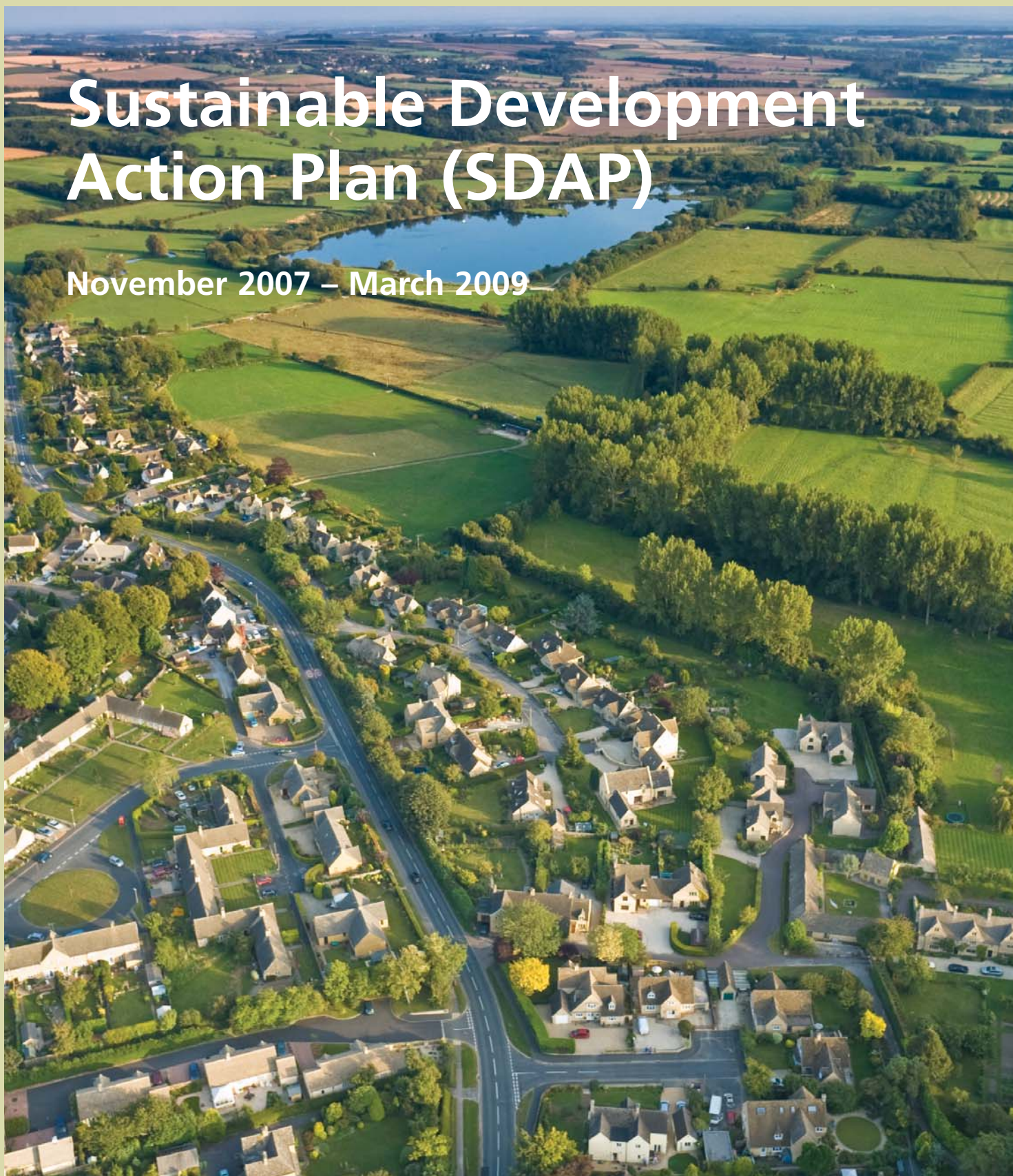


Sustainable Development Action Plan (SDAP)

November 2007 – March 2009



Department for Environment, Food and Rural Affairs
Nobel House
17 Smith Square
London SW1P 3JR
Telephone: 020 7238 6000
Website: www.defra.gov.uk

© Crown copyright 2007

Copyright in the typographical arrangement and design rests with the Crown.

This publication (excluding the logo) may be reproduced free of charge in any format or medium provided that it is reproduced accurately and not used in a misleading context. The material must be acknowledged as Crown copyright with the title and source of the publication specified.

This document is also available on the Defra website.

Published by the Department for Environment, Food and Rural Affairs.
Printed in the UK, November 2007, on material that contains a minimum of 100% recycled fibre for uncoated paper and 75% recycled fibre for coated paper.

PB xxxxx

Foreword by Secretary of State and Permanent Secretary

As a Department and as part of a wider delivery network, we need to take a lead in delivering Sustainable Development. Without that we surrender our ability to show leadership within government and beyond. This leadership needs to show itself in how we manage our buildings, plan our travel, spend our money and in the way we develop and implement our policies.

This means:

- meeting cross-government targets on operations and procurement and exceeding them where possible;
- embedding sustainability into all our policy-making;
- sharing best practice across the department, across our network and across government.

Although our last SDAP was judged 'leading the pack' by the Sustainable Development Commission, we were only placed in the middle on actual performance on operations targets. We want, and need, to do better than that.

We have therefore established the new Defra as Sustainability Leader (DaSL) Programme to develop new ways of demonstrating leadership in sustainability, while delivering the targets to which we are committed for the Government estate and sustainable procurement. This is an important part of the way we will go about delivering our new Departmental Strategic Objective, announced in the Comprehensive Spending Review, of "championing sustainable development".

This Sustainable Development Action Plan (SDAP) is an early output of the DaSL programme and our expectations on what it can achieve. It sets out actions to help Defra put sustainable development into practice in everything we do. Defra's Strategy Refresh and Renew change programme are also helping to shape Defra's priorities and our ability to tackle the challenges ahead.

As part of our aim to demonstrate leadership in sustainability we are currently involved in a range of activities, from piloting new technologies to engaging staff on taking action and promoting sustainability across government and with the public.

Not only will this make Defra a true leader in sustainability in terms of its impact on the wider world, it will make it a much better place to work and will, we hope, inspire others to take action.

Rt. Hon Hilary Benn
Secretary of State for
Environment, Food and Rural Affairs

Helen Ghosh
Permanent Secretary

Contents

Foreword by Secretary of State and Permanent Secretary	i
Contents	1
Section 1: Defra's role in delivery of SD	3
Section 2: Building on the 2006 SDAP and the Defra as Sustainability Leader (DaSL) Programme	8
Section 3: Actions in Key Areas	14
3.1 Developing Policy	14
3.2 Building capacity	16
3.3 Engagement and SD Communications	19
3.4 Defra as an Employer of Choice	23
3.5 Procurement	28
3.6 Sustainable operations on the Defra Network Estate	31
3.7 Travel	36
3.8 IT	39
3.9 Governance and accountability	41
3.10 European and International SD	43
Annex A: Defra as Sustainability Leader Programme – Organogram	45

Key to priorities:

SCP Sustainable Consumption and Production

CCE Climate Change and Energy

NRP Natural Resource Protection and Enhancing the Environment

CSC Creating Sustainable Communities and a Fairer World



Section 1:

Defra's role in delivery of Sustainable Development (SD)

Defra's contribution to the UK SD Strategy

Government has made clear that the public sector needs to demonstrate leadership on Sustainable Development (SD). As part of this, the UK Government SD strategy, *Securing the Future*¹, set a requirement for all central Government Departments and their Executive Agencies to produce Sustainable Development Action Plans (SDAPs) and to report and update them regularly.

Defra champions *Securing the Future* to ensure it is delivered by all levels of government. Therefore, this Sustainable Development Action Plan (SDAP) commits Defra to take specific action to achieve progress towards each of the four priorities in *Securing the Future* (as exemplified by the picture in this SDAP):

- Sustainable consumption and production
- Climate change and energy
- Natural resource protection and environmental enhancement
- Creating sustainable communities and a fairer world

Defra uses the shared UK principles in *Securing the Future* to achieve the Government's SD aim, for example, by ensuring they form the basis of our policy making:

- Living within environmental limits
- Ensuring a strong, healthy and just society
- Achieving a sustainable economy
- Promoting good governance
- Using sound science responsibly

Direction and aims of this Sustainable Development Action Plan (SDAP)

This SDAP details the high-level, priority actions that Defra will take to deliver Sustainable Development (SD) in Defra, champion SD across all levels of Government, and address longer-term commitments in the UK SD Strategy *Securing the Future*. For each action we have set out the context and rationale, explaining why the action is a priority, how it contributes to the UK SD Strategy and, where appropriate, an indication of how the action will be measured.

The prioritisation process has been considered at Programme Board level for the Defra as Sustainability Leader (DaSL) Programme and with policy leads of each workstream. Actions have been agreed at Ministerial and Management Board level. These actions are not the only work Defra is undertaking on SD, however, they provide an overview of the wide range of activities taking place across the Department.

¹ *Securing the Future – Delivering the UK Sustainable Development Strategy*, HM Government, March 2005. www.sustainable-development.gov.uk/publications/uk-strategy/index.htm

Section 1

This is Defra's second Sustainable Development Action Plan (SDAP). We have used the learning experiences from our first SDAP, published in December 2005², to develop this new SDAP. The actions below each contribute towards one or more of the four SD Strategy priorities covering issues such as waste, energy, water, biodiversity, staff welfare and engagement, technology, sustainable communities, communications, international, volunteering, travel, diversity, procurement, governance and building capacity across government.

Our approach is to ensure that SD is embedding into the heart of Defra's working practices. This means making sure that SD is a key component of everything we do, for example from making policy, to running our estates or engaging with staff and customers. This is a marked change from our first SDAP where we focussed on *specific* policies and *specific* operational activities. We believe that we need to take this step now to ensure sustainability is fully embedded – to build on our first SDAP and to meet our aims of becoming a leader in sustainability.

This SDAP concentrates on actions with target dates to March 2009. This is to align the SDAP cycle with Defra's financial and corporate reporting cycles to help fully embed SDAPs within Defra's business. This also provides for greater joining up across the Defra Network as SDAPs are developed in tandem by Executive Agencies and NDPBs.

This SDAP covers Core Defra and how Defra and the Defra Network (including Executive Agencies and Non-Departmental Public Bodies) are working together to deliver Government targets and to set ambitious targets to demonstrate Defra's aim to be leaders in sustainability. This work is a key part of the Defra as Sustainability Leader (DaSL) Programme. The DaSL Programme ensures that SD is at the core of everything that Defra does, and demonstrates leadership in SD across the board. Defra's Executive Agencies are producing their own SDAPs, along similar lines to this, and many NDPBs have also published or are developing their own SDAPs on a voluntary basis.

Defra's role in SD across government

Defra has recently gone through a "Strategy Refresh" which has given the Department a clear, shared direction. This refresh has delivered a common set of priorities and a shared sense of direction. Our overarching challenge is to help everyone to live within our environmental means. This is most clearly exemplified by the need to tackle climate change internationally and through domestic action to reduce greenhouse gas emissions, and to secure a healthy, resilient, productive and diverse natural environment.

Defra continues to champion Sustainable Development, helping Government as a whole to deliver economic, social and environmental sustainability. Because we want others to change their behaviour, we must as a Department, truly exemplify those behaviours that we expect in others, and ensure we build sustainability into the way the Department operates. Defra also continues to be the focal point for rural policy, supporting strong rural communities and ensuring that dispersed rural needs are reflected in social policies across Government. The Department also has a strong international dimension, with a critical role in both European Union and global policy making.

² Defra's 2005/6 SDAP is available on the Defra website at:
<http://www.defra.gov.uk/environment/sustainable/pdf/sd-action-plan.pdf>

The Comprehensive Spending Review (CSR) October 2007 announced 30 new Public Service Agreements (PSAs) across Government, as part of the Government's corporate strategy. Defra leads on two which reflect the priorities which emerged from Defra's Strategy Refresh exercise:

- Lead the global effort to avoid dangerous climate change (PSA 27)
- secure a healthy natural environment for today and the future (PSA 28)

HM Treasury also recently announced new Departmental Strategic Objectives (DSOs) for all government Departments. Defra's DSOs describe the totality of the work that Defra does. We will report on these to HM Treasury alongside the PSAs. The CSR recognises that delivering Sustainable Development is a shared endeavour across government and key PSAs and DSOs will be monitored to ensure that the government is delivering. The old PSA1, which was solely owned by Defra, has been replaced by a new Defra DSO of:

- championing Sustainable Development across government, across the UK, and internationally

Further information on Defra's PSAs and DSOs can be found on our website: www.defra.gov.uk Although this SDAP is not the forum for setting out how we will achieve the new DSO in its entirety, it does include relevant elements of how we plan to perform this championing role.

Defra's role as SD champion

Defra has a dual role in achieving our aim of sustainable development:

- As cross-Government champion, we lead on coordination of the UK SD Strategy and are responsible for championing SD across Government in the UK
- Putting sustainable development into practice in policy and project areas and the way we do business

Our role in championing sustainable development requires us to identify, communicate and promote the high-level value of sustainable development across Whitehall. This role includes:

- engaging with people
- raising awareness
- making delivery happen, working in partnership with our delivery partners, including regionally and locally
- building capacity, and
- promoting SD at European and International level

As Sustainable Development Champion, Defra is taking the lead in addressing some of the cross-government commitments in *Securing the Future*, for example, taking action to tackle the commitment on procurement in the public sector by ensuring that SD principles are embedded in pan-government contracts and that targets in the National Action Plan for Sustainable Procurement are delivered.

Renew Defra Programme

We are re-designing our policy process as part of our Renew Defra programme. Renew is a transformational change programme that aims to make Defra a more strategic, flexible, responsive and innovative department, where outcomes are developed in true partnership and policy development is carried out effectively and consistently. Embedding sustainable development in all our policies is central to the new policy process being developed as part of Renew.

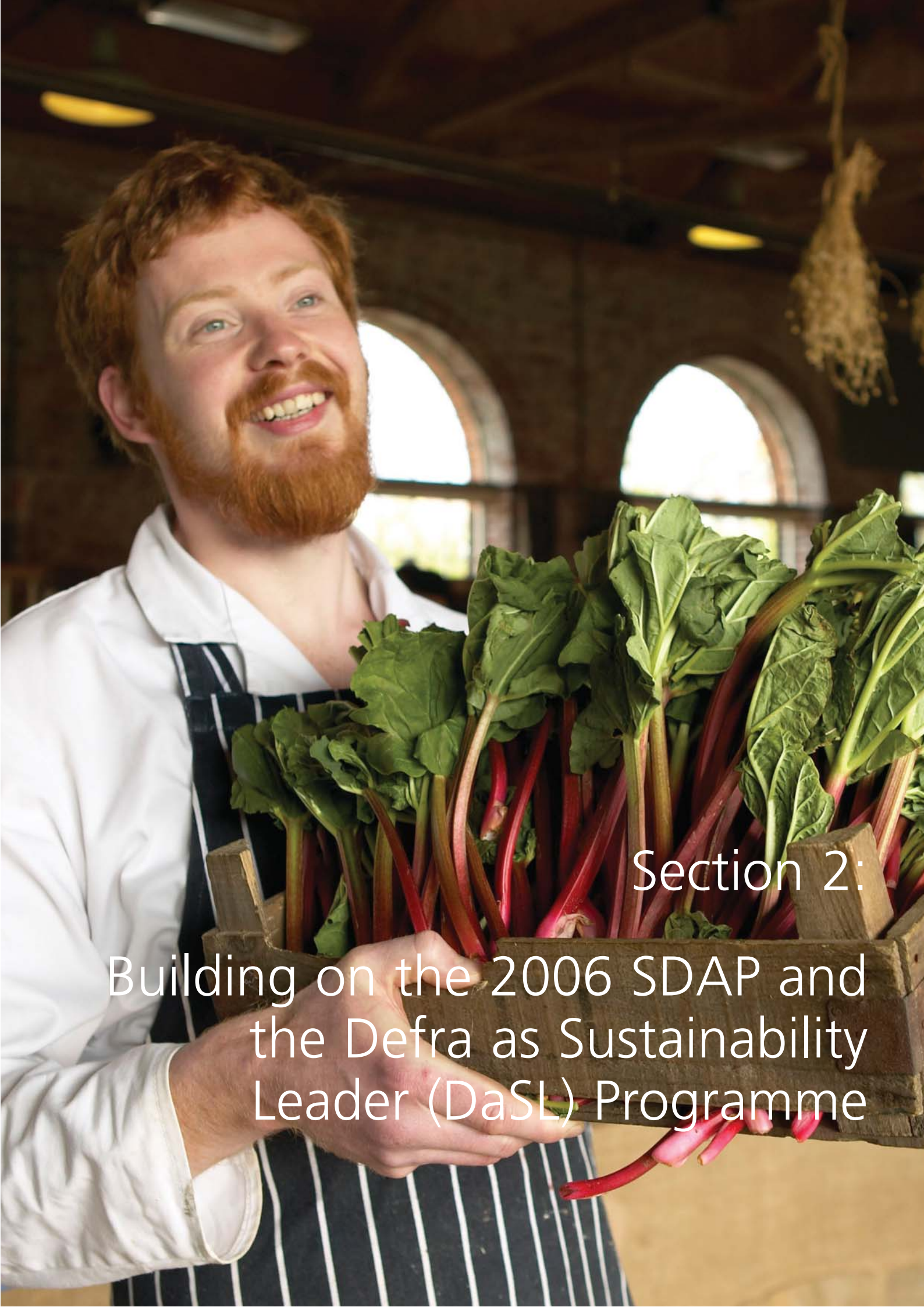
Renew will also introduce more collaborative systems and working practices that will enable people working flexibly on programmes and projects to engage more easily with stakeholders both within and outside Defra. This will help ensure that stakeholders' views can easily be taken into account at an early stage in both policy making and project development. Renew will focus attention on the benefits of sharing knowledge within and beyond Defra which will support more seamless working through the delivery chain and build capacity across wider networks.

Strengthening delivery through the role of the Sustainable Development Commission

Defra sponsors the Sustainable Development Commission (SDC), which acts as an independent advisor, advocate and “watchdog” on SD issues. The SDC pushes for improvements in the understanding of and commitment to sustainable development across Government. Their remit also includes reports of Government progress against the Sustainable Operations on the Government Estate (SOGES) targets and Departmental SDAPs. As sponsor, Defra provides funding to the SDC to undertake this role, with recent additional funding specifically targeting building capacity and embedding the principles of the SD Strategy in the training and development of public sector staff.

In *Securing the Future* Government committed to strengthening the SDC, expanding its role to act as an independent ‘watchdog’ across Government. This has already resulted in an expansion of resources for the SDC. The strategy also included a commitment to review whether a change in status would help achieve this strengthened role. A project is underway to investigate the options for a status change to ensure that the SDC is in the best position to fulfil its expanded remit, and to implement the agreed approach.

No.	Actions	Target	Owner	Priority
1	Consider and present options for a change to the SDC’s status in order to strengthen its delivery, and subsequently implement the agreed approach.	March 2008	Director of Strategy and Sustainable Development	5 strategy principles



Section 2: Building on the 2006 SDAP and the Defra as Sustainability Leader (DaSL) Programme

Building on Defra's first SDAP report

As mentioned in Section 1, Defra's first Sustainable Development Action Plan (SDAP) was published in December 2005.

The SDC assessment of SDAPs *Off the Starting Block*³ in December 2006, placed Defra as 'Leader of the pack' alongside the Department for Work and Pensions. SDC comments on Defra's SDAP can be found at: <http://www.sd-commission.org.uk/pages/SDAP06.html>

We have since produced a report on our 2006 SDAP, although the report gives a general commentary on Defra's overall contribution to SD, it focuses on progress towards specific actions in the 2006 SDAP. Further information on sustainable development in Defra and championing SD across Government can be found in our annual Departmental annual report⁴, published in May 2007.

The 2006 SDAP Progress Report

A full progress report on Defra's 2006 SDAP was published in July 2007 www.defra.gov.uk/environment/sustainable/index.htm This report was based on the self-evaluation tool and framework developed by the SDC. The SDAP report is divided into four sections:

- Embedding sustainability
- Taking stock
- Procurement
- Progress against actions

The self-assessment section provided Departments with an opportunity to assess their total contribution to the SD agenda. Although subjective, this was a useful tool for self-analysis. The SDC provided the following scale for scoring:

1	2	3	4	5	6	7	8	9	10
Starting out		Some progress			On course			Fully integrated	

Defra self-assessed as:

- Policies: 8/10 (on course)
- People: 7/10 (on course)
- Operations: 7/10 (on course)
- Governance, monitoring and reporting: 6/10 (on course)

³ *Off the Starting Block*, Sustainable Development Commission, December 2006.

⁴ http://www.sd-commission.org.uk/publications/downloads/SDAP_FullReport_Dec06.pdf

Progress against actions

The full report shows a breakdown of actions by status, including an impact rating. At the time of reporting (July 2007) 79% of SDAP actions were completed or on course with revised target dates. Fig.1 shows a breakdown using a RAG/traffic light status

Figure 1: percentage progress against 2006 SDAP actions

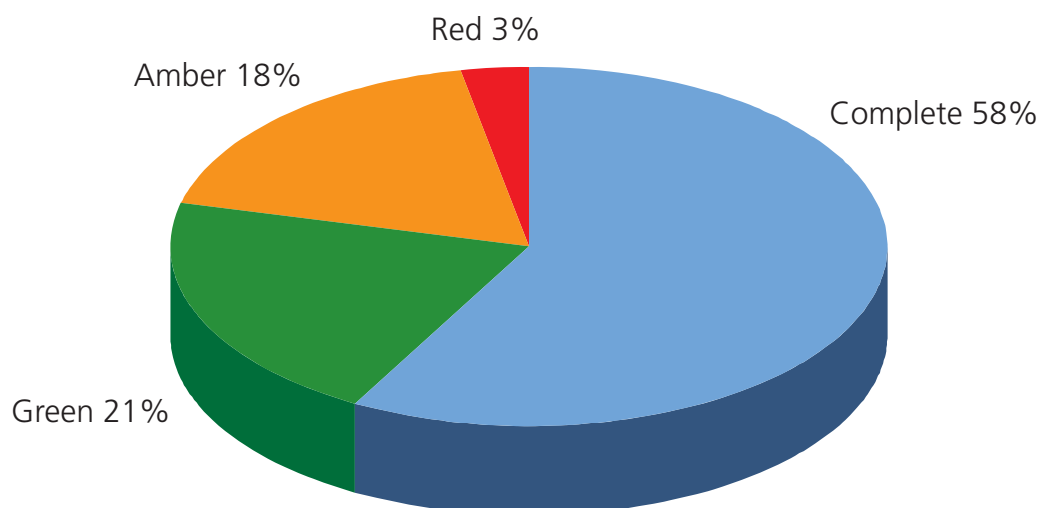


Figure 2: Actual progress against 2006 SDAP actions

Complete	Green	Amber	Red
45	16	14	2

We are also interested in learning from this process to help develop future SDAPs and to provide effective support to our Executive Agencies and Non-Departmental Public Bodies (NDPB's)

No.	Actions	Target	Owner	Priority
2	Conduct an internal audit of the 2006 SDAP, to include the process and delivery.	March 2008	Programme Manager for DaSL	5 strategy principles

Defra's new approach to Sustainable Development: the Defra as Sustainability Leader (DaSL) Programme

In May 2007, Defra established the DaSL Programme as a new approach to leading, communicating, coordinating and delivering sustainable development.

The key aim of the DaSL Programme is to set our sights higher and raise our level of ambition to promote Defra as an exemplar of sustainable development.

To achieve our key aim we will:

- coordinate and join up workstreams from across the Defra network (including Executive Agencies) to maximise on opportunities for cross-working, and to ensure we provide a coherent approach to meeting SOGE targets and setting and delivering on our own ambitious targets.
- improve communications, both internally and externally to maximise or recognise synergies, and to demonstrate leadership.
- make Defra an exemplar of embedding SD in policy making across the Defra network and across government.
- add the support of a programme structure, ensuring high-level support and buy-in to ensure delivery of targets.

Governance of the DaSL Programme, including the workstreams to deliver on the key aim, is included at **Annex A**. Secretariat functions, including developing and reporting on SDAPs will be lead by the DaSL team. A Programme Board and Implementation Group have also been set up, with distinctive roles, to help Defra achieve its goals.

The Programme Board includes representation from a Defra business area (at Director level), an Executive Agency, a Non Departmental Public Body (NDPB), and Non-Executive members from the SDC and an external organisation. The Implementation Group consists of all workstream leaders, plus a member of Defra's SD Enthusiast Network.

Connecting the SDAP and the DaSL Programme

The Defra as Sustainability Leader (DaSL) Programme aims to raise our level of ambition to promote Defra as an exemplar of sustainable development. This means looking at the existing government targets to which we are already committed, and exploring how we can go further. It also provides an opportunity for us to explore areas not currently in the remit of government targets, for example, food, wellbeing and biodiversity, and to set targets for Defra.

A more detailed DaSL delivery plan is being developed separately to avoid confusing the role of this SDAP. However, it is important to highlight the DaSL Programme as a key mechanism for delivering SD in Defra. DaSL draws together development and reporting on Defra's SDAP with workstreams delivering on SD. This connection provides a stronger basis for the SDAP and a structure to integrate across diverse business areas.

The DaSL delivery plan will include trajectories to meet Defra's set of ambitious targets. We also plan to develop an accurate carbon footprint for Defra which can then be monitored to measure

Building on the 2006 SDAP and the Defra as Sustainability Leader (DaSL) Programme

our progress. The Programme also has a unique profile in Defra in having a Management Board member as Senior Responsible Owner (SRO). This compliments our Management Board Champion for Defra's SD DSO (see Section 1) which will be reported on separately.

No.	Actions	Target	Owner	Priority
3	To develop a set of ambitious targets to demonstrate Defra as Sustainability Leader and to include trajectories to meet ambitious targets. Work will include exploring options for Defra's level of ambition.	April 2008	Senior Responsible Owner (SRO) for the DaSL Programme (Head of Service Transformation Group)	SCP CCE NRP CSC
4	To engage staff in developing ambitious targets in two key areas of DaSL: travel and corporate social responsibility to create a sense of ownership by staff.	February 2008	DaSL Programme Manager	5 strategic priorities
5	To explore options to calculate Defra's carbon footprint, using ISO14064 standards.	May 2008	DaSL Programme Manager	CCE

Structure of DaSL Programme

An organogram of the DaSL Programme is attached at Annex A. DaSL is structured around seven key workstreams covering various business areas:

- **Facilities, Estates and Operations:** covering SOGE targets on water, waste, energy, carbon and recycling; biodiversity on the Estate and how Defra staff can lead by example at work, including facilities management
- **Procurement:** developing Defra's business travel strategy, better procurement, Flexible Framework targets and CSR and diversity values as standard in contracts
- **Communications Strategy:** focusing on staff behaviour change, internal campaigns and messaging (including coordinated messages), and external communication
- **Human Resources and Corporate Social Responsibility:** developing Defra's CSR and HR policies, for example, diversity, encouraging volunteering, welfare, encouraging volunteering, payroll giving, employee engagement, performance management and wellbeing of staff.
- **IT and Smart Working:** the contribution of IT to energy efficiency and carbon reduction targets, procurement and disposal of IT equipment, and smart working for Defra staff to reduce our CO₂ footprint.
- **Developing policy:** developing a better policy making framework with certified training and tools underpinned by SD.

Section 2

- **Coordination of the Defra Network:** building capacity across Defra's Executive Agencies and NDPBs. Supporting development of SDAPs and SD related work, and providing a forum for sharing best practice (including highlight reports and workshops) and exploring new ways of working together to achieve our aims.

Working with the Defra Network: Executive Agencies and NDPBs

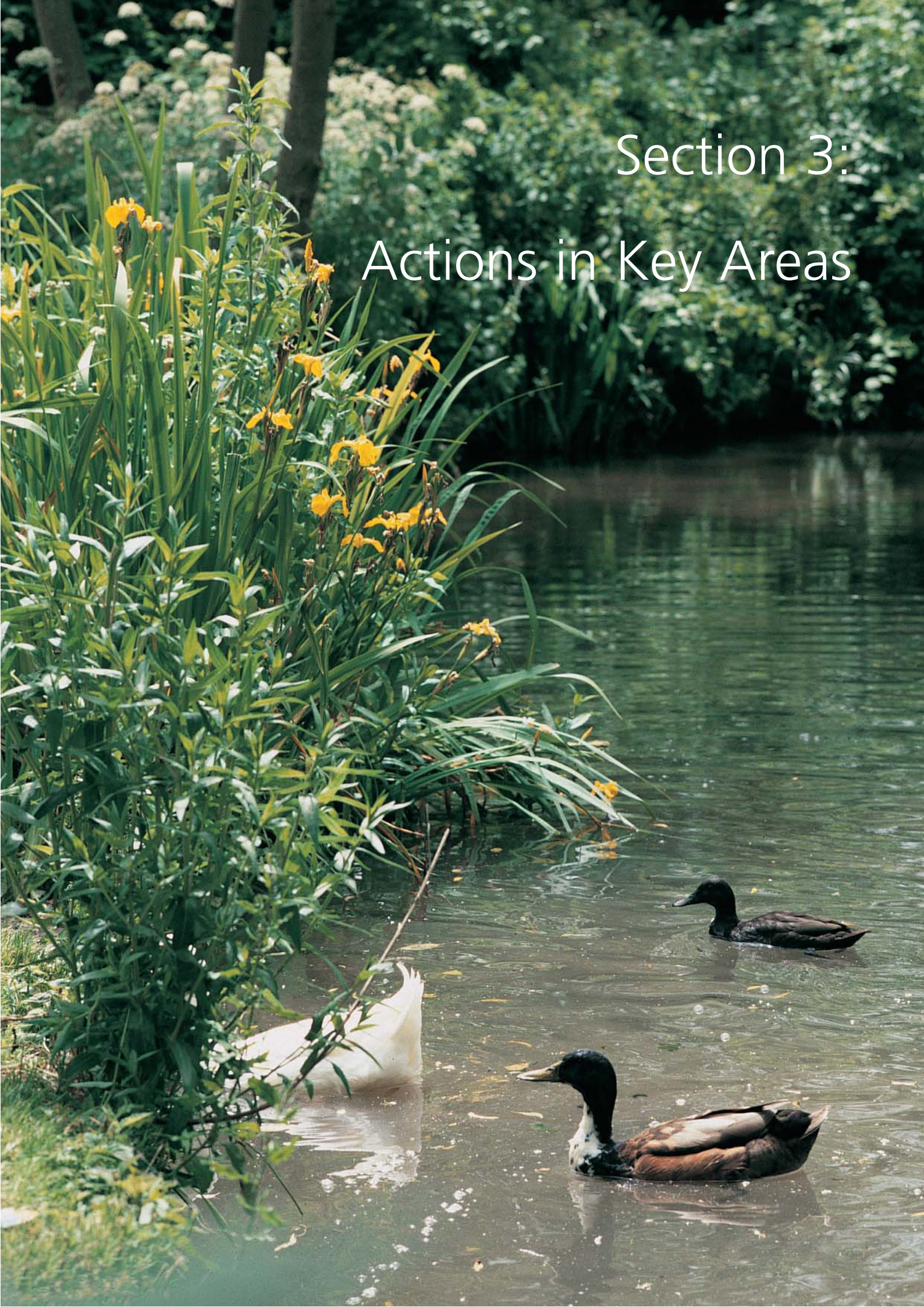
The majority of Defra's Executive Agencies produced SDAPs for 2006. Given that there was no additional funding or resource available for producing SDAPs, and in some cases knowledge on SD issues was limited, we were very pleased with this performance.

The coordination of the Defra Network workstream in the DaSL Programme demonstrates how crucial we believe the performance of the Defra Network is to achieve our aim of sustainability leader. This workstream also offers opportunities to develop a more strategic approach to delivering SD and to learn from each other's experiences.

Defra's Sustainable Development Unit (SDU) already actively encourages all of Defra's Agencies and NDPBs to produce their own SDAPs, and we will continue to communicate openly as we take this forward in the DaSL Programme. SDU will continue to encourage and support Executive Agencies and NDPBs, for example through meetings, regular workshops on developing SDAPs, and highlight reports as in the actions below.

No.	Actions	Target	Owner	Priority
6	Hold SDAP workshops for SD colleagues in Defra's Executive Agencies and NDPBs to assist with the development and implementation of SDAPs and meeting targets.	Throughout the life of this SDAP to March 2009	Head of DaSL Programme Office	SCP CCE NRP CSC
7	Publish regular highlight reports to update the Defra Network on progress with Defra's SDAP and share news between Executive Agencies and NDPBs on SD issues.	Regularly updates, review in October 2008	Head of DaSL Programme Office	SCP CCE NRP CSC

Section 3: Actions in Key Areas



3.1 Developing Policy

Embedding sustainable development into policy making is crucial for Defra to achieve leadership in sustainability. Defra's last SDAP focussed on embedding SD into specific policies, setting examples of good practice and included an action to pilot sustainability audit workshops with policy projects and programmes. From this action, we realised that whilst SD was considered across a range of policy areas, the level of consideration and impact was not consistent. Therefore, this time, we want to ensure that SD is a core component of policy making in general, to ensure that all Defra policies reflect good SD. Taking a sustainable development approach to our policy making process as a whole will make our contribution to the four priorities in *Securing the Future* more robust.

Why is SD in policy important?

As a large Government regulator and a Department that deals with businesses, communities and the environment, it is important that SD is considered right from the start and then throughout the policy making process. We want to produce policy that is evidence-based and well considered. In short, policy that has SD at its core. This will help Defra to develop policies that benefit society, the environment around us and local economies. As mentioned in section 1, the Renew Defra Programme is driving this change across the Department. Defra worked closely with the Better Regulation Executive in the recent exercise to update guidance for Impact Assessments. We also used this revised guidance to update our *Stretching the web* tool (see section 3.2) to ensure that SD was a key component of Impact Assessments.

No.	Actions	Target	Owner	Priority
8	To ensure SD messages and tools are embedded in new policy making guidance and accompanying training for Defra staff.	December 2007*	Chief Economist	5 strategy principles
9	To launch the new policy making guidance, promote its use internally and begin to roll-out the revised policy training to policy makers.	April 2008*	Chief Economist	5 strategy principles
10	To establish regular e-awards on the DaSL website to recognise achievements in sustainability in-house to promote best practice.	March 2008	DaSL Programme Manager	5 strategy principles

* Indicative: Subject to consistency with the timetable of the Renew Defra programme.

Although our aim with this SDAP is to embed SD in core policy making in a consistent manner, we also recognise the importance of demonstrating 'real-time' embedding of SD in Defra's policies. As mentioned in Section 1, all Defra policies aim to contribute to sustainable development. Those listed below provide an idea of the range and level to which Defra is supporting the four priorities in *Securing the Future*.

5 strategy principles

Championing SD

Waste strategy

Sharing responsibility between producers, retailers, consumers, Local Authorities and the Waste Management Industry

Land use project

To develop a long-term vision for land use in England – ensuring that decisions on land at national, regional and local level are future proofed and sustainable.

Marine Bill and Marine Strategy Objectives:

to develop appropriate marine environmental limits

UK Biodiversity Strategy

Conserving Biodiversity – The UK Approach

Water Strategy for England

Commitments for water availability and quality. Focus through a climate change lens

Every Action Counts

(see box off section 3.3)

SCP

CCE

NRP

CSC

Environmental behaviours

inc. research on sustainable behaviours

Climate Change

climate change Bill; UK to be the first country to have a legally binding long term framework to cut CO₂ emissions and adapt to climate change
adaptation; Bali Climate change conference on revising emission targets

Ecosystems approach

Linking cross cutting environmental challenges; Setting ecological objectives for air, water, soil and biodiversity.

Air Quality Strategy

Sets out air quality standards and planning on air quality issues

Farming for the Future Programme

inc. agriculture and climate change; and integrated farm management

3.2 Building Capacity

Within core Defra

Defra staff play a vital contribution in championing and delivering SD. The Management Board has been particularly supportive in ensuring that all staff are aware they have a role to play, whether through embedding SD in their policy, including as a relevant clause in a contract, influencing another Government Department or organisation, or through their office-based working practices.

Defra's **thinksustainable** identity exemplifies the value of a communication tool to tackle behaviour patterns and challenge thinking about SD. It uses a range of channels and methods to continue to build awareness and understanding of SD amongst staff and practical knowledge on how to apply it. Over the life of the last SDAP, we used a range of different techniques to further this work. The **Box Off** highlights just a few examples.

thinksustainable programme 2005-2007

- the **thinksustainable** series of lunchtime seminars was launched alongside *Securing the Future* in 2005. It has recently covered seminars including: The Low Carbon Diet; Wellbeing: a new focus for policy; Russia's energy as a global concern; happiness and public policy; chocolate and SD; Renewable materials – the future of nearly everything; A tale of two cities: London and Beijing's sustainability challenges; sustainable engineering for the built environment; Act on CO₂ 'mucky footprints'; and the US and climate change.
- a 3-month *Big Switch* campaign to promote energy efficiency in the home and at work for Defra staff took place in early 2005.
- Defra's SD Enthusiasts Network met several times to explore, share and develop knowledge of SD and undertook to promote SD at the team level. The cross-Department network also won Defra's 'Best Achievement in Sustainability' award at the Defra team awards 2006. Activities include workshops on SD, an exhibition on the affects of climate change at the London Science Museum in August 2006 and seeing SD in practice at the Olympic Park site in September 2007.
- **thinksustainable** week 2006 included a volunteering fair, a Think and Act fair with external organisations, an eco-audit walk, and seminars ranging from environmental behaviours, science and SD, to meeting the SDC Commissioners.
- Defra's first SD Open Meeting in February 2007 for staff, the Defra Network and Government Departments to challenge the Management Board on Defra's approach to SD.

Working with Defra Trade Unions will also be important to ensure we develop targeted and consistent messages that staff will understand and be happy to implement. Whether this is changing working practices in the office or considering an alternative way of doing things, the role of the Unions will be helpful in assessing options.

No.	Actions	Target	Owner	Priority
11	Embed SD into Defra's e-training package for new staff to ensure SD is a key part of learning about Defra's business.	April 2008	Director of People and Performance	SCP CCE NRP CSC
12	Develop the SD Enthusiasts network to strengthen promotion of SD in Defra teams and to help deliver actions in this SDAP.	Review April 2008	Director of Strategy and Sustainable Development	SCP CCE NRP CSC
13	Liaison with Trade Unions to raise awareness and build capacity on how their roles can contribute to SD.	Review September 2008	DaSL Programme Manager	5 strategy principles
14	Develop a thinksustainable communications strategy to reflect the new approach included in this SDAP and the DaSL Programme.	March 2008	Director of Strategy and Sustainable Development	5 strategy principles
15	Continue to host the thinksustainable lunchtime seminar series and consider innovative ways of engaging staff. Evaluate attendance and develop a programme of seminars for 2008.	Evaluation and programme by March 2008	Director of Strategy and Sustainable Development	SCP CCE NRP CSC

Across the Defra Network and wider Government

Securing the Future commits Government as a whole to deliver on sustainable development. Defra's role as champion includes influencing others to *think* and *act* sustainably by raising awareness and encouraging behaviour change. We aim to achieve this both through our actions, which means setting Defra as an example of sustainability, and by providing research, support and tools to help others put SD into practice.

Defra's Sustainable Development Unit has recently launched a suite of **thinksustainable** SD tools as part of the Defra as Sustainability Leader Programme:

<http://www.defra.gov.uk/sustainable/think/index.htm> This is the first time these tools have been made available to other government departments and the wider public sector. They will help to support development of SD across government and embed sustainability in behaviours and working practices. The SD tools will also help government departments incorporate non-financial benefits into the policy development process. The tools consist of:

- An interactive policy tool *Stretching the Web* which is a simple graphic, based on the Better Regulation Executive's Impact Assessment, to help policymakers and project managers integrate SD into their work;
- a game *Stockwatch* which allows the player to practise how to think sustainably in a simulated situation; and

Section 3

- a film *The Bigger Picture* which looks at how SD works in Defra. It focuses on three cases in which Defra policy has contributed to SD, and shows how the Department is already changing to integrate these principles into its work.

In October 2007, Defra published a Sustainable events guide to encourage event organisers to think about the social, economic and environmental impacts from the start of organising their event, both in-house or engaging with contractors. As each event is different, the Sustainable events guide contains a range of options to make events more sustainable and gives tips on how to organise, save money and get the most out of attendees. It is divided according to aspects of organising an event – transport, venue, catering, preparation etc – so that they can easily be incorporated into the organisation process from the beginning. The guide is hosted at: <http://www.sustainable-development.gov.uk/advice/sustainable-events-guide.htm>

Defra puts a lot of energy into the governance arrangements for driving SD across Whitehall. This includes supporting the SD Programme Board, Sustainable Procurement and Operations Board and SD policy Working Group. We are aware of the work other SD teams are doing across Government and aim to share best practice to support Departments in strengthening their capacity to deliver. Developing leadership skills and raising awareness on sustainable operations and procurement is a key part of this. However, we know that we can do more. The actions below aim to stretch Defra to meet new challenges and build capacity amongst a diverse range of audiences.

No.	Actions	Target	Owner	Priority
16	Establish and support a sustainable procurement and operations practitioner forum and SD policy network. These will work as a knowledge base to identify, promote and facilitate the uptake of best practice.	December 2007	Director of Strategy and Sustainable Development	5 strategy principles
17	Advise, support and share best practice with other Government Departments, Executive Agencies, NDPBs and public bodies on embedding SD through bilaterals, workshops and existing structures.	Review June 2008	Director of Strategy and Sustainable Development	5 strategy principles
18	Establish and support a new centre for research on sustainable behaviours and ensure remit builds on the SD Strategy.	October 2008	Director of Sustainable Consumption and Production & Waste	SCP CSC
19	Continue to sponsor the Sustainable Development Research Network (SDRN) to promote SD research and build links and understanding between the policy and research community.	Review June 2008	Director of Strategy and Sustainable Development	5 strategy principles

3.3 Engagement and SD Communications

Defra understands the importance of communications and engagement. This SDAP therefore looks at three specific target groups and includes actions on how Defra will work to engage various audiences on issues relevant to the four SD strategic priorities. The three groups are:

- Targeting wider government and the general public
- Communicating at local and regional level
- DaSL communications to Defra staff and SD colleagues across the Defra Network and Government

Targeting wider government and the general public

Defra is tackling behaviour change with individuals, householders and consumers through a range of channels and projects, including the Act on CO₂ campaign. The new carbon calculator for public use, launched in June 2007, offers a tailored plan of low-carbon actions. Defra is supporting wider behaviour change through 34 Environment Action Fund projects and 83 Climate Challenge Fund projects, as well as the Every Action Counts third sector initiative.

SD communications with government and the public

- The sustainable-development.gov.uk website has continued to expand and develop with new material added to the advice sections for business, community and local government. The site attracts an average of 26,500 unique visitors each month, up from 18,800 in 2005. To best serve users, some of this content has now been transferred to directgov.gov.uk and businesslink.gov.uk. New Defra material on these sites includes the Carbon Calculator.
- January 2006 saw the launch of a new bi-monthly e-newsletter *SDscene*. With news from government, *SDscene* highlights progress being made towards implementing the UK SD Strategy. *SDscene* already has over 5300 subscribers (up from 3500 in late 2006) from local and national government, agencies, business, voluntary and education sectors.
- Defra continues to support awards aimed at encouraging sustainable development. Defra sponsored the inaugural 'Green Awards for Creativity in Sustainability', launched in January 2006. Defra's Director for Strategy and Sustainable Development was chair of the judging panel. The awards attracted a large number of high-quality, blue-chip entries and positive media coverage, and are now in the 2nd year. Other awards sponsored included the Local Government Chronicle/Health Service Journal 'sustainable communities award'.

Section 3

No.	Actions	Target	Owner	Priority
20	Develop the Act on CO ₂ campaign, carbon calculator and climate change champions to raise awareness and understanding of the general public on the impacts of emissions and benefits of energy efficiency.	Interim review March 2008	Director of Communications	CCE
21	To continue to publish bi-monthly editions of <i>SDscene</i> , the UK government's e-zine to keep readers informed of progress on government, businesses, communities and individuals. Also, to assess the readership and evaluate the product.	Ongoing – assessment by April 2008	Director of Strategy and Sustainable Development	SCP CCE NRP CSC

At local and regional level

The new national indicator set contains additional indicators on key areas of environmental performance, climate change mitigation and adaptation, biodiversity, fuel poverty as well as local environmental quality. Our aim is for these to be well represented in the new round of Local Area Agreements. This will allow Local Authorities and other local organisations to contribute to SD and improve the quality of life at the local level. Defra is also supporting the Young Foundation and Improvement and Development Agency (IDeA) and The London School of Economics (LSE's) local wellbeing project with the aim of better understanding the links between wellbeing and environmental sustainability at local level.

At the local level Defra has worked with the Department for Communities and Local Government (CLG), Local Government Association (LGA) and (IDeA) to provide further support to local authorities in delivering sustainable development. At the regional level, Defra has provided around £1m in funding to support activities in the nine English regions which help them achieve their new pledges to reduce their ecological and carbon footprints. Over the life of this SDAP, Defra will continue to work with Regional Development Agencies, Government Offices and Regional Assemblies to further strengthen delivery of sustainable development in the regions in the context of the reforms set out in the Government's Sub-National Review.

Local Government is vital to meeting our main environmental outcomes: tackling and adapting to climate change; maintaining a healthy natural environment and sustainably managing our natural resources; and providing a clean, safe, and green local environment. Defra and the Local Government Association have been working together to identify our joint environmental priorities, ways in which the Defra network are supporting delivery and the key characteristics of an environmentally good council. The Joint Environmental Prospectus gives an overview of the local and national governments' top environmental priorities and provides councils with a practical checklist to ensure that the environment is integrated throughout their concerns.

Every Action Counts

Every Action Counts works with more than 30 national third sector organisations and hundreds of local groups, voluntary organisations, community groups, clubs and societies to help cut carbon emissions and improve the environment through simple actions on energy efficiency, travel, food, shopping and waste.

The initiative was launched in June 2006. Among the achievements of its first year (to 31 March 2007): 282 Community Champions have been recruited to help community groups take action; 354 community level organisations with diverse interests have registered as Every Action Counts groups; 30 training sessions have been delivered to 410 community workers to build capacity of frontline workers in sustainable development; and good practice has been recognised, rewarded and celebrated through the 71 good practice case studies that have been developed, some of which are found at www.everyactioncounts.org.uk

In addition: 15 national organisations have completed their own sustainable development action plans; 16 organisations have established Communications Plans produced to cascade information on Every Action Counts and signup; and 6 Voluntary and Community Sector organisations are putting in place Environmental Management Systems.

In June 2007 the Every Action Counts Consortium launched the Third Sector Declaration on Climate Change. The Declaration is aimed at any third sector organisation – big or small – in any part of the country. These may range from national bodies to local voluntary groups. Signatories commit themselves to recognising the problem of climate change based on evidence; reducing their own emissions; and encouraging wider action through engagement with communities. Around 100 organisations have already signed up to the Declaration.

No.	Actions	Target	Owner	Priority
22	Work with CLG, IDeA and LGA to provide guidance and materials to local councils which strengthen delivery of sustainable development in Sustainable Community Strategies and Local Area Agreements.	October 2008	Director Strategy and Sustainable Development	SCS 5 strategy principles
23	Support delivery of Defra-funded Every Action Counts initiative for the voluntary and community sector (Defra funding ends March 2009) and promote 3rd sector declaration	March 2009	Director Strategy and Sustainable Development	CSC SCP
24	Recognise and reward local partnership action on sustainable development through supporting key LGA events and the Local Government Chronicle "sustainable communities" awards.	April 2008	Director Strategy and Sustainable Development	CSC

Section 3

Defra as Sustainability Leader (DaSL) communications: Core Defra and SD colleagues across the Defra Network and Government

Communications play a vital part in demonstrating good SD behaviour in the workplace. There are two key areas where Defra wants to focus communications activities as part of the DaSL Programme:

1. communicate what we're doing to staff, government and public
2. inform Defra staff about how they can change behaviour at work

Good communications is essential to ensure that staff are informed about achievements and challenges, and understand what their role is in delivering on sustainability targets. This ranges from how we're doing on the sustainability of our buildings to staff thinking about the economic, social and environmental impacts of policy and delivery. Working with Unions will also be key to engaging staff on behaviour change and considering options for better working practices.

No.	Actions	Target	Owner	Priority
25	Defra to host a second SD Open Meeting for staff and invited colleagues from the Defra Network and other Government Departments. The event will be an opportunity to hear from and challenge the Panel (to include members of the Management Board) on Defra's approach and contributions to SD.	September 2008	DaSL Programme Manager	5 strategy principles
26	To review Defra's work on behaviour change so far, and, working with Unions, assess how best to tackle staff practices. The output will be to better target behaviour at work to help meet government targets.	June 2008	Senior Responsible Officer for DaSL Programme (Head of Service Transformation Group)	SCP CCE

3.4 Defra as an Employer of Choice

We want people to recognise Defra as a good employer and to want to work in Defra for that reason, as well as in a job which contributes to environmental sustainability. One way to measure our success in this area is through national employer awards. Looking at the way staff behave and work with one another is essential to changing culture within Defra, improving performance and becoming a responsible employer and an employer of choice.

Our aim is to ensure that sustainable development is a key component of all Defra's human resource policies and activities. This will involve working with staff to provide them with opportunities to contribute to decisions that may affect them, and working in partnership at the right level to get things done. The **Renew Defra Programme** will also shape the way we work in a restructured Department to meet our business challenges for the future.

No.	Actions	Target	Owner	Priority
27	Defra aims to be an Employer of Choice and plans to work towards applying for a number of national employer awards. We will use this first year to benchmark our position to enable us to accurately monitor future progress.	December 2008	Head of Diversity, CSR and Wellbeing at Work	CSC
28	Carry out a Corporate Social Responsibility (CSR) and Wellbeing review and publish a CSR and Wellbeing Strategy for Defra, including case studies	December 2007	Head of Diversity, CSR and Wellbeing at Work	CSC 5 strategy principles

Volunteering

Defra currently offers staff one day's special leave each year with pay for volunteering. Volunteering is an opportunity to use and develop skills to help others, bring valuable experiences back to the work place and to be involved in local communities. Defra encourages all staff to take advantage of the volunteering day and provides ideas on how to do something enjoyable and worthwhile for themselves and their community, whether as individuals or part of a team. We are developing a way of recording and sharing opportunities and a mechanism for monitoring volunteering uptake in Defra. This is an important part of the way in which Defra delivers (CSR).

Section 3

Case Study: Volunteering day at Mowbray Fields Nature Reserve

Defra's Permanent Secretary, members of the Management Board and a number of other Defra colleagues used their one day's special leave to take part in a volunteering day at Mowbray Fields Nature Reserve. The day, organised through BTCV, involved managing the fill pond on the Reserve. This pond is the main reason for its designation as a local nature reserve. The group spent the day cutting the vegetation growing in the fill pond (mostly light brambles, grass and other soft plants), raking it off and stacking it under the surrounding willows. This work was to enable the growth of rare bee orchids, other wildflowers and to encourage greater biodiversity.

One of the volunteers said *"It was hard work but fun and working in a group (of 10) we were really able to see the results. I think we all left the site with a great feeling of achievement."*

No.	Actions	Target	Owner	Priority
29	Every Management Board member to attend a volunteering day during the life of this SDAP.	March 2009	Permanent Secretary	CSC NRP
30	Hold a Volunteering Fair annually and develop appropriate benchmark tools to measure success and employee engagement.	November 2008	Head of Diversity, CSR and Wellbeing at Work	CSC 5 strategy principles

Creating Better Employee Relations, rewarding good practice on SD and promoting Wellbeing at work

Employee Engagement is a measure of an individuals' attachment to the organisation they work for and the extent to which they believe in its goals and support its values. Research consistently shows that engagement positively correlates with productivity and performance. An engaged workforce will support Defra in performing to an optimal level, help to make Defra an enjoyable and attractive place to work for individuals, and provide an effective means of delivering the UK SD Strategy.

For the first time in 2007, our staff survey will measure the level of engagement of Defra's workforce and will identify what motivates and drives our employees. From the June 2007 baseline, we will be able to map future progress and identify key priorities for action, including how to target staff to continue to embed SD in working practices. As a measurement, we will be looking for positive movement in scores for:

- Engagement of Defra workforce (general index score)
- staff advocacy for Defra (Questions: I would recommend Defra as a good place to work; I am proud to work for Defra)
- staff commitment (Questions: I intend to still be working for Defra in 12 months time; I feel a strong sense of belonging to Defra)
- discretionary effort of staff – a key outcome of engagement (Question: I am happy to go the extra mile at work when required)

In our 2006 SDAP we reported on scores against questions on SD in the Defra Staff Survey. There was no staff survey in 2006, therefore we have used the 2007 survey to continue to benchmark performance. This year's survey also included a new question to help monitor views against Defra's own performance. In particular, this will help us to measure the impact of this SDAP and the work of the DaSL Programme. We will use these results to influence our approach to SD, for example, the **thinksustainable** campaign, engagement with staff and SD communications.

Staff Survey question	% positive score		
	2004	2005	2006
Defra's Senior Civil Servants (SCS) take Sustainable Development seriously	50	57	34
I understand how to incorporate Sustainable Development into my work	44	51	56
I think Defra acts as a leader on sustainable development in its action, operations and policies	n/a	n/a	50

Defra believes in rewarding teams who have made significant contributions to the Department's goals. The annual Defra Team Awards are an ideal opportunity to demonstrate that thinking sustainably is part of good working practice across all business areas. Therefore SD forms part of the overarching criteria for all awards.

Defra is committed to promoting wellbeing at work and helping our staff maintain a healthy work/life balance. We encourage employees and their managers to think creatively about working patterns so that efficient working can be combined with other responsibilities, and with employees' interests and enjoyment of life. This actively supports the Government's aim in *Securing the Future* to enable people to enjoy a better quality of life.

Section 3

Delivering on Diversity

We want to recruit, retain and promote a more diverse workforce in Defra, in order to reflect and engage effectively with customers, partners and other governmental bodies. Diversity in Defra is business focused. This means that we believe that there are real business benefits in doing diversity well. We intend to provide a diversity related culture as an integral part of the way in which we carry out the Department's business. Our aim is to create an environment where everybody in Defra is treated fairly and encouraged to value and recognise everyone's views and contributions. Defra's Diversity Strategy concentrates our efforts on embedding diversity into the culture of the Department.

The Diversity Champions Group

The Diversity Champions Group, chaired by the Permanent Secretary, is comprised of Defra Business Diversity Champions, Executive Agency Diversity Champions and representatives from the staff networks.

Business Diversity Champions are nominated by Directorate Generals to represent their work area on the Diversity Champions Group. They are visible and accessible members, who have a genuine interest in diversity issues.

At present the Business Diversity Champions are focusing on the new Disability Equality Scheme. Each Business Diversity Champion is responsible for contributing towards a list of actions specific to their business function, identifying areas where the Equality Schemes will have an effect on policy development and customers, to ensure that Defra complies with legislation.

No.	Actions	Target	Owner	Priority
31	Develop workforce monitoring through production of annual reports. This will provide accurate baselines from which we will be able to assess how Defra reflects the communities in which we work.	December 2007 and December 2008	Head of Diversity, CSR and Wellbeing at Work	CSC
32	Publish revised Race Equality and Gender Equality Schemes which meet approval of the new Commission for Equality and Human Rights.	December 2007	Head of Diversity, CSR and Wellbeing at Work	CSC
33	Consult the Diversity Champions Group and publish compliant Disability Equality Scheme by September 2007. To seek approval from the Equality and Human Rights Commission (EHRC).	Approval by December 2007	Head of Diversity, CSR and Wellbeing at Work	CSC

No.	Actions	Target	Owner	Priority
34	Devise a strategy and action plan on how to develop relationships with communities previously hard to reach as part of a wider Diversity Strategy.	March 2008	Head of Diversity, CSR and Wellbeing at Work	CSC

Measuring Defra's success

We will use Defra's own diversity targets to monitor and measure the impact of our diversity aims. These targets aim to improve representation of identified minority groups (women, disabled and Ethnic Minority) staff in line with Cabinet Office, *Delivering a Diverse Civil Service – A 10 point plan* for Senior Civil Service and top management. Defra's targets are:

- 37% Women in SCS
- 30% top management posts to be filled by women
- 4% Black and minority ethnic staff in SCS
- 3.2% Disabled staff in SCS

3.5 Sustainable Procurement

Sustainable Procurement is recognised as a key tool to deliver the targets for performance on the government estate as well as wider sustainability policies. Defra is taking the lead across Government and has set itself targets to demonstrate this leadership.

From engaging on specific procurement contracts to setting trajectories to meet and exceed the flexible framework targets set by government, Defra has committed to a range of actions to demonstrate leadership in sustainable procurement. We know that we need to set frameworks in place, but that we also need to better inform procurement officials both internally and across government.

Good sustainable procurement, which includes policy, processes and operations, should be embedded across all areas of organisations. Work has been ongoing since August 2006 to achieve Defra's goal of leader in sustainable procurement across government. The Sustainable Procurement Programme for Defra captures Defra's existing leadership in these areas but also concentrates on other high sustainable impact sectors such as energy, travel, food, pulp, paper and printing and facilities management through category management strategies.

The *Flexible Framework* (detailed in *Procuring the Future*⁵) identifies 5 key themes which are, in effect, the key behavioural and operational change programmes which need to be delivered in each public sector organisation to deliver sustainable procurement. For each theme, compliance criteria for five levels are detailed.

For each theme in the Flexible Framework, Defra has identified the level we have reached so far, and provided information in support of this self-assessment in the 2006 SDAP Report:

People	Level 1 : Foundation
Policy, strategy and communications	Level 3 : Practice
Procurement process	Level 2 : Embed
Engaging suppliers	Level 3 : Practice
Measurement & results	Level 2 : Embed

Measuring success

To reach our aim of Level 5 by Autumn 2008 (Action No. 36), the following milestones need to be reached:

- Level 1 by Winter 2006
- Level 2 by Spring 2007
- Level 3 by Autumn 2007
- Level 4 by Spring 2008
- Level 5 by Autumn 2008

⁵ *Procuring the Future*, The Sustainable Procurement Task Force National Action Plan. Department for Environment, Food and Rural Affairs, June 2006.

No.	Actions	Target	Owner	Priority
35	To reach level 5 of Sustainable Procurement Flexible Framework.	by Autumn 2008	Director of Purchasing and Supply	SCP
36	To publish the Public Sector Food Procurement Initiative (PSFPI) with revised advice for public bodies on improving the sustainability and efficiency of food procurement, catering services, and supply and a more user-friendly toolkit for catering industry.	January 2008	Director of Purchasing and Supply	SCP
37	To identify best practice in local timber supply chains and publish case studies to encourage more local authorities to adopt sustainable timber procurement policies.	December 2007	Director of Purchasing and Supply	SCP NRP
38	To purchase timber that is only from legal and sustainable sources or licensed under a FLEGT voluntary partnership agreement.	April 2009	Director of Purchasing and Supply	SCP NRP
39	Review standard terms and conditions, contract documents and guidance notes to include information about the Diversity & Equality duties and provide legal training to all procurement staff.	June 2008	Sustainable Procurement Manager	SCP CCE CSC

Developing sustainable procurement skills

Defra believes that to ensure procurement practices become more sustainable, staff need to be trained and have the necessary tools to deliver sustainable procurement.

Section 3

No.	Actions	Target	Owner	Priority
40	Develop and deliver a two-year rolling programme of sustainable procurement education and training for Defra Network.	March 2009	Sustainable Procurement Manager	5 strategy principles
41	Update and Implement Defra's sustainable procurement toolkit to build capability amongst staff, and to help them develop skills to embed sustainability into procurement including building sustainability into criteria for tendering contracts.	October 2008	Sustainable Procurement Manager	5 strategy priorities

Sustainable Procurement Action Plan

Defra is also committed to specific actions on sustainable procurement in the UK Government Sustainable Procurement Action Plan (SPAP) published by Defra, as lead Department, in March 2007. This Plan includes specific actions for Government with the goal of the UK being among leaders in sustainable procurement in Europe by 2009. SPAP actions are not duplicated here in detail as Defra has already signed up to them.

Overarching SPAP actions

- Government Departments and Office of Government Commerce to take action to meet updated and extended mandatory standards for an increased range of products (Quick-wins):
 - update existing contracts; new contracts required to meet these standards;
 - remove offers falling below standards from framework agreements;
 - make use of pan-government collaborative contracts.

Starting with the priority sectors identified by the Task Force, Government will encourage key suppliers to have plans in place to reduce the carbon footprint of their activities and their supply-chains.

3.6 Sustainable Operations on the Government Estate

Defra's Estate comprises 250 sites covering 347,000 m². This is split roughly 57% office space, and 43% laboratory space. The estate has a diverse collection of buildings ranging from large prestige office complexes and world leading research laboratories; to small offices and veterinary laboratories in multi-occupancy buildings; and single room portacabins in markets and docks. Approximately 40% of buildings on the estate are freehold, owned by Defra with the remaining 60% being leasehold properties.

Within Defra, everyone has a role to play to ensure we are as energy efficient as possible. Defra is committed to reducing energy and water consumption and better managing waste and recycling, and has a responsibility to lead on sustainability.

In order to achieve the highest standard of sustainability Defra must ensure that the existing estate is run as efficiently as possible, in accordance with industry best practice. Wherever possible, innovative technologies will be introduced to increase energy efficiency and reduce carbon emissions. All new build/major refurbishment projects are designed to deliver BREEAM⁶ (Building Research Establishment Environmental Assessment Method) excellent ratings and the Estates Strategy supports sustainable development throughout the Defra network.

Estates Division works in partnership with Defra's Executive Agencies and Non Departmental Public Bodies (NDPBs) to ensure delivery of the Sustainable Operations on the Government Estate (SOG) targets.

We recognise we need to do more to improve the operational performance of our estate and raise our position within Government in respect to the SOGE targets. Good strides have been made in identifying areas where we can improve on energy efficiency and pilot schemes are underway to address this. We are also focussing on Carbon Management as a priority area as this is an important way of increasing the overall sustainability of the whole estate.

SOG targets and measuring progress

The SOGE targets for Government are detailed on www.sustainable-development.gov.uk/government/estates/targets.htm Defra reports on these targets annually to the SDC. The SDC use this data to publish a report on Government's overall performance in their annual SD in Government (SDiG) report. As the SOGE targets are detailed and reported on separately, we have not repeated them here. Also the SOGE target dates go beyond the life of this SDAP. Estates Division has developed trajectories to meet these targets and regularly monitors progress to ensure we are on track.

Defra leading on Climate Change and Energy and Natural Resource Protection

Government Estates Mandates Defra to source at least 10% of electricity from renewables: in 2006/07 63% of Defra's electricity came from renewable sources.

Defra to source at least 15% of electricity from Combined Heat & Power (CHP): Combined Heat and Power plants (CHP) at VLA Weybridge and London's Nobel House already produce 15% of the electricity for their own site.

⁶ <http://www.breeam.org/>

Section 3

Carbon Management and Energy Efficiency

Defra has developed a comprehensive Carbon Management Programme detailing actions and costs required to meet SOGE targets. It has been validated by a Carbon Trust consultant.

Energy Efficiency Accreditation Scheme

Defra has become the first national Government Department to be accredited by the Energy Efficiency Accreditation Scheme (EEAS) for our whole estate, including our Executive Agencies. This is regarded as the gold standard in energy management by the Carbon Trust. The accreditation involves gathering, evaluating and presenting data to the EEAS based on the following criteria:

- management's commitment to energy efficiency;
- investment in energy efficiency measures; and
- energy efficiency improvements

In 2010 Defra will be scrutinised for further improvements, so maintaining our focus on energy efficiency is essential to retain this accreditation.

As a taster, this SDAP includes actions to demonstrate Defra's commitment to meeting SOGE targets and to publicly monitor our progress (through SDAP reporting). The following projects will contribute to achieving targets as well as demonstrating leadership by piloting new technologies to share with others.

No.	Actions	Target	Owner	Priority
42	Pilot and roll-out of 20 powerPerfactor (voltage optimisation device) units to deliver potential savings of 560 tonnes of carbon per year.	March 2008	Head of Estates Division	CCE
43	Replacement of approx 15,000 fluorescent light tubes in Defra buildings with energy efficient T5 tubes, saving 30-40% of electricity consumed per tube	December 2008	Head of Estates Division	CCE
44	Active participation in energy stakeholder forum to share good practice	Quarterly	Head of Estates Division	CCE
45	Engage with Facilities Managers (FM) to ensure that Service Level Agreements with the Shared Services Directorate (SSD) reflect actions to meet Defra's targets	April 2008	Head of Estates Division	CCE SCP

No.	Actions	Target	Owner	Priority
46	Feasibility (to planning application) of 5 Defra sites to implement Biomass. With installation in site with highest potential CO2 reduction by 31 March 2008.	December 2007	Head of Estates Division	CCE
47	Installation of approx 100 M2G boiler optimisers throughout the Defra estate. M2G delivers 10-30% savings per boiler.	December 2008	Head of Estates Division	CCE
48	Benchmark water consumption throughout the estate and identify opportunities for improvement to be delivered through new FM procurement contract.	April 2008	Head of Estates Division	CCE SCP NRP
49	Engage staff on energy performance ratings for Defra buildings, for example, by displaying energy certificates in foyers. This will work alongside actions in the communications section to raise awareness of our performance and behaviour change at work.	April 2008	Head of Estates Division and DaSL Comms workstream leader	CCE
50	Sustainability audits for all new build and major refurbishments included where applicable to ensure SOGE targets can be delivered through their project.	Quarterly	Head of Estates Division	CCE SCP
51	Service Level Agreements (SLAs) for Executive Agencies and FMs (through SSD) to detail target delivery and reporting requirements	December 2007	Head of Estates Division	CCE SCP
52	Installation of Automatic Meter Reading (AMR) across all core Defra sites with utility bills above £500 – approx 150 buildings. (Potential to deliver savings of 10-15% per year through effective monitoring of utility use)	December 2008	Head of Estates Division	CCE

Section 3

New Builds and Refurbishment – Lion House, Alnwick

Government has committed to making its office estate carbon neutral by 2012 and reducing emissions from buildings by 30% by 2020. Defra has made this a priority in the construction of a new building in Alnwick.

Defra's aim is that Lion House, Alnwick will be one of the first offices to achieve carbon neutrality in operations. We will be applying for zero carbon status, 12 months after the building is up and running. The following considerations were included as well as use of wind turbines, photovoltaic (PV) solar electric, PV solar thermal and biomass heating:

- strategies to firstly minimise energy usage, then provide energy using low carbon fuels and finally generate electricity from renewable energy sources on site in a cost effective manner
- utilise carefully chosen sustainable materials (external timber cladding) and suppliers that have the requisite credentials to deliver the design as intended
- introduce design measures to reduce water consumption, including rainwater harvesting, that should better the latest and stringent 3m³ per person per year target

Biodiversity on the Estate

For major capital developments on the Defra Estate, each project has an Ecological Assessment undertaken. This comprises a desk study and on-site survey to assess base line conditions, including an initial evaluation of the nature conservation value of the site. Habitats and species are investigated and the assessment considers impacts both during construction and in the long term i.e. following completion. The assessment also considers potential for mitigation and opportunities for enhancement that can be incorporated into the scheme design.

This process also forms part of the BREEAM assessment for a project. The ecological assessment can also form part of the Town and Country Planning process in relation to development works.

Environmental Management System (EMS)

Defra has achieved ISO14001 certification, for thirty one sites across its Estate with further sites being included as part of an ongoing process. The standard allows Defra to focus on the issues most important to our business. ISO 14001:2004 provides guidance on how to manage the environmental aspects of business activities, while taking into consideration environmental protection, pollution prevention and socio-economic needs.

No.	Actions	Target	Owner	Priority
53	Site specific targets to be set for all sites to be covered by ISO14001 (53 sites in Defra and its Executive Agencies)	Energy targets March 2008. Other targets (inc. water and waste) March 2009	Head of Estates Division	CCE NRP

Smart Working

Smart Working is about having the ability to work flexibly, efficiently and sustainably. This means having access to the right tools and facilities, ensuring that the right policies are in place to support new ways of working and making best use of the resources that are available to us.

A key driver for Defra's Smart Working Programme is more efficient use of office space. Recent space occupancy surveys in Defra's London buildings demonstrated that an 80% workstation ratio is achievable. Implementing this will allow Defra to vacate two of the buildings it occupies in London, reducing accommodation costs and energy consumption. By mid 2008, all policy-makers in London will be located close to Ministers within Defra's Smith Square HQ complex. This will reduce our carbon emissions and occupation costs, including rent, business rates, utilities and facilities management services.

No.	Actions	Target	Owner	Priority
54	Vacate Ashdown House, Victoria Street, relocating staff to Defra HQ complex: expected savings of £8 million p/year occupation costs and 500 tonnes p/year carbon emissions	October 2007	Smart working manager	CCE
55	Vacate 1a Page Street, relocating staff to Defra HQ complex: expected savings of £4 million p/year occupation costs and 250 tonnes p/year carbon emissions	Mid 2008	Smart working manager	CCE

3.7 Sustainable Travel

The nature of our business sometimes necessitates travelling to liaise effectively with our customers and stakeholders, but this makes it even more important that Defra staff travel only when necessary and use the most sustainable modes. We need to seek a change in our frequency and mode of travel in order to reduce our environmental impacts including emissions, impacting on climate change and air quality.

Core Defra has made commitments that go beyond the current Sustainable Operations on the Government Estate (SOGES) targets. We know that to effectively encourage others, we must first set a good example and become best in class. We are also aware that other organisations have explored different travel options so to make best use of existing knowledge we need to engage with others as part of assessing the evidence for making progress in Defra.

Defra's approach to management of business travel

This SDAP often refers to changing the behaviour of staff, and business travel patterns are no exception. We need to challenge assumptions to ensure that staff only travel when absolutely necessary and if they do need to travel, that they use the most sustainable and cost effective travel option available.

Defra's sustainable travel messages to staff are embedded in the core of how we conduct business. We encourage all staff to think through alternative options, for example, video or teleconferencing, before travelling for business.

If staff establish that they do need to travel on business they will plan their travel to optimise time and carbon dioxide emissions. We know this is not easy to achieve and will require a change in thinking and behaviour. However, Defra aims to examine how changes to work related travel patterns can lead to better service delivery.

Defra aims to follow a holistic approach to travel targets by thinking about 'travel blending':

- Analyse official travel habits: why do we travel and which modes of transport do we tend to take?
- Blend Tasks: Plan work in advance and find ways of combining as many tasks as possible into one journey
- Blend Modes: Try to take trains, tubes and buses, walk or cycle. Use resources such as online journey planners to make travel as seamless as possible.
- Commit to making small sustainable changes over longer periods of time.

No.	Actions	Target	Owner	Priority
56	To develop and implement a Travel Strategy for Core Defra to encourage and incentivise staff to consider more sustainable travel choices, and promote across the Defra Network. This will also include 'quick wins' to mandate certain travel practices.	February 2008	SRO for DaSL Programme (Head of Service Transformation Group)	CCE

Defra as Sustainability Leader – Civil Service Travel Group

Defra chairs an inter-departmental group examining civil service travel. The group has been referred to as a model of best practice by the Sustainable Development Commission in their 2007 report. The group aims to:

- Align civil service travel with Government policy and targets on sustainable travel
- Facilitate best practice guidance
- Capture the imagination of UK Government Departments and generate ideas that develop and deliver on sustainable travel policies for Government as a whole
- Hold a public sector sustainable business travel conference on an annual basis

Measuring success

Defra is able to calculate the carbon footprint from all forms of business travel for the core department. This will involve recording all travel data and base-lining performance to ensure future reporting can be compared on a like with like basis.

No.	Actions	Target	Owner	Priority
57	Develop and deliver a rolling programme of sustainable business travel education and training for the Defra Network. In particular to increase the use of Departmental travel contracts for rail, air and car hire services.	January 2009	Director of Purchasing and Supply	SCS 5 strategy principles
58	To develop and implement site specific travel plans for staff commuter travel from home to work.	April 2008	Head of Estates Division	CCE
59	Develop and launch a new business website and travel hierarchy to assist staff in making more informed and sustainable choices.	January 2008	DG Service Transformation Group	

Sustainable Travel

- Defra was awarded the Whitehall and Westminster Civil Service Award in 2006 for its new rail, air and ferry travel contract for travel. This presents information to staff on the travel modes and carbon dioxide emissions along with detailed management information systems to analyse travel activity and carbon dioxide emissions.
- Defra sits on the Association of Corporate Travel Executives (ACTE) Steering Committee for their Global Conference in Munich devising travel management and education programmes. Defra will present an education session entitled Implementing a Carbon Reduction Strategy. ACTE membership spans from corporate buyers to agencies to suppliers. ACTE serves more than 6,000 executives in over 50 countries.
- Defra are board members of the Institute of Travel Management's Project Icarus, alongside leading FSTE 100 companies and Cambridge and Cranfield Universities. Project Icarus promotes responsible travel management and seeks carbon reduction commitments from both buyers and suppliers. ITM has a membership of over one thousand, more than two-thirds of whom are responsible for the purchase of business travel services.

Government and Defra carbon off-setting

Defra already commits to offsetting all unavoidable emissions from business travel, through the Government Carbon Offsetting Scheme. The mechanism is Kyoto compliant and based on the Clean Development Mechanism. All central government Official and Ministerial air travel is offset by purchasing credits that meet strict international standards in terms of the certification and monitoring of emission reductions.

The projects used are all located in developing countries, are small-scale and involve renewable energy and/or energy efficiency. The Government is also looking at the role carbon offsetting might play in the commitment for the Government office estate to go carbon neutral by 2012.

Defra has gone beyond the Government commitment to offset air travel emissions from April 2006 by committing to offset emissions from 1 April 2005. This means that for every Defra flight taken since this date, we invest in renewable energy and energy efficiency projects which reduce or prevent equivalent carbon dioxide emissions elsewhere. Defra has also already committed to carbon offset all rail travel from journeys taken since 1st June 2006, and all vehicle travel from June 2007.

3.8 Information Technology

The way we use IT as a Department can make a significant contribution to how successful we will be in meeting our operational and any additional stretching targets.

Defra is trialling or piloting new IT equipment and services to enable staff to work effectively, efficiently and with a lower carbon footprint. We know that the science behind our choices makes sense, but now we need to test the impact with Defra staff. The results of our trials will be shared with others across Government, in particular Defra's Executive Agencies and NDPBs. We want to use our pilots to help the Defra Network quickly apply the most effective technologies to reducing our combined energy consumption and emissions from IT equipment.

If we get the results we expect then the actions below will ensure we make the most of these new products and services. These new initiatives include:

- pilots of Thin Client, a new hardware with reduced carbon emissions
- Microsoft's VISTA/Sharepoint environments to help staff engage with shared documents to reduce the need for printing copies
- Desktop Video Conferencing to reduce the need for travel and associated emissions
- adoption of a Single Device policy across core Defra's 3,500 staff to reduce our stack of IT equipment and manage electronic waste responsibly

Thin Client

Thin Clients are basic desktop computers (akin to terminals) that occupy a very small footprint, and are very 'green' in terms of their environmental impact. All users can potentially use the Thin Clients and they offer a number of benefits, including:

- ability to log on at different desks but retain your personal setup (roaming profiles),
- savings in carbon emissions,
- save Defra money as they are cheaper to buy, deploy, manage and last longer; and,
- facilitates easier smart/flexible working

Section 3

No.	Actions	Target	Owner	Priority
60	To apply technologies such as the 'Nightwatchman' facility to power down and shut down unused IT equipment.	March 2008	IT workstream leader for DaSL	CCE
61	Pilot Thin Client in Defra using approx 120 devices by October 2007, followed by wider roll-out	September 2008	Chief Information Officer	CCE NRP
62	Reduction of IT in Defra's London Estate. Greater sharing of all office devices including printers, to reduce demand for equipment and associated emissions.	March 2008	Chief Information Officer	SCP

Sustainability through IT procurement

Defra believes that sustainable procurement can also be used to cut our IT emissions and electronic waste. Defra has sourced a range of sustainable suppliers in this field, including one ranked by Greenpeace as the top technology company for green policies and practices. Defra benefits from this, not only through reduced emissions, but also by initiatives such as free recycling of particular desktops, monitors and servers.

3.9 Governance and Accountability

As Chapter 7 of *Securing the Future* mentions, actions are needed to ensure we make the progress necessary to deliver on our sustainable development objectives. For this reason, the Secretary of State for Defra, and Defra's Management Board have approved this SD Action Plan. Senior Managers and workstream leaders for the DaSL Programme have accepted ownership of specific actions, with the Management Board and DaSL Programme ultimately responsible for delivery of this SDAP. In addition, Management Board members have been specifically charged with promoting sustainable development internally and externally.

This SDAP was developed in consultation with a range of stakeholders. Our aim was to build on engagement from the previous SDAP and to include a wider membership in the debate. We achieved this through a range of channels, for example, Defra's first SD Open Meeting in February 2007 with staff and colleagues from the Defra Network, other government departments and the SDC; face-to-face meetings with all Directors; workshops with Executive Agency and NDPB colleagues (including some OGDs); and regular highlight reports. We have also ensured that this SDAP has been peer reviewed by a range of parties, from colleagues in the Defra Network to other Government Departments. The parties involved in shaping the direction and reviewing this SDAP include:

- DaSL Programme Board, including representation from Animal Health, National Forest Company, Sustainable Development Commission and IBM
- DaSL Implementation Group covering all workstreams. This was essential in developing section 3
- staff and policy makers across Core Defra, in particular at Director level and relevant policy leads
- SD colleagues from Defra's Executive Agencies and NDPBs through workshops and presentations
- Defra's SDAP External Stakeholder panel including Environment Agency, Natural England, Carbon Trust, Royal Society for the Protection of Birds (RSPB), Government Office for the East of England, Local Government Association and the Food and Drink Federation
- Draft SDAP was peer reviewed by the Department for Communities and Local Government (GLG), Department for Work and Pensions (DWP), Environment Agency, Natural England and RSPB
- The SDAP was also peer reviewed by a summer intern from the point of view as a member of the public

The peer reviews will help ensure that our SDAP is relevant, meets expectations and is easily understandable by an audience outside of Defra. It will also help ensure we have included high-level actions that demonstrate Defra's commitment to *Securing the Future*. Benefits also include active engagement in priority issues with other government Departments.

In addition, Defra's SDU also peer-reviewed other SDAPs, including CLG, DWP and Pesticides Safety Directorate.

Section 3

No.	Actions	Target	Owner	Priority
63	Publish an annual report on this SDAP, updating actions where necessary and monitoring progress against targets.	Spring 2008 (or SDC timeframe)	DaSL Programme Manager	5 strategy principles
64	Ensure all Management Board members have a performance contract for promoting SD internally and externally, and assess how this will be measured.	April 2008	Permanent Secretary	5 strategy principles
65	Ensure SD is included in the performance management arrangements for Regional Development Agencies, Government Offices and in the transition to the new statutory Integrated Regional Strategies.	October 2008	Director Strategy and Sustainable Development	5 strategy principles

Measuring progress

The actions in this SDAP will be reported on using the SDC framework, with at least one progress report before the end date for this SDAP of March 2009. Government also monitors progress against the national set of SD indicators. As well as raising awareness the indicators are crucial to policy monitoring and can be used both to monitor specific issues and to create overviews of progress for broad priority areas. These indicators also inform the agenda for the SD Programme Board, for which Defra provides the Secretariat.

Sustainable Development indicators

In July 2007 a new version of the national SD indicators was published giving an updated picture of the UK's environmental, social and economic wellbeing. This is available as a free pocket booklet *Sustainable development indicators in your pocket 2007* and on <http://www.sustainable-development.gov.uk/progress/index.htm>

The 68 indicators cover issues as diverse as health, housing, crime, jobs and education. The latest figures show improvement in more than half of the measures and a deterioration in eleven. The booklet also includes for the first time measures of personal wellbeing. These follow from the UK Sustainable Development Strategy (2005), which committed the Government to bringing together research on wellbeing, as well as to explore what wellbeing means in a policy context and how it might help to make and deliver better policy. The indicators also support one or more of the four priority areas outlined in the Strategy. Indicators at international, regional and local levels have also been established.

3.10 European and International Sustainable Development

The UK's ambitions for sustainable development cannot be achieved globally without support at EU level and bilateral cooperation with developing countries.

The EU Sustainable Development Strategy, agreed in June 2006, describes the principles of sustainable development, priorities for action and cross-cutting tools to achieve sustainable outcomes. Stronger governance arrangements include two yearly progress reviews by the December European Council, starting this year. In June 2007, the UK submitted its contribution to the European Commission's progress report that will inform the European Council discussion. Defra coordinates the UK's implementation of the EU SDS. A key focus for the EU over the next few years will be the review of the EU budget, and in keeping with the EU SDS the UK would like to see SD as a principle of the review.

On the international agenda, sustainable development dialogues are a series of innovative, new partnerships that the UK is establishing with leading emerging powers. Led by Defra, in close collaboration with a range of other government departments including the Foreign and Commonwealth Office (FCO), and the Department for International Development (DfID), the aim of the Dialogues is to place sustainable development as a core principle in the bilateral relationship and provide a coherent framework for cooperation. The Dialogues provide leadership on sustainable development, build on existing work and identify new areas of collaboration with scope for mutual learning. They involve Government at all levels (local, regional and central) and a range of key stakeholders including civil society, private sector, academia, science and technology community, and media. Also at international level, the UK plays a leading role in tackling climate change in calling for ambitious and urgent action. We are working through the European Union, G8 and UN Framework Convention on Climate Change (UNFCCC) processes to ensure that detailed negotiations on a comprehensive future framework, necessary to avert dangerous climate change, are progressed.

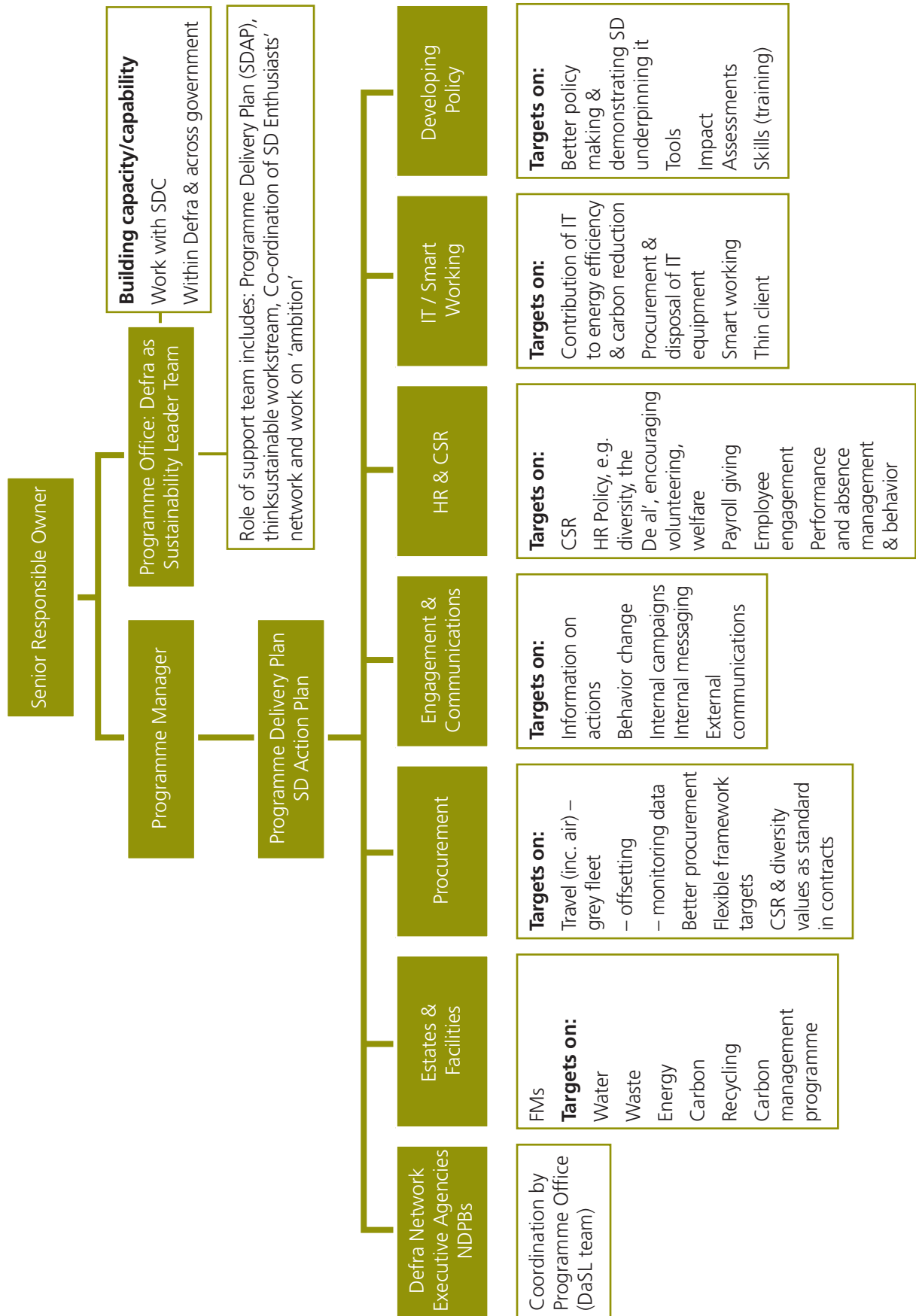
No.	Actions	Target	Owner	Priority
66	To continue to demonstrate and improve leadership with priority emerging economies by taking forward and developing SD Dialogues with China, India, Brazil, Mexico and South Africa.	March 2009	Director of Strategy and Sustainable Development with FCO and DfID	SCP CCE NRP CSC
67	Use the EU SDS to promote SD and to take forward UK SD priorities via the European Council conclusions.	European Council conclusions Dec 2007	Director of Strategy and Sustainable Development	5 strategy principles
68	To work towards including SD as a principle of the EU budget review,	Review January 2009	Director of Strategy and Sustainable Development	5 strategy principles

Annex A:

Defra as Sustainability Leader Programme – Organogram



Defra as Sustainability Leader Programme – Organogram



PB xxxxx

Nobel House
17 Smith Square
London SW1P 3JR

www.defra.gov.uk

