



# DVLA Sustainable Development Action Plan (SDAP)

April 2008 – March 2009

## Contents

### Chapter 1

Chief Executive's Foreword 2

### Chapter 2

Introduction 3

### Chapter 3

What is a Sustainable Development Action Plan and what does this mean for DVLA? 3

Electronic Services 4

Policy 5

Procurement 5

People and our Community 6

### Chapter 4

So what are we doing this year? 6

Energy 7

Transport 7

Waste 8

Water 8

### Chapter 5

Monitoring, Evaluation and Accountability 9

Closing Statement 10

2008/09 Summary of Actions 11



# 01 Chief Executive's Foreword

My team and I are committed to the delivery of this Sustainable Development Action Plan (SDAP) and as Chief Executive I am accountable for ensuring that we contribute to the UK's Sustainable Development Strategy.

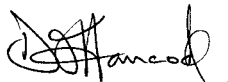
In last year's SDAP we took a broader approach to sustainable development and included more actions around the social and community aspect of sustainable development. This year, as part of the Agency's ongoing drive towards more effective management, we are focussing our efforts on making better use of all of our resources. To live within our resources, we need to do more with less. We continually need to change the way we design, produce, use and dispose of the products and services we own and consume. This Action Plan considers both business and operational issues and the need to develop our policies in line with the Strategy wherever possible.

We will continue to deliver the Government's policy of ensuring that sustainable development principles are core to our decision making, and embed this approach into our every day business, through more sustainable procurement and through an improved understanding and management of our energy use.

We have documented our key commitments for 2008/09 in this Plan, and we are confident that we will deliver against these commitments, improving the working environment and further supporting the Agency in taking the sustainability agenda forward.



**Noel Shanahan**  
Chief Executive DVLA



**David Hancock**  
Local Operations



**Richard Kitchen**  
Policy & External Communications



**Simon Tse**  
Chief Operating Officer



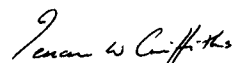
**Andrew Rhodes**  
Customer Services (Interim)



**Leigh Allen**  
Programmes (Interim)



**David L Evans**  
Central Operations



**Ieuan Griffiths**  
Finance & Strategy



**Judith Smith**  
HR & Estates

## 02 Introduction

The UK Government Sustainable Development (SD) Strategy ‘Securing the Future’ (March 2005) requires all central government departments and their executive agencies to produce sustainable development action plans. The Department for Transport (DfT) and its agencies have produced individual action plans which set out our commitments and strategy for implementing sustainable development. These plans build upon the DfT’s previous plans published in 2005 and 2007.

All of the DfT’s action plans are available online at: <http://www.dft.gov.uk/about/howthedftworks/sda/>

DfT’s plans refer to the UK Government Sustainable Development Strategy – ‘Securing the Future’. This strategy sets out a common sustainable development goal:

“to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life for future generations.”

The strategy sets out how our activities impact on each of the ‘Securing the Future’ key priorities:

- Sustainable consumption and production – working towards achieving more with less
- Natural resource protection and environmental enhancement – protecting the natural resources on which we depend
- From local to global: building sustainable communities – creating places where people want to live and work, now and in the future
- Climate change and energy – confronting the greatest threat.

The UK Government also recognises that changing behaviour is a cross cutting theme closely linked to all of these priorities.

## 03 What is a Sustainable Development Action Plan and what does this mean for DVLA?

A Sustainable Development Action Plan (SDAP) is a plan which sets out an organisation’s contribution to the aims and objectives of the UK Sustainable Development Strategy, ‘Securing the Future’.

It includes actions to ensure that the organisation takes an integrated approach to core business, across economic, environmental and social aspects and guided by the Government’s five sustainable development principles:

1. Living within environmental limits
2. Achieving a sustainable economy
3. Ensuring a strong, healthy and just society
4. Using sound science responsibly
5. Promoting good governance.

The DVLA’s key purpose is to keep complete and accurate registers of drivers and vehicles, and make them accessible and as flexible as possible to those who have the rights to use them.

These registers underpin action by the Police to ensure that the law is respected and observed in order to keep road users safe, allow us to collect vehicle excise duty (VED) effectively, and to deliver other government initiatives such as traffic management and reducing carbon dioxide emissions (CO<sub>2</sub>).

Our current work aligns particularly with the first three Government sustainable development principles:

1. Living within environmental limits
2. Achieving a sustainable economy
3. Ensuring a strong, healthy and just society.

We consider 'Achieving a sustainable economy' and 'Ensuring a strong, healthy and just society' in our everyday decision making processes. This year we recognise that we need to do more towards tackling 'Living within environmental limits' and we have included the 2012 carbon neutral target as a key internal planning target to ensure that no decision can be made on any new initiative or project without having considered its impact.

We recognise that sustainable development is not just a government initiative aimed at achieving targets but there are wider stretching implications which are advantageous to DVLA as a business.

By implementing the principles of sustainable development throughout our business, we will benefit by:

- satisfying the UK Government Sustainable Development Strategy commitments
- reducing the environmental impact of our activities and improving the environmental performance of our business
- better use of public funds by becoming more cost efficient, therefore, gaining significant financial savings as well as maximising positive environmental and social outcomes
- improved operational performance, enhanced use of technology and increased efficiency
- promoting diversification within the community
- promoting a sense of pride in the business.

We have already undertaken a number of initiatives and changes in our business to embrace sustainable development. The success of our efforts has been demonstrated in our environmental performance by receiving our 3rd ISO14001<sup>1</sup> Certificate for the Swansea Estates.

The following paragraphs detail some of our ongoing business priorities emphasising our achievements in taking forward the sustainable agenda.

## **Electronic Services**

We offer an increasing number of transactions online, helping us meet the diverse needs of all our customers. A balance of on-line, and paper based applications and information will improve our customers expectations, addressing social, and economic concerns, as well as reducing the use of paper and customer transport to and from our Local Office Network and Post Offices.

DVLA customers who have taxed their cars online or by phone have contributed to a 24,750 tonne<sup>2</sup> reduction in carbon dioxide emissions (CO<sub>2</sub>) since this service was introduced. Over 22 million transactions have been made via DVLA's electronic vehicle licensing (EVL) service since March 2004, saving the equivalent of 88 million miles worth of car journeys. We predict an additional 21 million transactions during this financial year!

1 ISO14001 is an internationally accepted standard that sets out how you can go about putting in place an effective Environmental Management System (EMS). The standard is designed to address the delicate balance between meeting business goals and reducing environmental impact.

2 Figures calculated using carbon calculator on carbonfootprint.com following feedback from 1,291 motorists on average journey times/distances to tax their vehicle in person. Survey carried out in August 2007 by tickbox.net on behalf of DVLA.

For more information on our Electronic Services, please refer to our Business Plan 2008 – 9 at: [http://dvla.gov.uk/media/pdf/publications/business\\_plan\\_2008\\_2009.pdf](http://dvla.gov.uk/media/pdf/publications/business_plan_2008_2009.pdf)

## Policy

One of the most significant policy changes over the past few years was transforming the way vehicle excise duty (VED) is levied, to provide incentives for motorists to buy cleaner, more fuel efficient cars. The cleaner the vehicle, the lower the rate of VED.

Further reforms to the structure of VED were announced in Budget 2008 and will take place in two stages:

- in 2009 six new Graduated VED Bands will be introduced, meaning there will be 13 bands instead of the current seven
- in 2010, new higher rates of VED for the first year of registration will be introduced to influence upfront choices when people buy cars and ensure that customers have the best environmental information at the point of purchase.

These reforms are intended to further develop the environmental focus of VED with the aim of incentivising the manufacture and purchase of cleaner, more fuel efficient cars.

For more information on our enforcement activities, please refer to our Business Plan 2008 – 9 at: [http://dvla.gov.uk/media/pdf/publications/business\\_plan\\_2008\\_2009.pdf](http://dvla.gov.uk/media/pdf/publications/business_plan_2008_2009.pdf)

## Procurement

Our policy strategy includes commitments for the UK to be an EU leader in sustainable procurement by 2009. A clear commitment for UK leadership in this area comes from Central Government and we have a centralised procurement function that has been established to increase professionalism and develop a centre of expertise. We have also appointed a sustainable development champion to help educate the team and embed sustainable procurement into the Agency.

DVLA's commitment to minimising the impact on the environment is reflected in our policies and the guidance followed by our suppliers and buyers.

Through our procurement process we will continue to:

- encourage and favour those who provide environmentally friendly and sustainable goods
- specify our requirements for recycled products wherever practicable especially when they give value for money, taking into account 'whole life costs'.

Implementing sustainable procurement training within Central Procurement Group, Estates Management Group and Programme and Project Management. Reporting on progress at March 09	Dec-09
Maintain at 70% DVLA's purchase of procuring items listed on the OGC quick wins list throughout the year	Mar-09

You can refer to Chapter 3 of the following link for more information about the flexible framework:

<http://www.sustainable-development.gov.uk/publications/procurement-action-plan/index.htm>

In December 2007, the Atomic Energy Agency was asked by the DfT, to complete a review of the DfT and its Agencies, on progress and achievements in sustainable procurement against the Sustainable Development Action Plan. Progress made by DVLA was considered joint

“best in class” with two other DfT Agencies. DVLA is also taking the lead role for reviewing the delivery of Sustainable Procurement for the category of “courier / post” for the DfT.

## People and our Community

DVLA has a well-deserved reputation with the local community for being a socially responsible business and a conscientious employer. We have been awarded the Charter Mark Standard for the fifth successive time and been an accredited Investors in People organisation since 1999.

The Agency has in place a wide range of policies and practices to address the needs of the people it employs and the communities in which it operates. These include recruitment practices, diversity and equality strategies, learning and development strategies and flexible working and childcare support to assist with work-life balance.

Some of our key activities this year for further improving the opportunities and development of our staff include:

- delivering the Agency Diversity Action Plan – the Agency’s Diversity Action Plan reviews progress on targets demonstrating progress with compliance against the Cabinet Office’s 10-Point Diversity Plan. The most recent plan can be found on Page 27 within the following link: [http://www.dvla.gov.uk/media/pdf/corp\\_docs/race\\_equality.pdf](http://www.dvla.gov.uk/media/pdf/corp_docs/race_equality.pdf)
- educating Programme and Project staff in sustainable development – for future projects and initiatives we are considering the appointment of a SD focussed Project Manager who will provide SD advice, guidance and assurance to all our new initiatives and projects ensuring that the profile of sustainability within the Agency is upheld.

We also engage regularly with local residents, local and county councils and focus groups to inform and discuss our continued role as a socially responsible business.

This year we are continuing the good work we do with:

- The Princes Trust
- Careers West Wales
- Swansea Bay Futures Ltd<sup>3</sup> which has been set up with the aim of ‘Promoting the Swansea region as a place to live, study, work, invest in and visit’ in raising the profile of Swansea by using the Swansea brand and by sharing appropriate resources with other Partners, being open to joint working with other organisations across the city and the region.

For more information on our work with staff, please refer to our Business Plan 2008 – 9 at: [http://dvla.gov.uk/media/pdf/publications/business\\_plan\\_2008\\_2009.pdf](http://dvla.gov.uk/media/pdf/publications/business_plan_2008_2009.pdf)

## 04 So what are we doing this year?

We have made good progress towards four of the five sustainable development principles, and will continue to work together to improve on our current successes. However, this year, our focus is concentrated on four main areas which are key in the Sustainable Operations on the Government Estate (SOG E) targets:

- reducing to target CO<sub>2</sub> emissions from Energy
- reducing to target CO<sub>2</sub> emissions from Transport
- introduce a waste minimisation programme
- continue monitoring our water programme.

<sup>3</sup> As a premier partner of Swansea Bay Futures we work in partnership to raise the profile and benefit the economy of the Swansea Bay region. Further information about Swansea Bay Futures: <http://www.abayoflife.com/en/news/details.asp?NewsID=330>

## Energy

The Government's target is to reduce carbon emissions by 12.5% by 2010/2011, relative to the 2002/2003 levels.

DVLA is the largest of the seven executive agencies within the DfT and uses approximately 45% of the total energy usage across the DfT. We recognise that this is an area where we have the opportunity to make a considerable difference to the first of the Government's five sustainable development strategies, 'Living within environmental limits'.

The Agency, together with Land Securities Trillium and its service partners, is working through a plan towards meeting the Government's target. The carbon footprint is likely to rise temporarily during 2008–09 with the opening of new buildings on the Swansea Estate. However, by improving efficiency and installing a further Combined Heat and Power (CHP) plant, and by vacating currently occupied buildings on the Estate, the aim is to make further CO<sub>2</sub> savings in comparison with buying in grid electricity.

<p>To Develop and implement a programme to reduce CO<sub>2</sub> to target, this will include:</p> <ul style="list-style-type: none"> <li>– further development of the DVLA Combined Heat and Power (CHP) systems</li> <li>– greater use of sub-metering</li> <li>– greater use of Building Management System (BMS) to manage energy utilisation</li> <li>– investigation into possible alternative self-generation schemes where technically feasible</li> <li>– review of plant areas to identify any equipment suitable for life cycle replacement or environmental upgrade</li> </ul>	<p>Mar–09</p>
<p>Energy Performance Certificates to be completed for each building to ensure that staff and customers are able to see the energy performance of the property and that the Agency takes its responsibility to manage its energy performance seriously</p>	<p>Mar–09</p>

## Transport

The Government's target is to reduce carbon emissions from road vehicles used for DVLA operations by 15% by 2010/2011, relative to 2005/2006 levels.

<p>Review the current Transport Policy and receive Board approval to reduce environmental impacts</p>	<p>Sep–08</p>
<p>Review the current Transport Plan including site specific plans in order to reduce the emissions used by DVLA operations</p>	<p>Nov–08</p>

We revised our Green Transport Plan in October 2007 to reduce reliance on transport where possible. Having established more data on business miles, this year's review of the Plan will be more ambitious and focussed with the aim to further reducing the CO<sub>2</sub> emissions.

We continue to operate a shuttle and car service between the Swansea sites, as well as providing eight works bus routes in conjunction with LST/OCS and First Cymru, to assist staff in getting to and from work.

Works Buses	1031 journeys
Park & Ride Buses	516 journeys
Shuttles	3212 journeys

*The figures above are based on current (average) weekly usage.*

These figures show the number of journeys saved by using work buses rather than staff using their own vehicles, which eases the burden on limited parking facilities on the site as well as the reduction of vehicles on the road. We have a continuous review process in place to review the usage of the works buses.

This year we are working closely with a geo-mapping company who are providing data to the Agency to identify where new bus routes are feasible. This will help us provide subsidised transport for more members of staff, thus reducing the impact commuting has on the environment.

## Waste

The Government's target is for Departments to reduce their waste arisings by 5% by 2010, relative to 2004/2005 levels.

As a large organisation DVLA's waste management is a very important aspect of our business. The emphasis being placed on minimising our waste, and the use of a wide range of recycling streams, further reducing the effect our business has on the environment.

Some examples of our recycling streams are:

- **Paper:** is the biggest waste category that DVLA disposes of. We use around 1300 tonnes of paper, and typically recycle around 80%
- **Glass and Cans:** these two streams have recently amalgamated on the Swansea site due to changes to the local authority collection methods. We have glass and can collection facilities in most kitchen areas throughout the main site, and also in some of the Local Offices
- **IT Equipment:** all redundant IT equipment is recycled, the majority of which is undertaken by our business partners, IBM. There is also a small central scheme in operation where IT equipment is reused
- **Mobile Phones:** all DVLA's redundant mobile phones have been sent to a designated charity.

Develop and implement a waste minimisation programme to reduce or maintain against agreed profile	Mar-09
Double sided printing to be set up as default on ALL printers and PC software wherever possible to reduce the amount of paper we use and subsequently reduce our waste	Sep-08

Overall we recycle around 62% of our waste annually, and actively look to decrease our reliance and that of our customers on paper. For instance with advances in technology and electronic systems. We are currently looking to reduce the volume of forms that we produce by merging information and possibly making some forms obsolete.

## Water

The Government's target is to reduce water consumption by 25% on the office and non-office estate by 2020, relative to 2004/2005 levels, and to reduce water consumption to an average of 3m<sup>3</sup> per person/year for all new office builds or major office refurbishment.

In order to meet these targets, we are implementing a number of water saving measures in conjunction with our service partner, LST.

<p>To implement our new water programme across the estate to reduce or maintain against agreed profile. This will include:</p> <ul style="list-style-type: none"> <li>– the installation of waterless urinals in the original HQ buildings</li> <li>– greater use of rain water harvesting</li> <li>– enhancement to the BMS system to closer monitor abnormal usage patterns</li> <li>– review of building maintenance systems to establish if water wastage can be avoided</li> </ul>	<p>Mar-09</p>
---	---------------

## 05 Monitoring, Evaluation and Accountability

Our Summary of Actions lists our keys actions for this year. We are keen to ensure that sustainable development is not seen as an ‘add on’ and so will be undertaking monitoring and reporting progress regularly via the following existing mechanisms:

- Environmental Management System (EMS)
- Sustainable Operations on the Government Estate (SOGE) Report to DfT
- Quarterly Executive Board meetings
- Agency Annual Report and Accounts
- Annual Report of SDAP to DfT and the Sustainable Development Commision (SDC).

Within the Agency we have specialists sections with responsibility for ensuring the actions agreed are implemented. It is, however, the Executive Board, and ultimately the Chief Executive, who are accountable for ensuring the success of the Plan.

We have a specialist section for the environment who work closely with other parts of the Agency especially the Estates Management Group to ensure that the principles set regarding sustainable operations in the Government’s Sustainable framework <http://www.sustainable-development.gov.uk/government/estates/index.htm> are followed consistently across the Agency.

For future projects and initiatives we are considering the appointment of a sustainable development focussed Project Manager who will provide sustainable development advice, guidance and assurance to all our new initiatives and projects ensuring that the profile of sustainability within the Agency is upheld.

<p>To appoint a sustainable development Programme &amp; Projects Manager (PPM) to change business case process for new Projects and educate Project Managers and staff in sustainable development principles which will enable the organisation to make more informed decisions in line with the guiding principles of the UK Governments Strategy ‘Securing the Future’</p>	<p>Jul-08</p>
<p>Review position of the sustainable development Projects Manager</p>	<p>Oct-08</p>

## **Closing Statement**

DVLA have many positive actions and initiatives being taken forward this year and we recognise that there is still more to do.

The actions stated in this Plan are those that will make the most significant difference to our sustainable development agenda.

Whilst the focus of this Plan is very much about how DVLA operates as a business, we will continue to work with DfT to support the initiatives they wish to support to ensure sustainable development across the UK.

We will continue to educate members of staff about the UK Governments Sustainable Development (SD) Strategy by:

- ensuring that our Plan and supporting Policies are widely available to all via our Intranet site
- through specific staff engagement via our SD forum which includes people from all parts of the business including Policy and HR.

# 2008/09 Summary of Actions

Priority Area	Government Targets (where relevant)	DVLA Current/Proposed Actions	By When	Responsibility	Target number
Climate Change and Energy					
Carbon emissions / carbon neutral	Reduce Carbon emissions by 12.5% by 2010/11, relative to the 2002/2003 levels	To Develop and implement a programme to reduce CO <sub>2</sub> to target, this will include: – further development of the DVLA Combined Heat and Power (CHP) systems – greater use of sub-metering – greater use of Building Management System (BMS) to manage energy utilisation – investigation into possible alternative self-generation schemes where technically feasible – review of plant areas to identify any equipment suitable for life cycle replacement or environmental upgrade	Mar-09	CMS/Estates	EMS33 Section 1
	Longer Term: Reduce Carbon emissions by 30% by 2020, relative to the 2002/2003				
	Central Government's office estate to be carbon neutral by 2012	Energy Performance Certificates to be completed for each building to ensure that staff and customers are able to see the energy performance of the property and that the Agency takes its responsibility to manage its energy performance seriously	Mar-09	Estates/LST	EMS33 Sections 3 & 4
Departments to increase their energy efficiency per m <sup>2</sup> by 15% by 2010, relative to 2002/2003 levels					
	Longer term: Departments to increase their energy efficiency per m <sup>2</sup> by 30% by 2020, relative to 2004/2005 levels				
Carbon emissions from road vehicles					
Transport	Reduce carbon emissions from road vehicles used for DVLA operations by 15% by 2010/11 relative to 2005/06 levels	Review the current Transport Policy and receive Board approval to reduce environmental impacts	Sep-08	CMS	EMS33 Section 2
		Review the current Transport Plan including site specific plans in order to reduce the emissions used by DVLA operations	Nov-08	CMS/Estates	
Sustainable consumption and production					
Waste	Departments to reduce their waste arisings by 5% by 2010, relative to 2004/05 levels	Develop and implement a waste minimisation programme to reduce or maintain against agreed profile	Mar-09	CMS	EMS33 Section 5
	Longer term: Departments to reduce their waste arisings by 25% by 2020, relative to 2004/05 levels	Double sided printing to be set up as default on ALL printers and PC software wherever possible to reduce the amount of paper we use and subsequently reduce our waste	Sep-08	Fujitsu	
Natural Resource Protection					
Water	Reduce Water consumption by 25% on the office and non-office estate by 2020 relative to 2004/2005 levels	To implement our new water programme across the estate to reduce or maintain against agreed profile. This will include: – the installation of waterless urinals in the original HQ buildings – greater use of rain water harvesting – enhancement to the BMS system to closer monitor abnormal usage patterns – review of building maintenance systems to establish if water wastage can be avoided	Mar-09	Estates/LST	EMS33 Section 7
	Reduce water consumption to an average of 3m <sup>3</sup> per person/year for all new office builds or major office refurbishments				
Sustainable Development Projects Manager					
All Key Priorities	To contribute to all SOGE targets	To appoint a sustainable development Programme & Projects Manager (PPM) to change business case process for new Projects and educate Project Managers and staff in sustainable development principles which will enable the organisation to make more informed decisions in line with the guiding principles of the UK Governments Strategy 'Securing the Future'	Jul-08	CMS/PPM	EMS30 Section 6.3
		Review position of the sustainable development Projects Manager	Oct-08		
Procurement					
Procurement	To ensure DVLA achieves all sustainable procurement taskforce flexible framework foundation and embedded criteria	Implementing sustainable procurement training within Central Procurement Group, Estates Management Group and Programme and Project Management. Reporting on progress at March 09	Dec-09	CPG	SD annual return to DfT
		Maintain at 70% DVLA's purchase of procuring items listed on the OGC quick wins list throughout the year	Mar-09	CPG	SD annual return to DfT

**Contact Us** If you would like further information about DVLA's SDAP, please e-mail: [julia.ashford@dvla.gsi.gov.uk](mailto:julia.ashford@dvla.gsi.gov.uk)