



Progress Against DVLA's Sustainable Development Action Plan (SDAP)

2008 – 2009

This document reports on DVLA's progress against the actions specified in the 2008-2009 Sustainable Development Action Plan (SDAP).

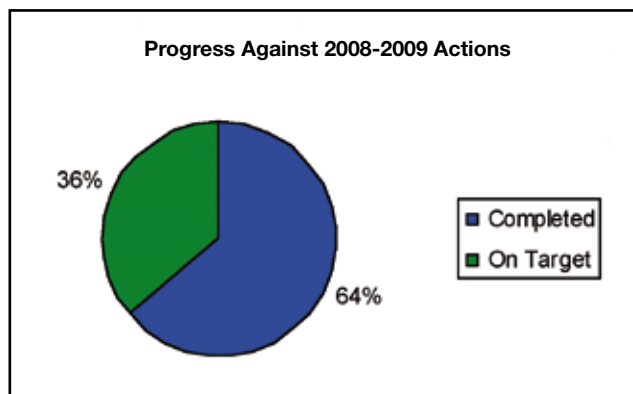
The UK Government Sustainable Development Strategy 'Securing the Future' (March 2005) sets out how our activities impact on each of the 'Securing the Future's' four key priorities:

- sustainable consumption and production,
- natural resource protection and environmental enhancement,
- from local to global: building sustainable communities, and
- climate change and energy.

Please see www.dft.gov.uk/about/howthedftworks/sda/ for details of this year's SDAP.

We have delivered seven out of the 11 actions we set in our 2008-2009 SDAP.

The four that weren't completed have been carried over to the 2009-2010 SDAP. The failure to deliver these four to the original timeframe was mainly due to technical and resource constraints. However, significant progress has been made on them and there are firm commitments to deliver this year.



We design and agree actions each year that we believe we can achieve and that will push the Agency in the right direction and at a pace that is appropriate for our organisation. This year we feel the organisation culturally is in a position to achieve more and so have been more ambitious with our targets.

01 Embedding Sustainability

Policies:	Comments in support of this rating:
On Course	
<p><u>Criteria:</u></p> <ul style="list-style-type: none"> • Much alignment of policy with Government SD Strategy, UK Framework and related guidance. • Much joining-up policy goals under the SD umbrella. • Much signalling of SD in external partnerships and relationships. • Much embedding SD in policy approval processes / Regulatory Impact Assessments (RIAs). • Much effective stakeholder engagement. • Much building SD capacity among delivery partners. 	<ul style="list-style-type: none"> • SD is now incorporated into the Best Practice website and Regulatory Impact Assessments (RIAs) include SD assessment. • SD is prominent through the Best Practice advice and guidance. • All Vehicle and Driver policy now consider SD within policy formulation and it is discussed during stakeholder engagement. We have recently made a decision to use a delivery partner to deliver one of our key services and SD was at the forefront of this decision. • Processes have been redesigned within Programmes and Projects to ensure that SD impact will be considered and recorded.

People:	Comments in support of this rating:
On Course	
<p><u>Criteria:</u></p> <p>SD is greatly reflected in:</p> <ul style="list-style-type: none"> • core vision and values, • training and development (eg core skills, induction, leadership development), • performance management (eg competency framework), • recruitment, • career planning and placements, • internal communications, • volunteering, and • fund raising. 	<ul style="list-style-type: none"> • DVLA's HR Strategy 2009-2013, developed during 2008-2009, includes SD related visions and values in its principles and key strategic themes. • SD features in our induction event and within our procurement and programme and project management training programmes. • A wide range of activities and events in relation to health and well being have taken place for staff raising the profile of the benefits of 'healthy living', often with associated fund raising opportunities. The Agency also continues to encourage and support national fund raising events such as Children in Need and Comic Relief. • Staff have continued to take up secondee opportunities with The Princes Trust and to give voluntary support to Career Wales West. • The Agency hosted 'Adult Learners week' and works regularly with the local community to be 'a good neighbour'.

Operations:	Comments in support of this rating:
On Course	
<p><u>Criteria:</u> Much structure around the Framework for Sustainable Development on the Government Estate including elements such as:</p> <ul style="list-style-type: none"> • management systems (eg Environmental Management System (EMS)), • energy, water, waste (resource efficiency, recycling etc), • travel, • sustainable procurement (eg efficient, green, fair, local, healthy), • construction and refurbishment, • biodiversity, and • positive social and community impact. 	<ul style="list-style-type: none"> • The Agency's EMS was re-accredited to ISO 14001¹ for a further 3 years in 2008, and has been able to demonstrate continuous improvement during each subsequent surveillance visit by the external auditor. • The plan to include the local offices within the certification has been approved, and is now in the process of being rolled out to the first 12 offices. • Further work ongoing re: water and waste minimisation programmes this year. • BREEAM² excellent has been achieved for 2 new buildings on the Morriston (Swansea) site. • An ecology survey was undertaken before demolition of a building on the Morriston (Swansea) site. • Continuing work on our Travel Plan this year aiming to set up specific actions re: car sharing and use of subsidised work's buses to alleviate peaks in congestion through the local community. • Actions from an Internal Audit review have identified improvements to be put in place about the way we manage and monitor our official business travel – these will be implemented during 2009-2010. • Green Champions have been appointed throughout our 39 local offices – further work is underway to appoint more on the Swansea Estate. • A new set of travel policies was issued to staff in January, as an aid to reducing carbon emissions by: <ul style="list-style-type: none"> - promoting more sustainable travel choices, and - reducing our official business mileage.

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 British Research Establishment, Environmental Assessment Method is the leading and most widely used environmental assessment method for buildings. It sets the standard for best practice in sustainable design and has become the de facto measure used to describe a building's environmental performance.

Governance, Monitoring and Reporting:	Comments in support of this rating:
On Course	
<p>How do you regard progress on embedding SD reporting mechanisms?</p> <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"> • We have made further progress this year in governance by developing our formal and informal structures for reporting progress. • Changes to our monthly reporting from quarterly and annual figures to monthly figures will provide the Executive Board with more detailed statistical information that can be worked into future programme and project planning work. • The SD Forum is in place comprising of senior managers from across the Agency who will meet quarterly to discuss progress against the SDAP and raise issues as appropriate. They also provide contact points for each Directorate. • Our HR Action Plan & programme & project processes are more aligned with our SD Vision.

See this year's SDAP for full Governance, Monitoring & Reporting details.

02 Procurement

The following link takes you to the Flexible Framework that explains the Level and Criteria:
www.dft.gov.uk/adobepdf/187604/ANNEX_A.pdf

People	
Level 3: Practice	
<p><u>Criteria:</u> Targeted refresher training on latest sustainable procurement principles. Performance objectives and appraisal include sustainable procurement factors. Simple incentive programme in place.</p>	<p><u>Comments in support of this level:</u></p> <ul style="list-style-type: none"> • Training provided to key staff by DfT central, was used as the foundation for internal training for junior staff within Central Procurement Group (CPG). • Management of risk associated with sustainability training has been delivered in conjunction with Welsh Assembly Government (WAG) to cross-departmental staff. • Sustainable performance objectives have been introduced for some key staff and will be used at their 2008-2009 performance review. All CPG staff are required to demonstrate basic sustainable development awareness in their procurement role, reviewed against the relevant skills matrix. • An overview of sustainability issues is given to all new CPG staff, and sustainable procurement text has been incorporated into the DVLA's induction pack issued to all new DVLA recruits. • Initiated a programme to incorporate sustainable development into procedure from the initial stages for programme and project management. Training provided for 330 staff ensuring that sustainability issues are considered at an early stage.

Policy, Strategy & Communications

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:

- We will review and update our current Procurement Strategy (2007-2009) to align it closer to the SD principles – we will also seek endorsement by our CEO.
- DVLA contributed to the drafting of the pan-Departmental DfT Sustainable Procurement Strategy and are involved in its review and update.
- Quarterly reports are sent to the Executive Board, and annually to DfT central on progress. Progress reported to staff through a newsletter.
- Many aspects of sustainable development are incorporated into the Chief Executive’s “House Rules”, increasing visibility of sustainability and sustainable procurement.
- Key sustainable procurement risks are fed into the risk register.
- Beginning to embed the Environmental Management System (EMS) into policy and using monitoring information to feed back into the procurement process.
- Electronic communication from DfT is comprehensive, a greater number of face-to-face interactions would be welcomed.
- CPG are the owners of the Post and Courier Category for DfT. The Procurement Action Plan is at the draft stage.
- Incorporating the centrally lead initiatives into the work reported above enhances the Agency’s attainment.

Procurement Process

Level 3: Practice

Criteria:

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.

Comments in support of this level:

- An expenditure analysis and an approach to sustainability risks in contract management were undertaken. From this, 29 categories of spend were identified and guidance notes produced for each of these outlining the key sustainability issues for the key areas of spend.
- Where appropriate, contracts specify “Quick Wins”, and the guidance notes are referred to, to identify and mitigate risk. For more information please see www.defra.gov.uk/sustainable/government/what/priority/consumption-production/quickWins/index.htm
- Draft procedures for including a sustainable development evaluation within the bid documentation exists and will become integrated into the approved versions of programme & project management documents.
- Day-to-day management of suppliers is part of the contract manager role, and with some key suppliers sustainable development is included in the regular progress meetings.
- DVLA are introducing whole-life costing within the business cases for all projects.
- Key sustainability risks reported via the CPG risk register.
- Sustainability measures are included in all contracts via DfT central Terms & Conditions.

Engaging Suppliers

Level 3: Practice

<p><u>Criteria:</u> 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><u>Comments in support of this level:</u></p> <ul style="list-style-type: none"> • Through the prioritisation process undertaken on expenditure analysis, key supplier spend and impacts were also identified. • Direct supplier engagement is developing. Relevant suppliers are aware of “Quick Wins” requirements and key suppliers meet with the contract manager to discuss sustainable development improvements. • Best practice is shared internally via the newsletter, Sustainable Development Forum and externally to DfT through organised forums. Further external links have been established with Welsh Assembly Government (WAG) and Department for the Environment, Food & Rural Affairs (DEFRA). • CPG have targeted key suppliers, such as the Royal Mail, IBM and National Car Parking for development and enhancing their procurement practices.
---	---

Measurements & Results

Level 3: Practice

<p><u>Criteria:</u> 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><u>Comments in support of this level:</u></p> <ul style="list-style-type: none"> • Progress is regularly monitored at the DfT and Agency level, reviewed informally throughout the year, and formally via quarterly and annual reports. • A Gartner Review has been undertaken to base line the IT infrastructure compared to other organisations. • DVLA produced an internal assessment of compliance with “Quick Wins”, achieving 95% in 2008, up from 70% in 2007. Initiatives have been introduced to increase compliance on areas identified as non-compliant.
--	--

03 Taking Stock

1. What has helped your organisation to deliver its SDAP? eg Capacity, funding, culture, leadership, policies, procedures and/or organisational arrangements.

The introduction of the SD Forum has helped our process immensely through 2008/2009. The momentum and enthusiasm realised within some senior managers (who are now SD champions within each Directorate) has provided us with a new boost to embedding SD throughout the Agency. Engagement within the Forum has allowed for greater in-depth discussion with each Directorate for aligning SD thinking with individual Directorate strategies and action plans. Directorate level SD visions have now been agreed to increase the significance of SD within their everyday planning decisions.

2. What has hindered the delivery of your SDAP? eg Capacity, funding, culture, leadership, policies, procedures and/or organisational arrangements.

We have delivered seven out of the 11 actions we set in our 2008-2009 SDAP.

The four that weren't completed have been carried over to the 2009-2010 SDAP. The failure to deliver these four to the original timeframe was mainly due to technical and resource constraints. However, significant progress has been made on them and there are firm commitments to deliver this year.

We design and agree actions each year that we believe we can achieve and that will push the Agency in the right direction and at a pace that is appropriate for our organisation. This year we feel the organisation culturally is in a position to achieve more and so have been more ambitious with our targets.

3. What information do you hold and collect relating to the sustainable development impact of your organisation's overall policies/projects/activities? eg Regulatory Impact Assessments (RIAs).

SD impact for our projects has developed during 2008-2009 by a series of educational workshops involving all DVLA IT programme and project managers and relevant project managers from elsewhere in the Agency. Work has progressed this year to ensure SD impact will be considered and recorded during 2009-2010 at initial idea stage (New Initiatives Panel), at the various stages of business case development and within the benefits realisation process. Programme and Project Assurance are also geared up to monitor and record the extent and effectiveness of SD considerations and recording during routine in-house programme and project audits, commencing early 2009-2010.

We hold records of impact assessments undertaken as part of the Agency's development of new policy. These include assessments of specific impacts and consideration of sustainable development. Work is ongoing to ensure impact assessments are robust including introducing the use of the DEFRA 'stretching the web' tool throughout the life cycle.

4. Were there any key updates/changes to your 2008-2009 SDAP. Please briefly list.

There were no significant changes made during the year to our SDAP. However towards the end of the year we realised that we were not going to deliver a number of the actions and so reviewed these and decided to carry them forward into the following year.

04 Progress Against Actions

The table that follows, reports DVLA's progress against specific actions in its 2008-2009 SDAP. The table was designed by the Sustainable Development Commission (SDC) as part of the self-assessment tool for departments, and encourages critical assessment of the value of each action, as well as the progress achieved.

Progress is represented using a RAG+ Analysis (red, amber, green, +blue) (column E), and provides a subjective indication of the completion of an action towards its stated objectives:

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

Column G details evidence to verify the reported progress made, such as:

- 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 reported whether this evidence is readily available for scrutiny by the SDC.

While each action is important in itself, the aim of the SDAP is to help organisations fulfil their contributions to the government's wider sustainable development priorities for immediate action, as set out in its 2005 Strategy, *Securing the Future*³. These are:

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

Column I contains DVLA's critical assessment of how each action impacts on these priority areas, using a scale of 1-4 (see table below).

Column H Level	Contribution of action to one or more of the priority areas
1	Zero or small
2	Fair
3	Good
4	Outstanding

³ *Securing the Future – Delivering the UK Sustainable Development Strategy, HM Government, March 2005.*

Self-Assessment Of Progress Towards SDAP Actions

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	<p>To develop and implement a programme to reduce CO₂ to target, this will include:</p> <ul style="list-style-type: none"> - 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 2009	Corporate Management Services (CMS)/Estates Management Group (EMG)	On Target	<p>Savat Watt devices have been installed on all domestic fridges, air conditioning equipment and commercial coolers and freezers. As life cycle replacement arises we are continuing to look at Land Securities Trillium (LST) installing environmental improvements.</p> <p>Task drives in the main tower block plant room have been replaced.</p> <p>A project to install increased insulation to a large podium roof is complete.</p> <p>Alternative uses for the heat/cooling load from the CHP systems are being identified to allow use of the CHP without the full load on the data centre (on the Morriston site in Swansea).</p> <p>BMS meters have been installed to allow more granularity of the energy consumption on the estate.</p> <p><i>This action will continue during 2009-2010 and forms part of the 2009-2010 Sustainable Development Action Plan (SDAP)</i></p>	Actual works on site closed	Yes EMS33: Section 1	2 CHP gives a fair CO ₂ reduction other areas are small changes

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
2	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 2009	Estates Management Group (EMG)/ Land Securities Trillium (LST)	Complete	Energy certificates (DECs) have been displayed for the offices at which they are required (over 1000 m ²)	Certificates on walls in offices	Yes EMS33: Sections 3 & 4	4 DVLA will meet statutory requirement by due date
3	Review the current Transport Policy and receive Board approval to reduce environmental impacts	Sep 2008	Corporate Management Services (CMS)	Complete	An internal 'news&dvla' item was issued on Wednesday 7th January 2009 advising staff to familiarise themselves with the new set of travel policies and associated information	Publication of all the travel policies on our intranet site, travel page	Yes EMS33: Section 2	3
4	Review the current Travel Plan including site specific plans in order to reduce the emissions used by DVLA operations	Mar 2009	Corporate Management Services (CMS)/Estates Management Group (EMG)	On target	As resource was concentrated on reviewing the travel policies (see action 3) the original target date to review the Travel Plan (November 2008) was missed. However, 37/39 local offices have provided site specific plans and EMG are continuing to work closely with the SWWITCH transport co-ordinator for Swansea City County Council in developing an up-to-date staff travel survey. <i>SWWITCH – South West Wales Integrated Transport Consortium</i> This action will continue during 2009-2010 and forms part of the 2009-2010 Sustainable Development Action Plan (SDAP)	Publication of The Plan	Yes EMS33: Section2	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
5	Develop and implement a waste minimisation programme to reduce or maintain against agreed profile	Mar 2009	Corporate Management Services (CMS)	On target	<p>A programme of work is being drafted, and with the implementation of a new communication forum = 'Green Blog', individual staff will have an opportunity to put forward their own ideas. Any replies received will be considered for a formal programme of work to start in April 2009</p> <p><i>This action will continue during 2009-2010 and forms part of the 2009-2010 Sustainable Development Action Plan (SDAP)</i></p>	Issue of the programme of work to EMG/LST and noted within the EMS	Yes EMS33: Section 5	2
6	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 2008	Fujitsu	On target	<p>The new Desk Top Managed Service is still on target to help us overcome the business and technical constraints currently in place. In the meantime, users who have access to duplex enabled printers now have the ability to select duplex printing. However there are some circumstances where a user may experience difficulty in doing this due to an incorrect configuration on a small number of desktop PC's. When this happens, a small configuration change may be required before the users can successfully print in duplex.</p> <p><i>This action will continue during 2009-2010 and forms part of the 2009-2010 Sustainable Development Action Plan (SDAP)</i></p>	Ability for all staff to duplex print	Yes EMS33: Section 5	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	<p>To implement our new water programme across the Estate to reduce or maintain agreed profile. This will include:</p> <ul style="list-style-type: none"> - the installation of waterless urinals in the original HQ buildings - greater use of rain water harvesting - enhancement to the Building Management System (BMS) to closer monitor abnormal usage patterns - review of building maintenance systems to establish if water wastage can be avoided 	Mar 2009	Estates Management Group (EMG) / Land Securities Trillium (LST)	Complete	<p>Waterless urinal roll out across the Swansea sites is complete. Two buildings on the Swansea sites have both been provided with rain water harvesting tanks which are operational and feasibility studies continue for further rain water harvesting. BMS monitoring are now fully functional.</p>	Water consumption reduction is evident on monthly monitoring reports	<p>Yes</p> <p>EMS33: Section 7</p>	2
8	<p>To appoint a sustainable development Programme & Project Manager 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 Government's Strategy 'Securing the Future'</p>	Jul 2008	Corporate Management Services (CMS)/ Programme & Project Management (PPM)	Complete	<p>An SD Manager was appointed for our Programme & Project Management (PPM) area. Changes to processes and products and education of project managers was initiated. SD awareness events for staff have been held since September 2008 and the Deputy Director of Procurement Supplier Engagement & Sustainability National Networks, DfT attended three of the events. Further work will continue during 2009-2010.</p>	<p>Written Objectives</p> <p>The IML results showed a positive shift in awareness and understanding of the subject by the end of the event</p>	<p>Yes</p> <p>EMS33: Section 6.3</p>	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
9	Review position of the sustainable development Projects Manager	Oct 2008	Corporate Management Services (CMS)/ Programme & Project Management (PPM)	Complete	Awaiting the completion of all PPM documentation. The SD manager will then continue, for the foreseeable future, to work part time to further embed SD and provide support and advice to PPM staff.	Sign-off of objectives	Yes EMS33: Section 6.3	3
10	Implementing sustainable procurement training within Central Procurement Group (CPG), EMG and PPM. Reporting on progress at March 09	Dec 2009	Central Procurement Group (CPG)	Complete	The Welsh Assembly Government staff, with CPG support, led a workshop negotiated at zero cost to enhance the understanding of SD issues and the management of procurement SD risks.	Attendees completed a questionnaire after the course was delivered confirming benefits / learning outcomes and lessons learned for future workshops	Yes SD annual return to DfT	3
11	Maintain at 70% DVLA's purchase of procuring items listed on the OGC "Quick Wins" list throughout the year	Mar 2009	Central Procurement Group (CPG)	Complete	In September 2008 our compliance levels increasing from 70% to 95%.	Review completed of the "Quick Wins"	Yes SD annual return to DfT	3

SDAP progress report signed by:

SD Reporting Officer: Ann Carrod, 08-05-2009

SD Responsible Officer: Julia Ashford, 08-05-2009