where data was 'not known'.
N/A	Not applicable.

TABLE 5: CORE ASSESSMENT METHODOLOGY







Theme	Target Area	Good Progress = 1 point	Some Progress = 0.5 points	No progress or poor progress = 0 points	Notes
Building Research Establishment Environmental Assessment Methodology (BREEAM)	Application of BREEAM 'excellent' standards or equivalent to all new buildings, and 'very good' or 'excellent' for major refurbishments.	100% of projects achieving appropriate BREEAM standard	80 - 99% of projects achieving appropriate BREEAM standard	Less than 80% of projects achieving appropriate BREEAM standard	The ambition levels for these percentage thresholds have been adjusted to reflect the amount of time this target has been in place.
Sustainability Appraisal	Conduct sustainability appraisals of all office relocations	All projects had sustainability appraisals conducted	Some projects had sustainability appraisals conducted	No projects had sustainability appraisals conducted	A judgement was made that the best way to treat this data would be to simply classify departments as either completing appraisals for all relocations (green), some (amber) and none (red). This is because the data provided to the OGC this year is only the percentage of relocations (without the information of how many relocations took place).
Carbon Trust	Adopt the Carbon Trust Carbon Management Programme or Energy Efficiency Programme	Adopted Carbon Trust CMP or EEP with broad coverage	Adopted CT CMP or EEP with limited coverage, and/or a commitment to broadly adopt programme in the near future.	Poor coverage or no programme	This is a subjective judgement based largely upon information provided by departments in response to contextual questions. Where a departmental core had either achieved CTS or adopted a Carbon Trust Carbon Management Programme (with broad coverage - taken as the vast majority of sites/FTE) they were given a green; where there was limited coverage this was amber and where neither had been adopted or poor coverage a red was given. The entire

Theme	Target Area	Good Progress = 1 point	Some Progress = 0.5 points	No progress or poor progress = 0 points	Notes
					department is considered so that good practice in NDPB's etc is also acknowledged.
Environmental Management Systems (EMS)	Departments to work towards an accredited certified EMS i.e. ISO14001 or EMSAS.	80 - 100% staff or sites covered by EMS	50 - 79% staff or sites covered by EMS	Less than 50% staff or sites covered by EMS	The wording of this target is consistent with last years. As such, in 2008 a sliding scale approach was adopted to reflect that the wording of the target differs to previous years (pre 2008). In 2009, the assessment is based on the core department only as it was not possible to look in a more detailed way without the FTE for both core and none core aspects of the department, which were not requested by the OGC this year.
Sustainable Development Action Plans (SDAPs)	Self assessment rating on the extent to which sustainable development is embedded in the organisation's operations.	NA	NA	NA	Not asked for by the OGC this year. The SDC refers readers to the SDAP assessments carried out by the SDC on the SDC website. ¹

Mandated Mechanisms Star Ratings

The overall performance of departments, in terms of the extent to which they are using the mandated mechanisms and achieving any standards required, is illustrated by the star ratings in Table 6.

TABLE 6: MECHANISMS STAR RATING SCORING THRESHOLDS

Performance star rating	Definition
	Less than 25% of target points
	25 – 39% of target points
	40 – 54% of target points
	55 – 69% of target points
	70 – 84% of target points
	85% or more of the target points
There are no bonus points offered on mechanisms scores	

¹ <http://www.sd-commission.org.uk/pages/sustainable-development-action-plans-sdaps.html>

Traffic Light Indicators for Sustainable Procurement Action Plan (SPAP) Commitments

The SPAP is Government's action plan for embedding sustainability in its procurement practices. The commitments cover leadership and accountability on sustainable procurement; budgeting and accounting practice; building capacity; raising standards; and supplier engagement. The scoring framework is outlined in Table 7. Progress and scoring against each of the SPAP commitments is based on three categories shown in Table 8.

TABLE 7: SPAP TRAFFIC LIGHT INDICATORS

GREEN	Commitment is fully achieved
AMBER	Commitment is partially achieved
RED	Commitment has not been achieved
N/A	Not applicable.

TABLE 8: SPAP ASSESSMENT METHODOLOGY






	Target	Good Progress = 1 point	Some Progress = 0.5 points	No progress or poor progress = 0 points	Notes
Objectives	Permanent secretary(ies) has the SOGE targets and SPAP commitments incorporated into their personal performance objectives	Yes	NA - Red or Green score only	No	
	Staff with operations and/or procurement responsibilities have the sustainable operations targets and/or SPAP commitments incorporated into their personal performance objectives	100% staff	80-99% staff	0-79% staff	Changed from last year to allow an amber rating for where some progress has been made.
	Department's Sustainable Development Action Plan (SDAP) is delivering procurement actions	Yes	NA - Red or Green score only	No	
Quick Wins	Including clauses for Quick Wins/extended mandatory product standards (for all relevant contracts – new and existing)*	Yes	NA - Red or Green score only	No/Not Known	Maximum available is 1 point for both of these Quick Win questions. However application of this score is subjective and although generally follows this method, any context provided by department has been considered and reflected in the scores. This is related to previous question. If all contracts include Quick Wins then there are none to be removed, therefore considered to be NA.
	Removing offers that fall below Quick Wins/extended mandatory product standards from framework agreements (where permissible under existing contract terms).*	Yes	NA - Red or Green score only	No/Not Known	
	Engagement with key suppliers on sustainable development, the sustainable operations targets and the SPAP commitments	Yes	NA - Red or Green score only	No/Not Known	
	Use of the Sustainable Procurement Task Force Flexible Framework	Progress to Level 3 'Practice' across all five areas	Progress to Level 2 'Embed' across all five areas	Progress to Level 2 'Embed' in less than 5 areas	This year's approach follows the sustainable procurement task force recommendation that departments reach level three or above across the five themes in 2009. Some progress is subjectively set for three or four themes.

Currently all of these are only looking at the core department, but this will be reviewed for the next data submissions.

SPAP Star Ratings

The overall performance of departments, in terms of the extent to which they are achieving the SPAP commitments and achieving any standards required, is illustrated by the star ratings in Table 9.

TABLE 9: SPAP STAR RATING SCORING THRESHOLDS

Performance star rating	Definition
	Less than 25% of target points
	25 – 39% of target points
	40 – 54% of target points
	55 – 69% of target points
	70 – 84% of target points
	85% or more of the target points
There are no bonus points offered on mechanisms scores	