



2009/2010

# Sustainable Development

## Action Plan

### Progress Report

This document reports on DVLA's progress against the actions listed in the April 2009 - March 2010 Sustainable Development Action Plan (SDAP).



The Government Standard

An executive agency of the  
Department for  
**Transport**

# DVLA's Sustainable Development vision is...

every manager understands sustainable development in its widest sense and applies its principles consciously to every decision they make, continually improving the way the Agency

uses resources, impacts on the environment and evaluates the economic and social consequences of its actions.

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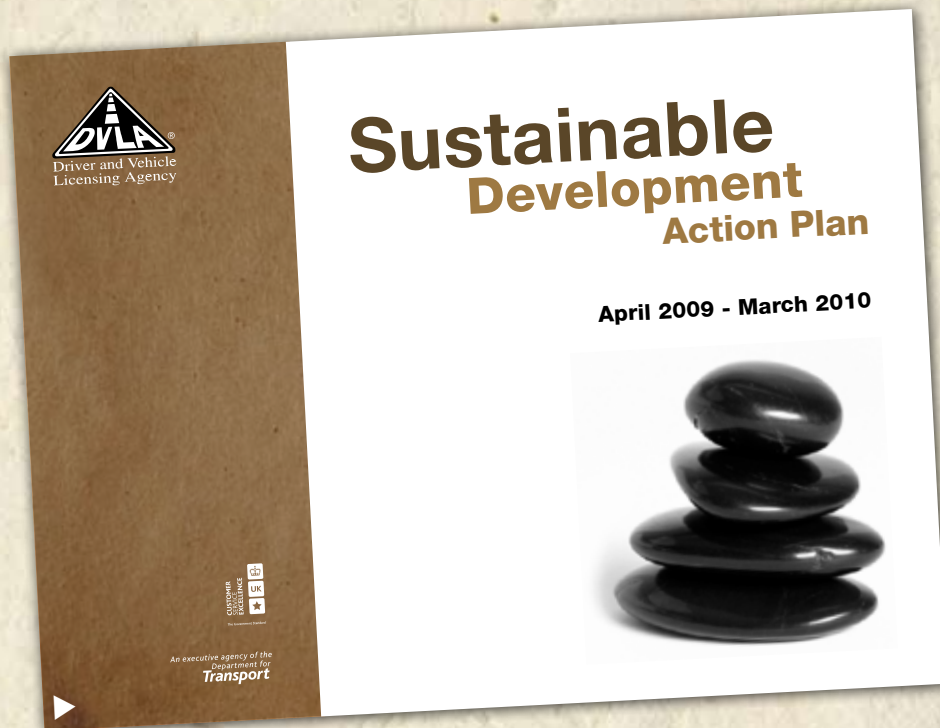
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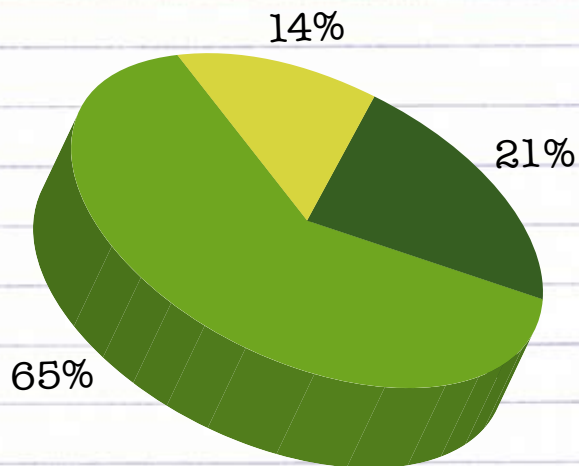
## Our Progress

The target dates set in the April 2009 – March 2010 Sustainable Development Action Plan (SDAP) were internal target dates, assuming the end of March 2010 as the final deadline for each action. We had not explained this within the body of the SDAP.

You will see on the [Action Table](#) that we have noted both the internal target date and final March 2010 date and the [RAG+](#) status is the status at the end of the year.

**We completed 28 out of the 43 actions we set in our 2009/10 SDAP.**

### 2009/10 Annual Progress



● Completed ● Behind Target/Consideration for 2010/2011 ● Removed

Of the actions that weren't completed some have been carried forward to 2010/11. As last year, the failure to deliver these actions to the original timeframe was mainly due to technical issues/constraints and in some cases, overtaken by other events. However, significant progress has been made and we should deliver against those carried forward during 2010/11.

## Moving Forward

Our recent SDAPs have ensured that focus has been given to sustainable development (SD) issues in areas other than Environmental Management. We have built on expertise in DVLA Estates and Procurement to push SD understanding into all parts of the business.

As a result we now have a business that mostly understands SD and feel that it is right that this is reflected in our corporate documents. SD is no longer regarded as an 'add-on' as it is at the heart of our thinking and the SD Team will continue to ensure that this grows.

The Department for Transport (DfT) and Sustainable Development Commission (SDC) have agreed that they are content for us to merge our 2010/11 SDAP information with our 2010/11 Business Plan and we will together, review specific SD progress and the extent to which this new approach is working at mid-year point.

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**SD is no longer regarded as an 'add-on' as it is at the heart of our thinking...**

# Embedding Sustainability

## Policies

On course	Comments in support
<ul style="list-style-type: none"> <li>• Much alignment of policy with Government SD Strategy, UK Framework and related guidance</li> <li>• Much joining-up policy goals under the SD umbrella</li> <li>• Much signalling SD in external partnerships and relationships</li> <li>• Much embedding SD in policy approval processes/Regulatory Impact Assessments (RIAs)</li> <li>• Much effective stakeholder engagement</li> <li>• Much building SD capacity among delivery partners</li> </ul>	<ul style="list-style-type: none"> <li>• SD is incorporated into the Policy and External Communications Directorate (PECD) website and Impact Assessments (IA) – we use the latest Business Innovation and Skills (BIS) assessment template from a Better Regulations perspective which includes an overall SD assessment</li> <li>• We have public and stakeholder engagement through our formal and informal consultation processes</li> <li>• We are confident that the business now mostly understands SD and believe 2010/11 is the right time to merge SD information into our Business Plan and other Corporate Documents</li> <li>• A joint agreement has been made for the SD Team to have sight of all Policy impact assessments as they are initiated. This will ensure that the overall SD assessment is consistent and future additional training over and above the Department for Environment, Food and Rural Affairs (DEFRA) guidance might be identified</li> </ul>

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**We have public and stakeholder engagement through our formal and informal consultation processes**

# People

On course	Comments in support
<ul style="list-style-type: none"> <li>● SD is greatly reflected in:               <ul style="list-style-type: none"> <li>- Core vision and values</li> <li>- Training and development (e.g. core skills, induction, leadership development)</li> <li>- Performance management (e.g. competency framework)</li> <li>- Recruitment</li> <li>- Career planning and placements</li> <li>- Internal communications</li> <li>- Volunteering</li> <li>- Fund raising</li> </ul> </li> </ul>  <p style="text-align: center;">Charity cake sale</p>  <p style="text-align: center;">Ability Group</p>  <p style="text-align: center;">Charity run</p>	<ul style="list-style-type: none"> <li>● We have received re-accreditation to Investors in People (IiP)</li> <li>● Our new HR Forum member sits within HR Strategy &amp; Business Planning which provides a greater alignment to SD throughout HR</li> <li>● As part of our continued Health &amp; Wellbeing Strategy, 700 members of staff took part in an 'Around the World' challenge that encouraged staff to walk more as teams battled against each other to reach over 459,000 miles</li> <li>● The Agency's competency framework provides staff with a fairer, more transparent, weighted scoring system for setting and agreeing personal work objectives. This system is flexible and takes into account staff experience and ability</li> <li>● We have been accredited the Corporate Health Standard silver award</li> <li>● Compulsory Diversity training was rolled out to all DVLA members of staff</li> <li>● DVLA staff have successfully raised approximately £24,000 this year for various charities</li> <li>● We provide both paid and unpaid special leave for a range of personal and volunteering activities. 202 members of staff received a total of 1459 days special leave during this period covering for example study time, volunteering (government and community), adoption and jury service</li> <li>● The Agency's Ability Group is based on the main site in Morriston, Swansea. It has seen its membership increase considerably because of promotional work by the Chair and Vice Chair and subsequent involvement by members of the Executive Board and Chief Executive during 2009 have also helped to raise its profile. The Group, of now 170 members, is better equipped to raise its profile and continue to raise awareness of the advice and support network that is available for disabled staff and line managers</li> <li>● We have been re-accredited with the "Two Ticks" Positive about Disabled People symbol awarded by Jobcentre Plus</li> </ul>

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# Operations

On course	Comments in support
<ul style="list-style-type: none"> <li>• Much structure around the Framework for Sustainable Development on the Government Estate including elements such as:               <ul style="list-style-type: none"> <li>- Management systems (e.g. EMS)</li> <li>- Energy, water, waste (resource efficiency, recycling etc.)</li> <li>- Travel</li> <li>- Sustainable procurement (e.g. efficient, green, fair, local, healthy)</li> <li>- Construction and refurbishment</li> <li>- Biodiversity</li> <li>- Positive social and community impact</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• We received re-accreditation for our EMS in 2009 and have rolled out EMS to 19 of our 39 Local Offices with a plan to complete this roll out by March 2011</li> <li>• Further work continued this year on ensuring that internal travel management processes are robust and accurate administrative travel data is collected for external annual reporting</li> <li>• The new 2009-2013 Sustainable Procurement Strategy is fully aligned with SD. The Agency is committed to embedding the Environmental Management System (EMS) ISO 14001 requirements of recycling, water reduction and CO<sub>2</sub> reduction targets and energy efficiency into contractual arrangements. Central Procurement Group (CPG) will ensure that these elements are embedded with contractual arrangements and contract documentation</li> <li>• The Agency has made significant progress on sustainable procurement in a number of areas. Independent assessment of progress against the Flexible Framework in December 2009 confirmed that DVLA achieved level 3 in policy, strategy &amp; communications, engaging suppliers and measurements and results criteria. Since December 2009 DVLA has achieved part of Level 4 and Level 5 strategy &amp; communication of the Flexible Framework</li> <li>• As part of our continuous support to our local schools, children from our local primary school once again visited the Morriston site where they took part in raising awareness of Fair Trade week. With help from our partners Avenance, the children raised over £1000 for their school</li> <li>• Our partners, Telereal Trillium have donated a football kit, rugby balls and footballs</li> <li>• We donated a Sharp Viewcam to Morriston Comprehensive this year, promoting re-use of our electrical equipment</li> <li>• We have continued our engagement with the local community on specific topics on the Morriston site</li> <li>• We continue to donate vehicles to the police/fire services for all aspects of training purposes and have this year been delighted to assist the Motor Vehicle Departments at local colleges. This is an ideal partnership as students have the opportunity to work on a variety of modern day motor vehicles</li> </ul>



Refurbishment at DVLA

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**Our partners, Telereal Trillium have donated a football kit, rugby balls and footballs**

# Governance, Operating & Reporting

On course	Comments in support
<p>How do you feel that your organisation is progressing on creating and embedding the appropriate mechanisms and processes to record and report progress of SDAPs and sustainable development generally?</p>	<ul style="list-style-type: none"> <li>• We have come such a long way in the past 5 years, more attention is now given to the Sustainable Operations on the Government Estates (SOGE) targets. The Executive Board have, since May, received monthly travel and total environmental performance data, which has raised the profile of our environmental performance at this level</li> <li>• There is better understanding of the wider aspects of SD at senior management level and we believe that we are continuing to move forward in a positive way. An example of this is agreement from our Chief Executive and Finance &amp; Strategy Director to merge SD information into the 2010/11 Business Plan, a decision also supported externally by DfT and SDC. For more information on DVLA's Governance Hierarchy, please see pages 57 and 58 of the <a href="#">DVLA Business Plan 2010-11</a></li> <li>• During 2009/10, encouraged by our Finance &amp; Strategy Director and supported by the Chief Executive, we published environmental performance in our Annual Report &amp; Accounts – one of the first Agencies to do so. Thus declaring our commitment to take these targets as seriously as the financial and operational performance issues and target</li> </ul>



**There is better understanding of the wider aspects of SD at senior management level and we believe that we are continuing to move forward in a positive way.**

# Procurement

<b>People</b>	
<b>Level 2: EMBED</b>	
<b>Criteria</b>	<b>Comments in support of this level</b>
All procurement staff have received basic training in sustainable procurement principles. Key staff have received advanced training on sustainable procurement principles	<p>During 2009/10 we have spent time embedding the training received in the previous years and have done the following specific training:</p> <ul style="list-style-type: none"> <li>• DfT whole life costs and sustainability training courses attended by the majority of CPG staff (and feedback provided to those unable to attend)</li> <li>• Skills learnt have been utilised and embedded – for example by becoming involved in DfT Carbon Disclosure Project</li> <li>• Conferences/events attended throughout year – include the Energy Conference and the Carbon Disclosure project</li> <li>• Running workshops to all contract managers across the Agency (not just within CPG) to raise awareness of sustainable procurement practice</li> <li>• A recent AEA Independent Report highlighted that the Agency has attained Level 2 with elements of Levels 3-5 achieved</li> </ul>

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Training event

## Policy, Strategy & Communication

### Level 3: PRACTICE

#### Criteria

Augment the sustainable procurement policy into a strategy covering risk, process integration, marketing, supplier engagement, measurement and a review process. Strategy endorsed by Chief Executive Officer (CEO)

#### Comments in support of this level

- Draft Sustainable Procurement Strategy has been reviewed this year and was formally signed off by our Finance & Strategy Director in January 2010
- A paragraph has been included within the SD Procurement Strategy 2009-2013 at 3.2 of the document. This element is taken forward as part of Estates Management as Business as usual

#### Work continues to engage with suppliers:

Wheelclamping supplier event:

- feedback to Cooke Moore Clacy (CMC) and IBM in relation to the DfT Carbon Disclosures Project Questionnaire. DVLA have carried out feedback and have included the implementation plans as part of the standard supplier meeting agendas

Further workshops to all contract managers across the Agency (not just within CPG) to raise awareness of sustainable procurement practice planned for 2010/11

#### CPG provide actions for the EMS system. Examples include:

- Manage paper by cost centre in order to identify where improvements on paper usage can be made
- Maintain and/or improve on percentage of green energy purchased
- Draft a Sustainable procurement strategy

CPG work closely with EMG, and have a dedicated resource who provides advice and guidance. CPG are members of the SD forum, this helps to ensure that CPG are aware of any changes in the EMS system

#### Recognising potential of new technologies:

- CPG have explored innovative ideas with suppliers at events e.g. Wheelclamping event held in Nov 2009. In addition, innovation and keeping up to date with new technology forms part of regular supplier meetings

A recent AEA Independent Report highlighted that the Agency has attained Level 3 with elements of Levels 4-5 achieved in part

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Procurement Process	
Level 3: PRACTICE	
<p><b>Criteria</b></p> <p>All contracts are assessed for general sustainability risks and management actions identified. Risks managed throughout all stages of the procurement process. Targets to improve sustainability are agreed with key suppliers</p>	<p><b>Comments in support of this level</b></p> <p>Appropriate sustainable targets are in place via the specification or when we call off OGC Frameworks. In addition, key suppliers have implementation plans in place to address sustainability e.g. IBM, CMC due to the Carbon Disclosure Project survey</p> <p>A recent AEA Independent Report highlighted that the Agency has attained part of Level 4</p>

Engaging Suppliers	
Level 3: PRACTICE	
<p><b>Criteria</b></p> <p>Targeted supplier engagement programme in place, promoting continual sustainability improvement. Two way communication between procurer and supplier exists with incentives. Supply chains for key spend areas have been mapped</p>	<p><b>Comments in support of this level</b></p> <ul style="list-style-type: none"> <li>Procurement rules have been developed and signed off. These are auditable and in place. The "rules" incorporate the need for more focus on the importance of sustainability to be built in as a mandatory requirement at the specification stage with further focus through Key Performance Indicators (KPIs) in service level agreements, monitored during supplier meetings</li> <li>CPG KPI in place to monitor progress and compliance</li> </ul> <p><b>KPI 9(a) – Compliance</b></p> <p>Achieve level 4 against all criteria of the DfT Procurement Sustainable Flexible Framework and level 5 of the "Policy, Strategy &amp; Communications" criteria – this KPI is monitored on a quarterly basis and is sent to the Finance &amp; Strategy Director as part of the regular reporting round</p> <p>A recent AEA Independent Report highlighted that the Agency has attained part of Level 4</p>

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**Procurement rules have been developed and signed off.**

<b>Measurements &amp; Results</b>	
<b>Level 3: PRACTICE</b>	
<p><b>Criteria</b></p> <p>Sustainability measures refined from general departmental measures to include individual procurers and are linked to development objectives. Simple measures based on achieving all aspects of the Practising level of the flexible framework are put in place and delivered</p>	<p><b>Comments in support of this level</b></p> <ul style="list-style-type: none"> <li>Implementation plan for new 2009-2013 Procurement Strategy is monitored on a regular basis with KPIs attached to ensure compliance</li> <li>CPG KPIs in place to monitor progress and compliance:</li> </ul> <p><b>KPI 9(a) – Compliance</b></p> <p>Achieve level 4 against all criteria of the DfT Procurement Sustainable Flexible Framework and level 5 of the “Policy, Strategy &amp; Communications” criteria</p> <p><b>KPI 9(b)</b></p> <p>Achieve level 5 against all criteria of the DfT Procurement Sustainable Flexible Framework</p> <p><b>KPI 10 - Compliance</b></p> <p>90% achievement of OGC sustainable procurement “Quick Wins” year on year</p> <p><b>Measure</b></p> <p>DVLA had 38 Quick Wins to achieve during 2009; these have now been achieved</p> <p>A recent AEA Independent Report highlighted that the Agency has attained part of Level 4</p>

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# Taking Stock

## What has helped your organisation to deliver its SDAP? e.g, capacity, funding, culture, leadership, policies, procedures and/or organisational arrangements

The onset of Carbon Budgeting and revised collection methods for total travel mileage data has helped raise the profile of our performance against the SOGE targets. As SOGE targets have always been a big part of the SDAP, this has prompted wider discussions about Greening ICT, ensuring that our suppliers and contractors are aware of their carbon footprints, and raising awareness of our internal official business travel.

We have received a positive review of our 2008/09 Annual Report & Accounts from PriceWaterhouseCooper on our recording of financial & environmental costs.

## What has hindered the delivery of your SDAP? e.g, capacity, funding, culture, leadership, policies, procedures and/or organisational arrangements

As last year, the failure to deliver all of the actions to the original timeframe was mainly due to technical issues relating to the migration of our complex systems from Novell to Microsoft, in order to establish a new desktop managed service. However, significant progress has been made recently and there are firm commitments to deliver this year.

## What information do you hold and collect relating to the sustainable development impact of your organisation's overall policies/projects/activities? e.g, Regulatory Impact Assessments (RIA)

Implications for sustainable development continue to be considered and the assessment documented for policy changes where formal publication of an impact assessment is required.

We record progress through the year, reporting bi-annual and annual progress to the Executive Board and staff. We are now also recording total monthly official business travel mileage and carbon emissions (CO<sub>2</sub>) in one database which has increased our confidence in the accuracy of our processes and we will continue to use this data to monitor and control travel, aiming to further decrease miles and emissions by travel type (hire, air, lease etc).

## Were there any key updates/changes to your 2009-2010 SDAP? Please briefly list

No significant changes were made to the April 2009 – March 2010 SDAP, although using it as a living document this time around allowed us to make minor amendments as we progressed through the year:

- 6 actions were removed because they were taken over by other events and were no longer regarded as relevant to the SD Agenda
- A change from quarterly reporting of the SDAP progress to the Executive Board to bi-annual to fit in with the Business Planning review timetable – we changed this to bring the SDAP, the SOGE targets and the Business Plan closer together, to keep the relevance of the business' actions and their SD significance at the forefront.

We hadn't recorded within the April 2009 – March 2010 SDAP that the target dates on the Actions Table were used as internal targets, assuming the end of March 2010 as the final target date for each action. These internal targets provided the SD Team and associated Business Areas with greater focus during the year.

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# Progress Against Actions

In the next table we show DVLA's progress against actions listed in the April 2009 – March 2010 SDAP. The table was designed by the SDC as part of the self-assessment tool for departments that encourages critical assessment of the value of each action, as well as the progress achieved.

Progress against each action is represented using a RAG+ Analysis (red, amber, green, and blue) in column E:

<b>Complete</b> indicates that an action is complete, and the associated output/outcomes fully realised
<b>On target</b> indicates the action is incomplete in one or more aspects, but is still on target
<b>Recoverable</b> indicates that an action is behind target, but recoverable
<b>Behind target</b> indicates that an action is far behind target and that recovery is unlikely

Column G gives evidence to support the reported progress shown:

- published strategies, policies, bills, guidance, literature,
- objective performance measures, indicators and associated sources of data,
- reports of events, particularly outcomes and next steps,
- auditable correspondence, and/or
- auditable activities.

In column H, DVLA says if this evidence is readily available for the SDC to see.

Each action is important and the aim of the SDAP is to help organisations fulfil their contributions to the Government's wider sustainable development priorities as set out in its 2005 strategy, 'Securing the Future'. These are:

- Sustainable consumption and production.
- Climate change and energy.
- Natural resource protection and environmental enhancement.
- Sustainable communities.

Column I shows DVLA's assessment of how each action impacts these priorities using a scale of 1-4 (see table below).	Column H Level Contribution of action to one or more of the priority areas
Zero or small	1
Fair	2
Good	3
Outstanding	4

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A	B	C	D	E	F	G	H	I
Ref	Action	Target date	Responsibility	Progress (RAG analysis)	Comments in support of RAG analysis	Evidence used to measure progress or success	Evidence readily available for scrutiny?	Impact (1-4) with rationale
1	To appoint 'Green Champions'	Apr 09/Mar 10	Corporate Management Services	<b>Complete</b>	70 champions in place. The Local Office champions have been issued with formal environmental objectives. Communication is still underway with the Swansea champions	List of names with Environmental Management Team	Yes	1
2	Implement our new Communications Strategy	Apr 09/Mar 10	Corporate Management Services/Internal Communications Group	<b>Complete</b>	The SD Team's communications plan has been forwarded to Internal Communications Group (ICG). SD Forum members are providing their strategies to ICG also	Copies available from ICG	Yes	3
3	To develop and implement a series of SD workshops/ meetings with the Executive Board (EB)	Aug 09/Mar 10	Corporate Management Services	<b>Removed</b>	This target has been removed as education of EB is to be done via a different method	N/A	-	3
4	Refresh the Strategic Agenda to ensure it is in alignment with SD principles	Oct 09/Mar 10	Corporate Management Services	<b>Complete</b>	-	Final Restricted Document	Yes	3
5	Hold SD discussion at the annual Government and Motor Industry Stakeholder sessions	Dec 09/Mar 10	Finance and Strategy Director	<b>Complete</b>	Ashley Crompton presented a meeting that was held on 17/18 September	Copy of slides	Yes	1
6	Appoint an 'SD Champion' in the Products and Services Directorate	May 09/Mar 10	Corporate Management Services/Products and Services Directorate (PSD)	<b>Complete</b>	Caroline Wassell will attend the SD Forum as PSD SD Champion	Attendance on meeting agendas	Yes	3

A	B	C	D	E	F	G	H	I
Ref	Action	Target date	Responsibility	Progress (RAG analysis)	Comments in support of RAG analysis	Evidence used to measure progress or success	Evidence readily available for scrutiny?	Impact (1-4) with rationale
7	Improve the impact assessment process by including SD best practices	Jun 09/Mar 10	Head of Policy Unit	Complete	SD now included in best practice as a matter of course; required through the impact assessment documentation and advice now contained in PECD intranet site	On intranet	Yes	2
8	Deliver changes within DVLA systems to ensure full compliance with Article 6 of EU regulations relating to recording emissions data for each vehicles	2010	Head of Policy Unit	Complete	Project been put in place to deliver changes to our vehicles system (VSS) to enable CO <sub>2</sub> and other data to be captured. Delivery is expected in line with EU requirement. Delivery continuing to be monitored	Project Management Mechanism	Yes	3
9	Go out to public consultation on policy relating to health and driving issues	May 09/Mar 10	Head of Policy Unit	Removed	We are currently reassessing if and how we might be able to progress some of the options in the future	e-mails	Yes	3
10	To obtain formal recognition and Departmental sign-off of the Agency's Governance documentation and procedures in respect of SD evaluation, monitoring and recording. These to include, for example, incorporation of SD into benefits monitoring and tracking	Jun 09/Mar 10	Programme & Project Management	Complete	Achieved via verbal recognition in formal Motoring & Freight Services Group (MFSG) meetings and in subsequent e-mails	e-mails between SSDL (as was) and Keith Hull	Yes	1

A	B	C	D	E	F	G	H	I
Ref	Action	Target date	Responsibility	Progress (RAG analysis)	Comments in support of RAG analysis	Evidence used to measure progress or success	Evidence readily available for scrutiny?	Impact (1-4) with rationale
11	To evaluate the use of IT support for computerising the Programme & Project SD evaluation process. To make a decision on whether to implement or not	Jun 09/Mar 10	Programme & Project Management (PPM)	<b>Behind Target/We will review this action in 2010/11</b>	Keith Hull has confirmed measures are underway to put the DEFRA 'stretching the web tool' into the PPM Business Support Unit for cascade to PPM	e-mail cascade to PPM	Yes	1
12	DVLA Programme & Project Assurance Team to provide independent and objective opinion on the adequacy of governance and controls to ensure that SD considerations have been adequately taken into account in choosing IT solutions	May 09/Mar 10	Programme & Project Management	<b>Behind Target/We will review this action in 2010/11</b>	Comprehensive Benefits Appraisal framework to be released to Benefits Team w/c 12/10/09	Benefits Team to be invited to confirm acceptance in due course	To be made available	2
13	Options paper to be published to engage with our IT suppliers to establish the SD scoping options (and the implications) of all technical evaluations	May 09/Mar 10	Programme & Project Management	<b>Removed</b>	This target has been removed because The Cabinet Office IT Roadmap and action contained within the work being undertaken in PSD on contract re-let supersedes this. We expect next year a more specific clause will be included with the IT supplier contract to deliver future Greening IT considerations. That said, an alternative paper is in final draft containing practical actions, measures and assumptions, that have been developed by the Agency with local IBM assistance	N/A	-	1

A	B	C	D	E	F	G	H	I
Ref	Action	Target date	Responsibility	Progress (RAG analysis)	Comments in support of RAG analysis	Evidence used to measure progress or success	Evidence readily available for scrutiny?	Impact (1-4) with rationale
14	Carry out a corporate social responsibility review to establish levels of volunteering in DVLA over 2008/09	Aug 09/Mar 10	Human Resources/Corporate Management Services	Complete	Review conducted of numbers of staff volunteering through Princes Trust and Careers Wales West during 2008/09	Record of volunteers successfully engaged in Princes Trust and Career Wales West activities during 2008/09	Yes, review results available	1
15	Implement a range of initiatives to improve the wellbeing of the organisation – to include the Quality of Life Survey actions	Apr 09/Mar 10	Human Resources/Corporate Management Services	Complete	A significant range of health and well being activities have been delivered to date. A full report was produced for the EB in Sept 2009 giving details of progress to date	Progress against delivery of initiatives as specified in DVLA's 2009/10 Health and Well Being Action Plan, copy of paper to EB in September 2009	Yes – progress shown in 2009/10 Health and Well Being Action Plan	3
16	Appoint an 'SD Champion'	Apr 09/Mar 10	Human Resources/Corporate Management Services	Complete	Lynn Watts appointed in April and replaced by Huw Harris	Attendance at the SD Forum	Yes	3

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Ref	Action	Target date	Responsibility	Progress (RAG analysis)	Comments in support of RAG analysis	Evidence used to measure progress or success	Evidence readily available for scrutiny?	Impact (1-4) with rationale
17	HR to incorporate SD considerations into all levels of induction and management training to engender the application of its principles into everyday working decisions	Mar 10	Human Resources/Corporate Management Services	Complete	The new HR Strategy 2009-2013 and HR Action Plans for 2009/10 (which includes coverage of SD) were made available to all staff via the Agency's intranet in April 2009. SD has now been incorporated into all levels of induction process. Management training events will be reviewed over the coming year; inclusion of SD will be included appropriately	Progressive updates to the HR Strategy and Action Plans	Yes	2
18	We will revise Combined Heat and Power (CHP) operational arrangements to allow increased running times	Jan 10/Mar 10	Estates Management Group	Complete	Running times increase. Identified a larger piece of work to be done over the next 3 years as part of our Carbon Reduction Programme	Copy of energy reduction plan	Yes	4
19	We will consolidate space in the main Swansea building	Sept 09/Mar 10	Estates Management Group	Complete	SV1 vacated as planned with staff relocated back on to main campus	Accommodation plan shows details. SV1 vacation notice and surrender documentation with landlord	Yes	2

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Ref	Action	Target date	Responsibility	Progress (RAG analysis)	Comments in support of RAG analysis	Evidence used to measure progress or success	Evidence readily available for scrutiny?	Impact (1-4) with rationale
20	We will implement a new rain water harvesting scheme on the Morriston site (in Swansea)	Jan 10/Mar 10	Estates Management Group	<b>Removed</b>	We've hit our current water consumption target. The recent feasibility report advised not cost effective at this time based on current SOGE targets. Project being progressed to design so that DVLA can progress in the future if/when required	Copy of report	Yes	3
21	To deliver all actions within the Environmental Management System (EMS) 2009-2010	Mar 10	Corporate Management Services	<b>Complete</b>	All actions met and we have rolled out EMS to 19 of our 39 Local Offices with a plan to complete this roll out by March 2011	Sight of the EMS system on request from Environmental Management Team	Yes	2
22	To put formal consideration for alternative energy sources to the Executive Board	Jul 09/Mar 10	Estates Management Group	<b>Complete</b>	Target to be reworded to say: <i>'Formal consideration for alternative energy sources to be agreed and implemented.'</i>  CHP plans being taken forward. CHP buy out concluded on the 31 March 2010. Further works to be undertaken during 2010/11 to make more effective use of CHP	Copy plans	Yes	3
23	Develop and begin implementation of waste minimisation programme for DVLA	Sep 09/Mar 10	Corporate Management Services	<b>Behind Target/We will be taking forward in 2010/11</b>	-	-	-	2
24	Develop plans and actions to help us achieve our stretch targets	Mar 10	Corporate Management Services/Estates Management Group	<b>Complete</b>	The EMS contains stretch targets for 2009/10. Further ones to be developed for 2010/11	Copy of EMS	Yes	3

A	B	C	D	E	F	G	H	I
Ref	Action	Target date	Responsibility	Progress (RAG analysis)	Comments in support of RAG analysis	Evidence used to measure progress or success	Evidence readily available for scrutiny?	Impact (1-4) with rationale
25	To include site specific plans for each of our 39 local offices into our revised Travel Plan	Jun 09/Mar 10	Local Services Network	Complete	Each LO conducted their own 2009 travel surveys. Site specific travel plans have been received for further review and inclusion into a newly revised Agency Travel Plan during 2010/11. Further work will continue in 2010/11	Current version of the Agency's Travel Plan under revision	Yes	2
26	To develop and implement a 2009 Staff Travel Survey for issue to all staff throughout DVLA	Jun 09/Mar 10	Estates Management Group	Complete	Survey issued via news@dvla on 7th September. Implementation following review will form new actions	Issue of survey to staff	Yes	2
27	To develop and implement further plans for car sharing	Jun 09/Mar 10	Estates Management Group	Behind Target/We will review this action in 2010/11	Plans for further car sharing have been delayed as a result of a business decision to avoid disruption during works on the main site multi storey car park	Draft proposals completed by Jeremy Morgan for approval. Operations Management Board decision not to progress car sharing proposals prior to Multi Story Car Park completion	Yes	2
28	To update and promote the intranet Travel Page with comprehensive information for staff throughout DVLA on all video conferencing facilities	Apr 09/Mar 10	Estates Management Group/ Corporate Management Services	Complete	The intranet pages have been fully updated	news@dvla articles on video conferencing	Yes	2

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Ref	Action	Target date	Responsibility	Progress (RAG analysis)	Comments in support of RAG analysis	Evidence used to measure progress or success	Evidence readily available for scrutiny?	Impact (1-4) with rationale
29	To develop and implement specific travel targets from the revised Travel Plan	Mar 10	Estates Management Group/ Local Services Network	<b>Behind Target/We will review this action in 2010/11</b>	Full report of recommendation received and being considered (also see action 25)	Copy of report	Yes	2
30	Develop a Green Transport Database	Jun 09/Mar 10	Corporate Management Services	<b>Complete</b>	CMS have been collating travel data since April 2009 on a separate database. Further work will carry forward during 2010/11 in conjunction with PerformancePoint	Copy database	Yes	1
31	Increase awareness of the importance of consideration to how we travel, through communication at Executive Board meetings, Licence articles and blog. We will undertake at least four of these communications throughout the year	Mar 10	Corporate Management Services	<b>Complete</b>	<ol style="list-style-type: none"> <li>1. The SD Team commandeered the monthly magazine, LICENCE in July and published a sustainable development issue with a page on sustainable travel</li> <li>2. 7th September 2009 Staff Travel Survey issued via news@dvla</li> <li>3. November LICENCE reminded staff of the Staff Travel Survey</li> <li>4. November's Executive Board have received total travel data since May 2009</li> </ol>	<ol style="list-style-type: none"> <li>1. Copy of Magazine</li> <li>2. Copy of electronic Survey</li> <li>3. November's LICENCE edition</li> <li>4. Copy of November's EB Statement</li> </ol>	Yes	1

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Ref	Action	Target date	Responsibility	Progress (RAG analysis)	Comments in support of RAG analysis	Evidence used to measure progress or success	Evidence readily available for scrutiny?	Impact (1-4) with rationale
32	To undertake a review of key supplier's carbon footprint as per the DfT Carbon Disclosure Project	Apr 09/Mar 10	DfT/Central Procurement Group	Complete	IBM and Trillium have been involved in a DfT sponsored initiative the results of which are due in July 2009	e-mail from Sheila Devine, DfT to Will Morris, CPG - 20th August 2009	Yes	1
33	To review, and update the SD Procurement Strategy, and gain endorsement by our Chief Executive	Jun 09/Mar 10	Central Procurement Group	Complete	SD Strategy which covers 2010-2015 has been formally signed off by leuan Griffiths, Finance & Strategy Director	Approved SD Strategy is currently with Design who will re-set the document in the format of the new Business Plan, The SD Strategy will then be posted on the internet & intranet	Yes	3
34	To develop and implement an action plan to tackle two categories:  - re-write fleet policy enabling us to meet our CO <sub>2</sub> emission targets with regard to hire and fleet vehicles  - identify which electric motors on site do not comply to the standard  In 2008 both categories prevented DVLA from September 2009 attaining 100% of the Office of Government Commerce "Quick Wins"	Sep 09/Mar 10	Central Procurement Group	Complete	- the Fleet policy has been re-written to accommodate this category and is no longer an issue  - Telereal Trillium have confirmed compliance with regard to electric motor category  Although this action has been completed, we will continue monitoring each as business as usual	Copy of current policy document  Contract review process	Yes  Yes	2

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Ref	Action	Target date	Responsibility	Progress (RAG analysis)	Comments in support of RAG analysis	Evidence used to measure progress or success	Evidence readily available for scrutiny?	Impact (1-4) with rationale
35	In addition to the Development Supply Chain Improvements Programme, we will target key suppliers and agree with them, individual development programmes to include measures and timelines specific to SD	Dec 09/Mar 10	Central Procurement Group	<b>Complete</b>	<ul style="list-style-type: none"> <li>- Procurement Rules drafted and approved by Executive Board, appropriate reference has been made to consider all relevant policy issues (incl. environmental) on a tender by tender basis</li> <li>- A number of key contracts have recently been re-let or are in the middle of re-let and have SD measures with them e.g. IT equipment (as per OGC framework), Leasdrive, The Post Office® &amp; Royal Mail etc</li> <li>- It is proposed that all new contracts in the near future will have SD specifications written in to them</li> </ul> <p>This will continue as business as usual</p>	Copies of contracts and specific correspondence to and from suppliers	Yes	2 (has been changed from 1 as a fairer assumption of the overall impact of this work on the shared priorities)
36	Continue roll out of new desktop hardware services to 50% of all PCs across the Agency	Aug 09/Mar 10	Technical Authority	<b>Behind Target/ We will be taking forward in 2010/11</b>	40% completed. Problems with mapping has delayed further roll out – this will be carried forward to 2010/11	Asset register	Yes	1
37	To establish metrics, baselines and targets for the total IT related energy use	Sept 09/Mar 10	Technical Authority/Estates Management Group	<b>Behind Target/ We will be taking forward in 2010/11</b>	Enhanced environmental monitoring and metering has been identified as part of 'Data Centre Stabilisation Project'.	Data Centre Terms of Reference	Yes	2

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Ref	Action	Target date	Responsibility	Progress (RAG analysis)	Comments in support of RAG analysis	Evidence used to measure progress or success	Evidence readily available for scrutiny?	Impact (1-4) with rationale
38	Monitor and report energy use in data centres	Sept 09/Mar 10	Technical Authority/Estates Management Group	<b>Behind Target/ We will be taking forward in 2010/11</b>	Enhanced environmental monitoring and metering has been identified as part of 'Data Centre Stabilisation Project'.	Data Centre Terms of Reference	Yes	1
39	Migration of data from existing storage to new storage (Storage Migration Project)	Apr 10	Technical Authority/ Programme & Project Management	<b>Behind Target/ We will be taking forward in 2010/11</b>	Project scope agreed – 25% already completed – this will be carried forward to 2010/11	Project Brief	Yes	2
40	Behind Target/We will be taking forward in 2010/11	Jan 10/Mar 10	Technical Authority	<b>Removed</b>	New organisation structure being set up. In order to ensure complete alignment with the new Government ICT Strategy, this team will re-write our strategy – action carried forward to 2010/11	-	-	2
41	Enable active power engagement of display screens of refreshed desktops already deployed	Oct 09/Mar 10	Technical Authority/ Programme & Project Management	<b>Removed</b>	Recently procured PCs do not allow us to carry this out – this will need to be looked at in the next 2 years	-	-	1
42	Review ICT disposal policy	Dec 09/Mar 10	Technical Authority	<b>Complete</b>	Included in Desktop Manage Service	PACT Asset Management Process (31/10/09)	-	3
43	Produce a paper to examine our options for increasing our capability of server virtualisation	Aug 09/Mar 10	Technical Authority	<b>Complete</b>	Technical Design Authority study complete, equipment is there	The Large Systems Virtualisation Paper	Yes	1

## SDAP Progress report

Signed by:

SD Reporting Officer:

**Ann Carrod 20/09/10**

SD Responsible Officer:

**Julia Ashford 20/09/10**

our progress &  
moving forward

embedding  
sustainability

procurement

taking stock

progress  
against actions

signed