

# DVLA Sustainable Development Action Plan (SDAP)

April 2009 - March 2010

## Our Agency vision is to be...

a modern, highly efficient organisation, providing complete, accurate and up to date information and services that fully meet customer and stakeholder requirements.

## Our 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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# Chief Executive's Foreword

**This is the DVLA's fourth Sustainable Development Action Plan (SDAP) and as Chief Executive I am proud of the continued efforts that staff and our suppliers have made to bring the Agency to its current position.**

During 2008 we had some notable successes, including the third re-accreditation of ISO 14001 for the Swansea Estate and a number of awards recognising our investment in training and supporting our staff.

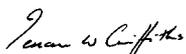
The current economic climate has raised the importance of thinking in a truly sustainable way, recognising that good environmental practice can be good economic practice. In tackling everyday business issues, staff are encouraged to re-consider the use of all resources. We have also made fundamental changes to our products and services such as introducing and administering a Graduated Vehicle Excise Duty (VED) scheme and moving some of our paper based services to the internet.

Last year's SDAP focussed heavily on running our operations efficiently and setting down actions for achieving the Sustainable Operations on the Government Estate (SOGE) targets, and we have made good progress towards this. This year, we need to consolidate the good progress we are making in ensuring that the whole Agency understands what Sustainable Development (SD) is and how they should apply it in their work.

As an Agency of the Department for Transport (DfT) we have a key role to play in Sustainable Government. We deliver and help to form the department's strategies relating to the reduction in carbon dioxide (CO<sub>2</sub>) emissions, supporting economic growth and contributing to a safe, secure and healthy society and we need to manage our business to control our impact on the environment, the local community and the economy. This Plan will take us a step further towards our vision and ensure that everyone in the Agency understands the principles of SD and acts on them.



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# 1 Introduction

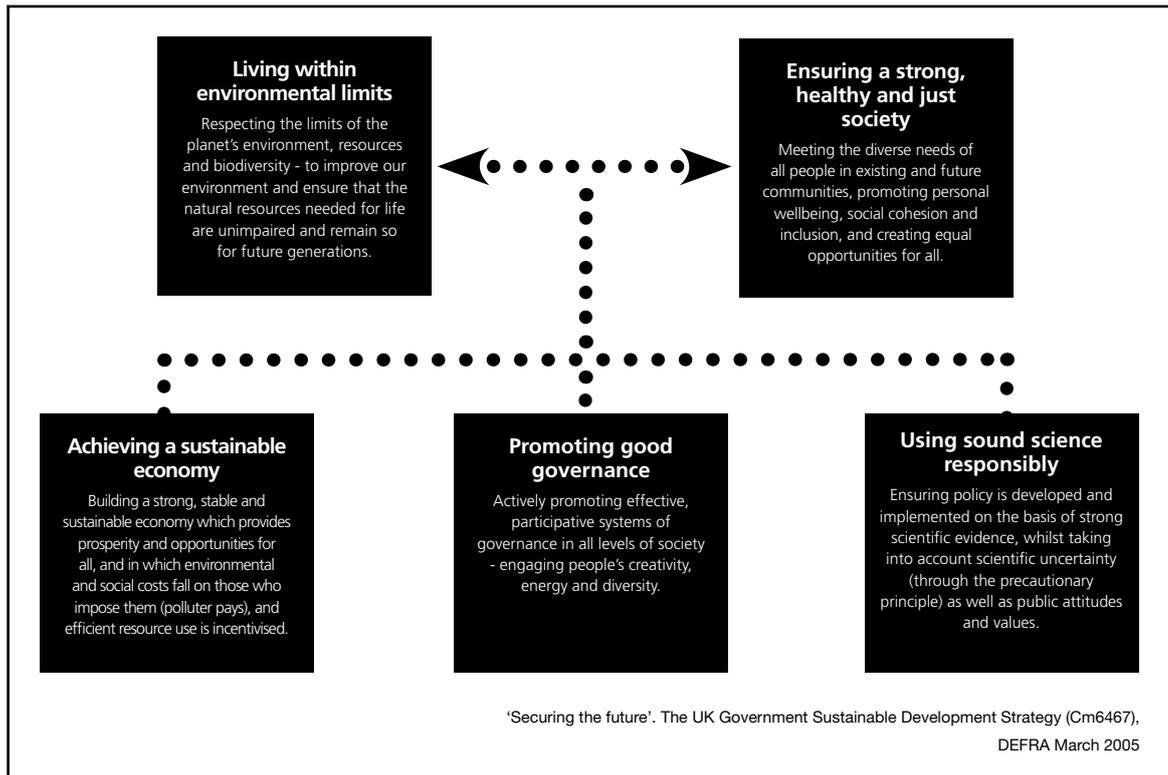
## What is Sustainable Development?

The UK Government Sustainable Development Strategy 'Securing the Future' (March 2005) set out a common SD goal agreed by governments across the UK:

**“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 UK strategy sets out five SD principles to guide government departments in developing their policies and strategy.

The agreed set of principles are:



**Figure 1**  
*Sustainable Development guiding principles – agreed for use across the UK Government at the heart of policy.*

The 'Securing the Future' Strategy also identifies four priorities for immediate focus and action. It is against these that departments are to assess the impacts of their activities and actions.

The four priorities:

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

## What it means for our parent department – The Department for Transport

DfT has revised their departmental strategic objectives (below) so they are aligned to the goals set out in ‘Delivering a Sustainable Transport System’. These goals are also closely linked to the principles and priorities of sustainable development.

- 1 To support national economic competitiveness and growth, by delivering reliable and efficient transport networks.
- 2 To reduce transport’s emissions of CO<sub>2</sub> and other greenhouse gases, with the desired outcome of avoiding dangerous climate change.
- 3 To contribute to better safety, security and health and longer life-expectancy through reducing the risk of death, injury or illness arising from transport, and promoting travel modes that are beneficial to health.
- 4 To promote greater equality of opportunity for all citizens, with the desired outcome of achieving a fairer society.
- 5 To improve quality of life for transport users and non-transport users, and to promote a healthy natural environment.

More detail is available on their website at: [www.dft.gov.uk/about/strategy/transportstrategy/dasts/](http://www.dft.gov.uk/about/strategy/transportstrategy/dasts/)

## What it means for DVLA

In order to understand the DVLA’s SDAP it is helpful to have an understanding of its relationship with DfT. As an executive agency DVLA was set up to perform specific activities for DfT. Our main purpose is to:

| Band | CO <sub>2</sub> (g/km) | Petrol/Diesel 12 month | Petrol/Diesel 6 month | Alt fuel 12 month | Alt fuel 6 month |
|------|------------------------|------------------------|-----------------------|-------------------|------------------|
| A    | Up to 100              | £0                     | -                     | £0                | -                |
| B    | 101-110                | £35                    | -                     | £15               | -                |
| C    | 111-120                | £35                    | -                     | £15               | -                |
| D    | 121-130                | £120                   | £66                   | £100              | £55              |
| E    | 131-140                | £120                   | £66                   | £100              | £55              |
| F    | 141-150                | £125                   | £68.75                | £105              | £57.75           |
| G    | 151-165                | £150                   | £82.50                | £130              | £71.50           |
| H    | 166-175                | £175                   | £96.25                | £155              | £85.25           |
| I    | 176-185                | £175                   | £96.25                | £155              | £85.25           |
| J    | 186-200                | £215                   | £118.25               | £200              | £110             |
| K    | 201-225                | £215                   | £118.25               | £200              | £110             |
| L    | 226-255                | £405                   | £222.75               | £390              | £214.50          |
| M    | Over 255               | £405                   | £222.75               | £390              | £214.50          |

**“keep complete, accurate registers of drivers and vehicles, and make them as accessible and as flexible as possible to those who have the rights to use them”.**

Our status as an executive agency, and the nature of the administrative process we run, limits our opportunities to bring a significant positive impact on the four key priorities (see page 3), other than by managing our operations in a sustainable way.

However, we do play a part in the wider UK transport strategy by supporting DfT in delivering its objectives. For example, DVLA delivers the Graduated VED taxation scheme which encourages the manufacture and use of cars with lower CO<sub>2</sub> emissions.

The SDAP therefore has two aims:

- To continue the improvements in making our operation more sustainable. We have over 6000 office based staff working in 42 locations across the UK. So making improvements in the way we operate has the potential to benefit many local communities, and the environment as a whole as we make better use of key resources.
- To embed SD thinking in the areas of DVLA who make policy and deliver change programmes to ensure that these areas are able to fully exploit their potential for positively contributing to the UK priorities.

For SD reporting purposes, we will show how our initiatives (see table below) and actions (see action tables throughout the Plan) impact on the four key priorities (see page 3). The table illustrates this using just a few of our recent key initiatives.

Each initiative/action is rated with an impact of 1– 4 on how we believe the outcome of each, impacts on the key priorities of the UK Government’s Sustainable Development Strategy ‘Securing the Future’.

|   | SD Priority | Sustainable consumption and production | Natural resource protection and environmental enhancement | From local to global: building sustainable communities | Climate change and energy | Impact   |
|---|-------------|--|---|--|---------------------------|----------|
| <b>DVLA Initiatives</b>   |             |  |   |  |                           |          |
| Reducing congestion/ improving air quality (in conjunction with Transport for London)                     |             | ✓                                      | ✓   | ✓  |                           | <b>3</b> |
| Devolved powers for wheelclamping (in conjunction with local authorities)                                 |             | ✓                                      | ✓   | ✓  |                           | <b>2</b> |
| Graduated VED Scheme  |             |  |   |  | ✓                         | <b>3</b> |
| Destruction of unclaimed vehicles (in conjunction with European Metal Recycling Company)                  |             |  |   | ✓  |                           | <b>2</b> |
| Supporting law enforcement with data from our records (in conjunction with Police, local authorities etc) |             |  |   | ✓  |                           | <b>2</b> |
| Smart Tachographs (in conjunction with the Vehicle Operator Services Agency)                              |             |  |   | ✓  |                           | <b>1</b> |
| Channel shift   | ✓           | ✓                                      | ✓   | ✓  |                           | <b>2</b> |

- 1** Action has a **zero or small** contribution to one or more of the shared priorities.
- 2** Action has a **fair** contribution to one or more of the shared priorities.
- 3** Action has a **good** contribution to one or more of the shared priorities.
- 4** Action has an **outstanding** contribution to one or more of the shared priorities.

For example, we believe that our ‘Channel shift’ programme, which is about moving our organisation from using mainly paper based services to offering customers a wider choice and proactively promoting the use of online and telephone based transactions, will have a positive impact on all four priorities because it will use less paper, reduce the number of car journeys to Post Offices® and our local offices and enable customers to have greater flexibility in the way in which they deal with us.

We see this SDAP as meeting two needs:

- It helps us ensure that we are joined up with DfT’s plans around SD which is necessary in order for us to be able to play our role in operationalising their strategy effectively.
- We need to ensure that we run DVLA sustainably, both in our day-to-day operations, and in the way in which we plan changes and develop policy.

Please see our Strategic Agenda and Business Plan for more detail [www.dvla.gov.uk/publications](http://www.dvla.gov.uk/publications)

The structure of the Plan follows our view of how our SD vision will be achieved.

**Section 2** Progress against our 2008-2009 SDAP:

Reviewing progress and learning from previous plans and feedback.

**Section 3** Communications & Capability:

Developing sustainable development capability and thinking across all staff.

**Section 4** Planning & Change:

Setting and working towards specific goals in operational areas.

**Section 5** Operations:

Embedding sustainable development into our planning processes.

**Section 6** Governance, Monitoring & Reporting:

Provide good governance and review of our SDAP.

Within Sections 3, 4 and 5, we have recorded specific long-term visions for each business area and a table of specific actions for each.

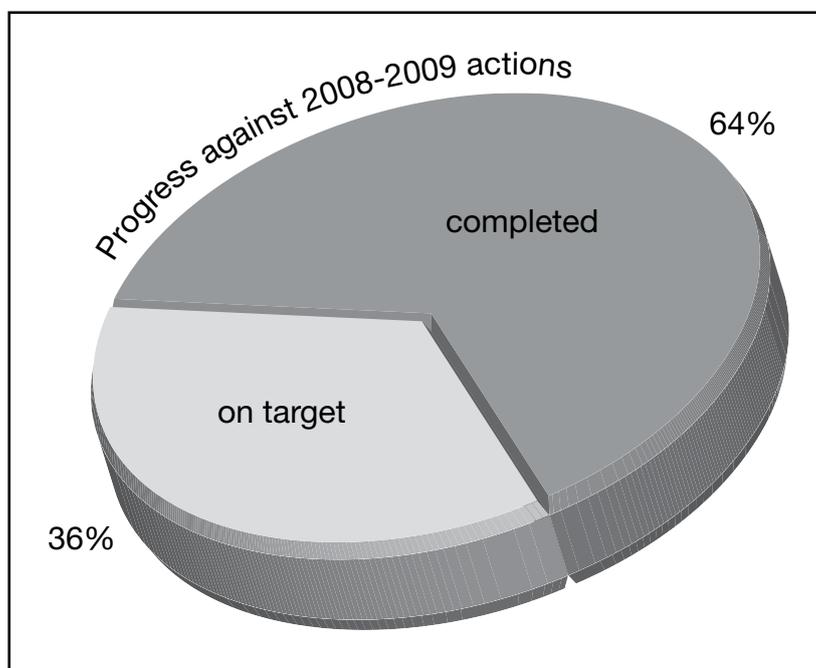
## 2 Progress against our 2008 - 2009 SDAP

In 2008-2009, we aligned our actions closer to the five principles and four priorities (see page 3) as set out in the UK Government's SD Strategy. Although still heavily centred on operations, we were more open about the challenges we faced, and set ourselves broader actions which included work within our Programme & Project area and around communication.

A full progress report against our 2008-2009 SDAP will be published online ([www.dvla.gov.uk/publications](http://www.dvla.gov.uk/publications)) during May 2009. That report will be based on a self-evaluation tool and framework developed by the Sustainable Development Commission (SDC) and divided into four sections:

- Progress against actions
- Embedding sustainability
- Sustainable procurement
- Taking stock.

Here is a snapshot of our progress to the end of March 2009:



The actions that ended the year as 'on target' will form part of the Summary of Actions for 2009-2010.

## Embedding sustainability

The SDC provided us with a full assessment of our 2008-2009 SDAP in January 2009. They agreed that we “have made some good progress on embedding sustainability across various parts of the organisation”. In the 12 months since the 2008-2009 Plan was published, we believe we have made further significant progress and our self-assessment on the extent to which SD is currently embedded looks like this:

| Policies  | People    | Operations | Governance, Monitoring & Reporting |
|-----------|-----------|------------|------------------------------------|
| On course | On Course | On course  | On Course                          |

SDC comments and advice confirmed where we believed we were, yet they provided some clear guidance on action to take forward. We have taken three key messages from their comments and are going to focus on these areas this year.

- 1 We recognise that we have not openly pushed ourselves beyond the current Sustainable Operations on the Government Estate (SOGE) targets and for this year will be looking, in some areas, to go beyond the set targets and improve on current positions, for example, increasing recycling and reducing waste. However, in other areas, such as reducing energy consumption, we have decided that the target itself is stretching enough and our priority will be to focus our efforts on attaining that.
- 2 We will make further improvements to our communication of SD across the Agency. We are going to be more proactive across the whole of the Agency, building on the increased momentum during the later part of 2008, with:
  - regular SD Forum meetings (see Communications & Capability, Section 3 for more detail);
  - appointing SD Champions throughout the business; and
  - a new communications strategy, similar to the Department of the Environment, Food and Rural Affairs ‘Think Sustainable Campaign’.
- 3 We will engage further with our Executive Board and work closer with our Business Planning Team to ensure that SD thinking is not seen as an add-on, but is fully understood and embedded throughout the Agency. This will take us a step closer to amalgamating our SDAP and Business Plan and achieving the cultural changes we are targeting (see Business Plan 2009-2010 for more detail [www.dvla.gov.uk/publications](http://www.dvla.gov.uk/publications)).

### 3 Communications & Capability

We recognised that we needed to get wider engagement and understanding of SD across the 1,000 managers and 5,000 staff in the Agency, and during 2008-2009 we have worked very closely with the business areas that we introduce you to within this plan. Together we have developed long-term visions and will continue to support them in realising their SD visions.

We are taking our lead from DfT and SDC and giving priority this year to developing and implementing a new communications strategy to fully realise our new Agency SD vision. We have recruited the assistance of our Internal Communications Team and are building a communications strategy that will feed into and from their overarching Agency Strategy. This is helping us target the right audience using the most appropriate/effective methods.

Informal research has shown that there is a common misunderstanding throughout the Agency that SD is purely about good environmental practice. The SD Communications Strategy will focus on raising this understanding and at the same time complementing, supporting and assisting the work of other areas including the Environmental Team and HR.

There are a number of specific actions that we are taking forward including:

- The production of a one-off version of the in-house staff magazine, LICENCE, for one month. This edition will include interviews with Jonathon Porritt<sup>1</sup>, the SD manager as guest editor with features and articles from the SD Forum and staff. Our aim is to engage staff across the Agency and educate them in a way that will be interesting and relevant.
- A monthly SD feature page in the in-house magazine to ensure regular communication to all staff.
- The appointment of ‘Green Champions’ throughout the Agency including all of our local offices. The overall aim of this role is to provide the Agency with a local presence and focal point in each area for purely ‘green’ matters.
- An SD blog on our intranet – with relevant current UK, World, local and business issues being discussed. It will also provide a route for updating staff on progress against the SOGE targets and provide advice and guidance on any SD matters.

#### 2009-2010 Actions:

|   | Action   | Outcome   | Impact | When   | Reported via                   | Owner   |
|---|--|---|--------|--------|--------------------------------|---|
| 1 | To appoint ‘Green Champions’   | Improvement to environmental practice   | 1      | Apr 09 | EMS33 8.3/EMS33 8.4            | Corporate Management Services                               |
| 2 | Implement our new Communications Strategy  | All SD related communications are issued to all staff in a clear, regular manner avoiding current overlap/duplication | 3      | Apr 09 | Evidence of Communication Plan | Corporate Management Services/Internal Communications Group |
| 3 | To develop and implement a series of SD workshops/ meetings with the Executive Board | The level of understanding at Executive Board level is increased and SD thinking is embedded                          | 3      | Aug 09 | Quarterly EB report            | Corporate Management Services                               |

1 Jonathon Porritt is the founder Director of Forum for the Future and Chairman of the UK Sustainable Development Commission.

## 4 Planning & Change

### Business and Strategic Planning

**Long-term vision:** The Agency's Strategic and Business Plans embrace the SD vision.

**Current situation and future plans:** Since the production of the first Agency SDAP in 2006 we have made significant progress in introducing SD thinking into our decision making processes.

We have increased the profile of SD within our business planning and refer at key points to our impact on the environment, society and the economy. During 2007-2008 we also established high level business planning targets, these were used during 2008-2009 to help us prioritise our programme and project work; these targets include ensuring value for money and reducing our carbon footprint.

This year we will build on this good start to shift consideration for SD from an add-on at the end of a process, into thinking from the start of the planning process. Getting people to consider and factor in to their plans the environmental, social and economic impacts of their choices and reflect this throughout the Agency's Corporate Plans.

A major step forward will be the review of the Strategic Plan in spring 2009, taking the SD principles into account.

#### 2009-2010 Actions:

|   | Action  | Outcome  | Impact | When   | Reported via   | Owner  |
|---|---|--|--------|--------|--|--|
| 4 | Refresh the Strategic Agenda to ensure it is in alignment with SD principles        | SD is fully integrated into highest level plans in order for it to cascade down  | 3      | Oct 09 | Strategic Agenda                                     | Corporate Management Services                                    |
| 5 | Hold SD discussion at the annual Government and Motor Industry Stakeholder sessions | Opportunities across other government departments and the Motor Industry, are explored with the intention of uncovering opportunities/ circumstances where together we can improve our current working practices to make a positive impact towards the SD Priorities | 1      | Dec 09 | Resulting actions/ minutes from Stakeholder seminars | Finance and Strategy Director                                    |
| 6 | Appoint an 'SD Champion' in the Products and Services Directorate                   | Improvement to the understanding of SD and the positive impact we can make to the UK SD Priorities through our Products and Services is realised   | 3      | May 09 | SD Governance Process                                | Corporate Management Services/ Products and Services Directorate |

## Policy

**Long-term vision:** All policies have clear benefits to delivering the UK SD Agenda; DVLA policy makers are influencing stakeholders to make SD a priority in their organisations.

**Current situation and future plans:** The SD team have worked with senior managers in the DVLA Policy Group to discuss how to ensure that SD is considered through all stages of policy development. The introduction notes that DVLA has a role both in taking forward policies initiated by the Department, and in proposing changes based on the information we glean from operational experience, customer feedback and public consultation. Most of the transport policies that feed into the UK SD Agenda will be initiated by the Department and therefore, will feature as part of DfT's SDAP.

At DVLA, we need to continue to ensure that policy makers can:

- effectively influence policy colleagues in London on the aspects of transport strategy that are relevant to DVLA;
- identify and exploit opportunities for DVLA to contribute to the overall DfT approach; and
- identify optimum approaches for implementing policy at DVLA to ensure that we are striking the best possible balance across the guiding principles.

This will be achieved by continuing the communications and development started last year. Policy managers have played an enthusiastic role in the SD Forum, and are committed to ensuring SD thinking is embedded into their processes. This is reflected in their key actions for the coming year. The remaining actions link to specific policy initiatives which play into the wider SD vision.

### 2009-2010 Actions:

|   | Action   | Outcome  | Impact | When   | Reported via  | Owner               |
|---|--|--|--------|--------|---|---------------------|
| 7 | Improve the impact assessment process by including SD best practices   | All policy formulation will consider SD as part of the formulation. All future initiatives will be assessed and measured for SD success, resulting in embedded thinking. Measurement will also be carried out against ongoing policy initiatives | 2      | Jun 09 | Impact assessment process which will have incorporated the SD Agenda/ EMS33 9.5 | Head of Policy Unit |
| 8 | Deliver changes within DVLA systems to ensure full compliance with Article 6 of EU regulations relating to recording emissions data for each vehicle | System changes will be achieved by 2010 resulting in enhanced evidence of UK's success in CO <sub>2</sub> emission reduction, to meet government targets   | 3      | 2010   | Programme & Project Management scorecards                                       | Head of Policy Unit |
| 9 | Go out to public consultation on policy relating to health and driving issues  | This will seek to draw the balance between the safety issues relating to driving with certain medical conditions and the need for mobility and access to services  | 3      | May 09 | Impact assessment process on consultation completion and review                 | Head of Policy Unit |

## Programmes & Projects

**Long-term vision:** All key programme and project decisions are made (and the rationale documented) only once their SD impact is known, and following consideration of their impact upon Agency SD targets.

**Current situation and future plans:** The Agency's programme and project managers and key support staff have attended workshops about what SD is, and have been familiarised with governance documentation and procedures that have been changed to permit reasonable account of SD.

Work continues to ensure all key staff have attended and have adopted these measures, such as describing the SD impact of new proposals submitted to the Agency's New Initiatives Panel, and in business case submissions.

During 2009, the Agency aims to monitor the effectiveness of these measures and to make any improvements or corrective actions that will contribute to the Agency meeting its SDAP targets. These will be undertaken using the Agency's proven monitoring and governance arrangements, such as benefits management (monitoring of benefits realisation and tracking).

The Agency is therefore readying itself for further government-wide targets, such as carbon budgets, as these are set during the next and subsequent years.

### 2009-2010 Actions:

|    | Action   | Outcome   | Impact | When   | Reported via   | Owner                          |
|----|--|---|--------|--------|--|--------------------------------|
| 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 | SD fully embedded within Programme & Project Governance processes   | 1      | Jun 09 | Governance documentation & benefits schedules are changed/ EMS33 9.6                       | Programme & Project Management |
| 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   | This work will assess the practicality of using such tools to help distil SD impact across our broad portfolio of programmes & projects   | 1      | Jun 09 | Documented acceptance/ EMS33 9.6   | Programme & Project Management |
| 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                              | Objective assessments of the SD considerations that have been undertaken are assessed and reported on by the Programme & Project Assurance team (who are external to those programmes & projects) | 2      | May 09 | Inclusion of the SD elements within the Programme & Project Assurance framework/ EMS33 9.6 | Programme & Project Management |
| 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  | All technical evaluations fully consider and report on SD impact and options  | 1      | May 09 | Evidence of options paper and supplier response  | Programme & Project Management |

# 5 Operations

## Human Resources

**Long-term vision:** To be recognised as an employer of choice because of our reputation for making a substantial contribution to social and environmental sustainability.

**Current situation and future plans:** We are committed to being a good employer and have a range of policies and practices that support our staff and the communities in which we operate. We have been an accredited Investors in People organisation since 1999 and this year we are aiming to become an employer of choice in South Wales and in our locations across the country. Each year we undertake a staff satisfaction survey to measure, track and improve morale and motivation of our employees.

Our HR Strategy for 2009 -2012 is in line with the Government's Capability Review and specifies a range of Strategic End States that will help deliver our long-term vision. We are focussing efforts on improving the well being of our staff; educating our staff in the importance of and understanding of applying the principles of diversity and on being a good neighbour by sharing our skills and capabilities with the community.

Our work with the community extends to volunteering with the Prince's Trust where we currently have several volunteers working full and part time on secondment opportunities. We also support local charities such as Careers Wales West where we have up to 10 people at any one time giving up to three days support each month. Volunteering provides valuable resource and support to the local community and in turn our staff are provided with opportunities to develop their skills and bring those back into the workplace.

Quarterly meetings with local residents of our Swansea sites have been held since 2005 mainly around DVLA's refurbishment works and parking issues to ensure that we are a 'good neighbour'. Llangyfelach Community Council, Swansea County Council and local MP Sian James are invited to the residents meetings. Meetings with County Council Planning & Estates Department also take place on an ad hoc basis at least three times a year.

Over the past year we have given an increased focus to the health, well being and attendance of our staff, undertaking a number of initiatives including further developing managers' awareness of their role and responsibilities, and providing them with additional, targeted and revised information to help them support their staff. These initiatives have resulted in a significant increase in attendance across the Agency.

We have recently rebuilt one of our buildings on our Swansea estate which now houses a well equipped gym, physiotherapist and the Occupational Health Team. The recently relet Occupational Health and Employee Assistance Services contract provides improved services and support for staff and is better value for money than our previous contract.

Flowing from our HR Strategy we are developing a HR Action Plan for 2009-2010 covering five main strategic themes, and four cross-cutting sub-themes.

Main HR strategic themes:

- People Resourcing.
- Reward and Performance Management.
- Workforce Development.
- Employee Relations.
- Health, Well Being and Attendance management.

Cross-cutting sub-themes:

- Corporate Social Responsibility (including sustainable development).
- Diversity.
- Management Information.
- Employee Engagement.

We have summarised in the HR Strategy exactly why we have chosen these themes and what we are hoping to achieve is covered by our vision at a high level with the detailed activities to set out in the action plan.

From the HR Action Plan for 2009-2010 we have highlighted some of the key priorities to track via the Governance process of this SDAP. Other actions will be tracked and reported via HR.

## 2009-2010 Actions:

|    | Action   | Outcome  | Impact | When   | Reported via   | Owner  |
|----|--|--|--------|--------|--|--|
| 14 | Carry out a corporate social responsibility review to establish levels of volunteering in DVLA over 2008-2009  | A baseline will be formed to measure improvements from   | 1      | Aug 09 | Monthly review of HR Action Plan/SD Governance Process | Human Resources/ Corporate Management Services |
| 15 | Implement a range of initiatives to improve the wellbeing of the organisation - to include the Quality of Working Life Survey actions                                  | Reduction in sick absence of the Agency and improvement to morale and quality of life of our staff | 3      | Apr 09 | Monthly review of HR Action Plan/SD Governance Process | Human Resources/ Corporate Management Services |
| 16 | Appoint an 'SD Champion'   | SD thinking is embedded into the development of HR policies and practices                          | 3      | Apr 09 | Attendance at SD Forum                                 | Human Resources/ Corporate Management Services |
| 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 | SD thinking is embedded across the Agency  | 2      | Mar 10 | SD Governance Process/EMS33 9.7                        | Human Resources/ Corporate Management Services |

## Estates

**Long-term vision:** SOGE targets being exceeded, close to, if not ahead of the next ones. Accreditation to Environmental Management System (EMS) to the International Standard ISO 14001<sup>2</sup> continues.

**Current situation and future plans:** With DVLA being the largest function within the DfT family, accounting for around 44% of the total energy used by DfT, there is great focus on our energy consumption. We have undergone significant change over the past few years including development of data centres and refurbishment of the Swansea Estate; we are now entering a more settled stage and continuing work to become more energy efficient.

With the closure of two buildings on the Swansea site, increased use of our two Combined Heat and Power plants, a new metering project across the Estate, and the rollout of our EMS across our Local Service Network, we predict that energy efficiency throughout Agency sites will improve in line with Government targets and in some circumstances beyond.

The overall success of our continued efforts has been demonstrated in our environmental performance by having an EMS in place since 2001 which has been continually accredited (every 3 years) to ISO 14001.

The EMS details numerous actions to improve the environmental performance of our estate. This year the EMS actions and objectives include setting ourselves stretch targets, beyond the government current targets, such as:

- Sourcing 20% of electricity from good quality Combined Heat & Power by 2010.
- Increasing our recycling figure to 98% by 2020.
- Reducing waste arising by 25% by 2015, relative to 2004-2005 levels.

<sup>2</sup> 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.

These stretch targets have been chosen as we are currently achieving what is required of us and we recognise that we could accomplish more, for example, this year we expect that our recycling figure will be around 64% against the target of 40%.

Our current EMS accreditation doesn't include our Local Services Network of 39 local offices. However, this year we aim to be accredited in 12 local offices with the aim of covering all 39 by the end of 2010. To achieve this, we recognise that we have to carefully manage a programme of raising awareness with local office staff on environmental issues such as energy usage, waste minimisation and sustainable travel.

We have highlighted some of the most significant actions in the table below. All SOGE targets will continue to be monitored and reported to the Executive Board on a monthly basis from May 2009.

## 2009-2010 Actions:

|           | <b>Action</b>  | <b>Outcome</b>  | <b>Impact</b> | <b>When</b> | <b>Reported via</b>                                  | <b>Owner</b>  |
|-----------|--|---|---------------|-------------|--|---|
| <b>18</b> | We will revise Combined Heat and Power operational arrangements to allow increased running times | Energy used and created by Combined Heat and Power is better utilised   | 1             | Jan 10      | Monthly Environmental Management Meetings/ EMS33 9.3 | Estates Management Group                                |
| <b>19</b> | We will consolidate space in the main Swansea building   | Energy and water consumption is reduced   | 3             | Sep 09      | Monthly Environmental Management Meetings/ EMS33 1.1 | Estates Management Group                                |
| <b>20</b> | We will implement a new rain water harvesting scheme on the Morriston site (in Swansea)          | Water consumption on the Morriston site is reduced to cross Government target levels  | 3             | Jan 10      | Monthly Environmental Management Meetings/ EMS33 7.2 | Estates Management Group                                |
| <b>21</b> | To deliver all actions within the Environmental Management System (EMS) 2009-2010                | We continue to have a certified Environmental Management System and continue to improve on environmental issues throughout the Agency | 2             | Mar 10      | SD Governance Process/ EMS33                         | Corporate Management Services                           |
| <b>22</b> | To put formal consideration for alternative energy sources to the Executive Board                | Our emissions from energy use is reduced  | 3             | Jul 09      | Monthly Environmental Management Meetings/ EMS33 1.2 | Estates Management Group                                |
| <b>23</b> | Develop and begin implementation of waste minimisation programme for DVLA                        | Waste is reduced  | 2             | Sep 09      | EMS33 6.2  | Corporate Management Services                           |
| <b>24</b> | Develop plans and actions to help us achieve our stretch targets                                 | Emissions from our energy use and waste are reduced, and our recycling increases  | 3             | Mar 10      | Environmental Management System/ Stretch targets     | Corporate Management Services/ Estates Management Group |

## Travel

**Long-term vision:** To reduce all travel by DVLA staff for commuting and official business purposes. To see all staff using the most environmentally friendly modes of travel on offer.

**Current situation and future plans:** During 2008 our Chief Executive issued a set of 'House Rules' for all staff to adhere to. One of which was 'Don't Travell!'. The 'House Rules' were designed to decrease the cost of travelling by DVLA staff and were followed up by a new set of travel policies and associated documents on our intranet Travel Page.

These policies include a new Short-Term Hire Policy which has formed part of the re-tendering of our hire contract to ensure that the new contract includes specific information relating to the hire of lower emission vehicles.

Our intranet travel page is now well equipped to help all staff make informed decisions on whether or not they have to travel off-site to meetings, and where they do, which mode of transport best serves staff welfare, the Agency's finances, the environment and staff travel time. This year we are going to focus on providing better access and information to staff about our video conferencing facilities across the whole Estate and Local Services Network.

Analysis undertaken between October and December 2008 shows the positive impact that the new 'House Rules' and travel policies have had in reducing the overall amount of travel undertaken by agency staff.

However, our SOGE target on travel is based on emissions created by road travel only, and whilst we have considerably reduced total miles travelled, we have not had the same success in reducing the amount of road miles. We have calculated that, in order to meet the 15% reduction in our emissions target, we will need to reduce our road travel by approximately 200,000 miles, year on year by 2010-2011.

To enable this target to be met, we will improve the understanding of this target and its impact, across the agency through various communications, establish a database to capture the management information more efficiently so we are able to target specific areas and work with Executive Board to come up with further specific actions.

Our Travel Plan was last revised in October 2007, and won 'The Best Company Travel Plan' award at the fifth Annual Contact Centre Award (OSCAS) in November 2007. It was also awarded the South West Wales Integrated Transport Consortium (SWWITCH)<sup>3</sup> silver award in March 2008.

We have made good progress during 2008 in updating the Travel Plan and have started to include information about each of our 39 local offices. This year, we will continue to work closely with our local office managers and Estates Management Services and also seek further advice from our South West Wales SWWITCH Travel Plan Co-ordinator, to ensure that we have a more robust and focussed plan to reduce CO<sub>2</sub> emissions across the Agency and develop specific targets for all DVLA sites.

We continue to operate shuttle and park & ride services across the Swansea Estate as well as the eight work's bus routes in conjunction with First Cymru to assist commuting.

Following this year's revision of the Travel Plan, specific internal targets and actions will be set, to enable us to increase the use of these services, helping to reduce the use of private cars by individual members of staff, lowering CO<sub>2</sub> emissions and lessening the burden on limited parking facilities across DVLA sites.

3 For more information about SWWITCH go to [www.swwitch.net](http://www.swwitch.net)

## 2009-2010 Actions:

|           | <b>Action</b>  | <b>Outcome</b>  | <b>Impact</b> | <b>When</b> | <b>Reported via</b>  | <b>Owner</b>   |
|-----------|--|---|---------------|-------------|--|--|
| <b>25</b> | To include site specific plans for each of our 39 local offices into our revised Travel Plan   | Each local office 'owns' their own part of the agencies overall reduction of emissions target   | 2             | Jun 09      | SD Governance Process/<br>Monthly Environmental Management meeting/EMS33 2.1 | Local Services Network                                     |
| <b>26</b> | To develop and implement a 2009 Staff Travel Survey for issue to all staff throughout DVLA   | Production of an up-to-date baseline of all staff travel information will allow for monitoring of changes in behaviour and development of plans and actions | 2             | Jun 09      | SD Governance Process/EMS33 2.4  | Estates Management Group                                   |
| <b>27</b> | To develop and implement further plans for car sharing   | The amount of cars parking on site is reduced to ease our parking facilities and reduce emissions from commuting  | 2             | Jun 09      | SD Governance Process/<br>Monthly Environmental Management meeting/EMS33 2.5 | Estates Management Group                                   |
| <b>28</b> | To update and promote the intranet Travel Page with comprehensive information for staff throughout DVLA on all video conferencing facilities   | Increased use of video conferencing will help to reduce the amount of official business travelled by DVLA staff and reduce our emissions                    | 3             | Apr 09      | Evidence on our intranet/EMS33 2.6   | Estates Management Group/<br>Corporate Management Services |
| <b>29</b> | To develop and implement specific travel targets from the revised Travel Plan  | Improvement of our parking facilities and reduce emissions from commuting   | 2             | Mar 10      | SD Governance Process/<br>Monthly EMG meeting/EMS33 2.1                      | Estates Management Group/Local Services Network            |
| <b>30</b> | Develop a Green Transport Database   | Robust management information will help us reduce the amount of emissions from DVLA road travel   | 1             | Jun 09      | SD Governance Process/EMS33 2.2  | Corporate Management Services                              |
| <b>31</b> | 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 years | Increase awareness to help us reduce the amount of emissions from DVLA road travel  | 1             | Mar 10      | SD Governance Process/EMS33 2.3  | Corporate Management Services                              |

## Procurement & Finance

**Long-term vision:** The Central Procurement Group strategic vision requires that the highest level of the DfT Procurement Sustainable Flexible Framework<sup>4</sup> is achieved by 2012. The Framework encompasses all aspects of Procurement, including:

- Procurement Policy
- Strategy
- Communication
- People
- Procurement Process
- Engaging Suppliers
- Measurement and Results.

**Current situation and future plans:** It is intended that the DVLA's SD Procurement Strategy will mirror that of DfT's Sustainable Development Procurement Strategy.

Summary of DfT's Sustainable Development Strategy - DfT is committed to identifying and reducing, on a cost-effective basis, the sustainable risk associated with the goods and services we buy. Our procurement activity will reflect best sustainability practice and we will implement a programme of measures designed to improve our sustainable procurement capability and identify, and address, areas of high risk and impact.

They intend to:

- Comply with all relevant sustainability regulation and other requirements.
- Undertake a programme of training for procurement staff.
- Raise awareness of sustainable procurement across the Department through specific training, information and publicity.
- Review our procurement activity to identify sustainability risks and impacts, prioritise these and develop measures to address them.
- Develop action plans to improve our capability against which we will monitor and review progress.

In December 2008, DfT commissioned an independent review of the Procurement Sustainable Development Flexible Framework adoption levels. The review confirmed that DVLA successfully achieved the 2008 targets, and we are already achieving 50% of the December 2009 targets.

In September 2008, the annual review of the Office of Government Commerce Procurement "Quick Wins" was undertaken with DVLA achieving 95% compliance. This represented a 25% improvement over the previous year.

In addition to the current SDAP and "Quick Wins" targets, DfT have invited its agencies to take part in a review of their carbon footprint. This will be managed as part of the DfT Carbon Disclosure Project. Three of DVLA's key suppliers, IBM, Trillium and The Post Office® will be invited to take part in the review.

\*The scope of the review is designed to assemble valuable information in respect of:

- supplier's greenhouse gas emissions;
- reduction targets;
- perceptions of risks and opportunities; and
- climate change related strategies.

As part of our procurement process we ensure that all our suppliers are paid promptly for the goods and services they deliver to the Agency. This is particularly critical in the current commercial environment where many businesses are struggling with the effects of the general economic downturn.

<sup>4</sup> For more information about The Flexible Framework please see [www.dft.gov.uk/adobepdf/187604/ANNEX\\_A.pdf](http://www.dft.gov.uk/adobepdf/187604/ANNEX_A.pdf) and the "Quick Wins" please see [www.defra.gov.uk/sustainable/government/what/priority/consumption-production/quickWins/index.htm](http://www.defra.gov.uk/sustainable/government/what/priority/consumption-production/quickWins/index.htm)

## 2009-2010 Actions:

|    | Action  | Outcome  | Impact | When   | Reported via   | Owner                         |
|----|---|--|--------|--------|--|-------------------------------|
| 32 | To undertake a review of key supplier's carbon footprint as per the DfT Carbon Disclosure Project*  | Will form part of DfT's carbon footprint review                              | 1      | Apr 09 | DfT/Carbon Disclosure Project Governance                           | DfT/Central Procurement Group |
| 33 | To review, and update the SD Procurement Strategy, and gain endorsement by our Chief Executive  | All procurement processes are sustainable                                    | 3      | Jun 09 | Published Strategy/EMS33 9.4                                       | Central Procurement Group     |
| 34 | To develop and implement an action plan to tackle two categories:<br>- re-write fleet policy enabling us to meet our CO <sub>2</sub> emission targets with regard to hire and fleet vehicles<br>- identify which electric motors on site do not comply to the standard.<br>In 2008 both categories prevented DVLA from attaining 100% of the Office of Government Commerce "Quick Wins" | We meet our target of 100% of the Office of Government Commerce "Quick Wins" | 2      | Sep 09 | Quarterly updates to the Central Procurement Head of Group and DfT | Central Procurement Group     |
| 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  | Our suppliers embed SD thinking into their business                          | 1      | Dec 09 | Quarterly updates to the Central Procurement Head of Group and DfT | Central Procurement Group     |

## Information Technology

**Long-term vision:** Reduce the total amount of energy we use on our IT resources whilst maintaining the same levels of service.

**Current situation and future plans:** The energy we consume within the DVLA for our IT makes up 33% of DfT's total IT energy use.

To help us gain an insight into how we can improve, we undertook a review by Gartner in 2008. This review enabled us to benchmark against other organisations, establish ways to improve, our performance and find out more about best practices. Their Green Information Communication Technology (ICT) scorecard showed us scoring relatively well in comparison with similar organisations, but highlighted specific areas where more work was required. We are implementing many of the recommendations including better metering of data centres and considering further virtualisation of servers.

We are also committed to delivering against the Greening Government ICT Strategy and have an action plan in place. Out of the top 18 targets set, we have met 12. These include:

- shutting down of PCs during non office hours;
- specifying low power Central Processing Units (CPUs) and high-efficiency Power Supply units; and
- optimising power saving sleep modes on printers.

We have plans in place to address a further two targets over the next two years and this year we will consider what action we will take to address the remaining four.

Our ICT strategy is being fully refreshed this year and we will be ensuring that this now has a much clearer focus on greening ICT.

We have recently made a number of changes/initiatives to improve our IT related energy performance including:

- Virtualisation of network, storage and servers;
- Data Centre Metering – to obtain more control over the performance of centres;
- Trialling of less cooling in data centres; and
- Procuring of new server hardware based on sustainable specifications.

As we replace our PCs through a 4 year programme we will be enhancing the software to enable more sophisticated desk top services. The Desk Top Services programme will enable more control from a central point. This will provide excellent environmental benefits as it will allow us from a central point to, for example, switch all monitors off and install duplex printing facilities.

For more information about Greening Government ICT, please see [www.cio.gov.uk/greening\\_government\\_ict/index.asp](http://www.cio.gov.uk/greening_government_ict/index.asp)

## 2009-2010 Actions:

|    | Action  | Outcome  | Impact | When    | Reported via  | Owner  |
|----|---|--|--------|---------|---|--|
| 36 | Continue roll out of new desktop hardware services to 50% of all PCs across the Agency        | Reduced energy consumption                                       | 1      | Aug 09  | Technical Refresh Steering Group/SD Governance Process/EMS33 5.1  | Technical Authority                                    |
| 37 | To establish metrics, baselines and targets for the total IT related energy use               | Reduced energy consumption                                       | 2      | Sept 09 | SD Governance Process/EMS33 1.1   | Technical Authority/<br>Estates Management Group       |
| 38 | Monitor and report energy use in data centres   | Reduced energy consumption                                       | 1      | Sept 09 | SD Governance Process/EMS33 4.1   | Technical Authority/<br>Estates Management Group       |
| 39 | Migration of data from existing storage to new storage (Storage Migration Project)            | Reduced energy consumption                                       | 2      | Apr 10  | Infrastructure and Technical Refresh Programme Board/SD Governance Process/EMS33 4.5                    | Technical Authority/<br>Programme & Project Management |
| 40 | Refresh ICT Strategy to include Green ICT plans   | Our ICT choices are more in line with good sustainable practices | 2      | Jan 10  | Infrastructure & Architecture Steering Group/SD Governance Process/EMS33 4.6                            | Technical Authority                                    |
| 41 | Enable active power engagement of display screens of refreshed desktops already deployed      | Reduced energy consumption                                       | 1      | Oct 09  | Infrastructure and Technical Refresh Programme Board/SD Governance Process/Project Governance/EMS33 5.1 | Technical Authority/<br>Programme & Project Management |
| 42 | Review ICT disposal policy  | Reduced waste and energy consumption                             | 3      | Dec 09  | Infrastructure & Architecture Steering Group/SD Governance Process/EMS33 6.3                            | Technical Authority                                    |
| 43 | Produce a paper to examine our options for increasing our capability of server virtualisation | Reduced energy consumption                                       | 1      | Aug 09  | Infrastructure & Architecture Steering Group/SD Governance Process/EMS33 4.5                            | Technical Authority                                    |

## 6 Governance, Monitoring & Reporting

The SD Planning Team has been working with specialist areas across DVLA to improve the way in which we build SD into the Agency and shape this year's Plan. We have formed the SD forum where representatives from each of these specialist areas meet regularly to share good practice and develop the Agency's Strategy for SD. We have used lessons learned, external evaluation, (including the detailed assessment we received from the Sustainable Development Commission), and benchmarking data. This has been instrumental in helping us understand where we are as a business and highlight where improvements in the business can be made.

This has led us to producing SD visions for the Agency as a whole and for individual business areas. These visions are helping us to focus attention, increase understanding of the SD principles and develop actions that will take them towards realising their visions.

Based on feedback from the SDC, we have improved our explanation of the processes we use for monitoring and reporting of the SDAP and we have significantly reviewed the process itself.

A number of improvements have been introduced as a result, including:

- Aligning it closely with the Business Plan review process, this provides detailed quarterly reports to the Executive Board. This will encourage the Board to see it as part of their planning process and not an add-on and allow escalation and action of any items where progress is not satisfactory.
- Reviewing the document quarterly with the SD Forum to incorporate any changing priorities and/or new initiatives/plans.

The following is a list of the mechanisms DVLA will be using to monitor the actions and targets contained within the SDAP.

### SDAP actions

- Monthly review by SD Planning Team in conjunction with action owners.
- Quarterly progress review of all actions at SD Forum.
- Quarterly report to the Executive Board with the Business Plan Review giving overall progress and detailed exception reporting.
- 6 monthly update to all staff via the intranet.
- Annual review of the whole plan by SD Planning Team and SD Forum and submitted to Executive Board for evaluation. This review will detail progress and agree plans for publication of the new SDAP in 2010-2011.
- Annual progress report to DfT and Sustainable Development Commission.
- Formal reporting through Annual Report & Accounts.
- Publication of annual progress on the internet.

### Sustainable Operations on the Government Estate Targets

- Regular reports to DfT on Sustainable Operations on the Government Estate Targets.
- Summary report provided to Executive Board monthly meetings from data collected by service providers, Teamwork, and contract providers such as Portman Travel.

### Environmental Management System Actions

- Daily review by Environmental Management Team.
- Monthly review by Energy Management Group.
- 6 monthly audits with external auditor.

### HR Action Plan

- Monthly review of all HR Action Plan activities by HR theme and sub-theme leads.
- Quarterly progress review of key HR priorities tracked via the SD Governance process in advance of each SD Forum.

## Procurement Flexible Framework

- Monthly review of the Flexible Framework and SDAP action by Central Procurement Group.
- Quarterly updates of the Flexible Framework and SDAP actions to the Central Procurement Head of Group and DfT.
- Annual update of the Flexible Framework and Office of Government Commerce “Quick Wins” to the Director of Finance & Strategy.
- Audited annually against the OGC “Quick Wins” and Flexible Framework.

## Estates

- Daily monitoring of utilities consumption against alarm levels by Private Finance Initiative (PFI) service team.
- Monthly monitoring of utilities by Estates Management Group and its PFI provider.
- Quarterly Property Asset Management Board to discuss all estates/PFI related subjects at Senior Management level.

## IT

- Monthly progress review at Infrastructure & Architecture Steering Group.
- Monthly progress review at Technical Refresh Steering Group.
- Monthly progress review Infrastructure and Technical Refresh Programme Board.

## 7 Closing Statement

Towards the end of 2008, we have had the opportunity to engage with a wider network of staff throughout the Agency, bringing together the SD Forum and shared wider concerns and ideas on SD. With continued momentum throughout 2009-2010 and the implementation of our new Communications Strategy, we are confident that the increased level of staff engagement will take us a big step closer to realising our SD Vision:

“...every manager understands SD 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.”

## 8 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)

## 9 Summary of Actions 2009-2010

|          | <b>Action</b>  | <b>Outcome</b>   | <b>Impact</b> | <b>When</b> | <b>Reported via</b>   | <b>Owner</b>   |
|----------|--|--|---------------|-------------|---|--|
| <b>1</b> | To appoint 'Green Champions'   | Improvement to environmental practice  | 1             | Apr 09      | EMS33 8.3/<br>EMS33 8.4   | Corporate Management Services                                    |
| <b>2</b> | Implement our new Communications Strategy  | All SD related communications are issued to all staff in a clear, regular manner avoiding current overlap/duplication  | 3             | Apr 09      | Evidence of Communication Plan  | Corporate Management Services/Internal Communications Group      |
| <b>3</b> | To develop and implement a series of SD workshops/meetings with the Executive Board  | The level of understanding at Executive Board level is increased and SD thinking is embedded   | 3             | Aug 09      | Quarterly EB report   | Corporate Management Services                                    |
| <b>4</b> | Refresh the Strategic Agenda to ensure it is in alignment with SD principles   | SD is fully integrated into highest level plans in order for it to cascade down  | 3             | Oct 09      | Strategic Agenda  | Corporate Management Services                                    |
| <b>5</b> | Hold SD discussion at the annual Government and Motor Industry Stakeholder sessions  | Opportunities across other government departments and the Motor Industry, are explored with the intention of uncovering opportunities/ circumstances where together we can improve our current working practices to make a positive impact towards the SD Priorities | 1             | Dec 09      | Resulting actions/ minutes from Stakeholder seminars                            | Finance and Strategy Director                                    |
| <b>6</b> | Appoint an 'SD Champion' in the Products and Services Directorate  | Improvement to the understanding of SD and the positive impact we can make to the UK SD Priorities through our Products and Services is realised   | 3             | May 09      | SD Governance Process   | Corporate Management Services/ Products and Services Directorate |
| <b>7</b> | Improve the impact assessment process by including SD best practices   | All policy formulation will consider SD as part of the formulation. All future initiatives will be assessed and measured for SD success, resulting in embedded thinking. Measurement will also be carried out against ongoing policy initiatives                     | 2             | Jun 09      | Impact assessment process which will have incorporated the SD Agenda/ EMS33 9.5 | Head of Policy Unit  |
| <b>8</b> | Deliver changes within DVLA systems to ensure full compliance with Article 6 of EU regulations relating to recording emissions data for each vehicle | System changes will be achieved by 2010 resulting in enhanced evidence of UK's success in CO <sub>2</sub> emission reduction, to meet government targets   | 3             | 2010        | Programme & Project Management scorecards                                       | Head of Policy Unit  |
| <b>9</b> | Go out to public consultation on policy relating to health and driving issues  | This will seek to draw the balance between the safety issues relating to driving with certain medical conditions and the need for mobility and access to services  | 3             | May 09      | Impact assessment process on consultation completion and review                 | Head of Policy Unit  |

|           | <b>Action</b>  | <b>Outcome</b>  | <b>Impact</b> | <b>When</b> | <b>Reported via</b>  | <b>Owner</b>                                   |
|-----------|--|---|---------------|-------------|--|--|
| <b>10</b> | 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 | SD fully embedded within Programme & Project Governance processes   | 1             | Jun 09      | Governance documentation & benefits schedules are changed/ EMS33 9.6                       | Programme & Project Management                 |
| <b>11</b> | 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   | This work will assess the practicality of using such tools to help distil SD impact across our broad portfolio of programmes & projects   | 1             | Jun 09      | Documented acceptance/ EMS33 9.6   | Programme & Project Management                 |
| <b>12</b> | 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                              | Objective assessments of the SD considerations that have been undertaken are assessed and reported on by the Programme & Project Assurance Team (who are external to those programmes & projects) | 2             | May 09      | Inclusion of the SD elements within the Programme & Project Assurance framework/ EMS33 9.6 | Programme & Project Management                 |
| <b>13</b> | Options paper to be published to engage with our IT suppliers to establish the SD scoping options (and the implications) of all technical evaluations  | All technical evaluations fully consider and report on SD impact and options  | 1             | May 09      | Evidence of options paper and supplier response  | Programme & Project Management                 |
| <b>14</b> | Carry out a corporate social responsibility review to establish levels of volunteering in DVLA over 2008-2009  | A baseline will be formed to measure improvements from  | 1             | Aug 09      | Monthly review of HR Action Plan/SD Governance Process                                     | Human Resources/ Corporate Management Services |
| <b>15</b> | Implement a range of initiatives to improve the wellbeing of the organisation - to include the Quality of Working Life Survey actions  | Reduction in sick absence of the Agency and improvement to morale and quality of life of our staff  | 3             | Apr 09      | Monthly review of HR Action plan/ SD Governance process                                    | Human Resources/ Corporate Management Services |
| <b>16</b> | Appoint an 'SD Champion'   | SD thinking is embedded into the development of HR policies and practices   | 3             | Apr 09      | Attendance at SD Forum   | Human Resources/ Corporate Management Services |
| <b>17</b> | HR to incorporate SD considerations into all levels of induction and management training to engender the application of its principles into everyday working decisions   | SD thinking is embedded across the Agency   | 2             | Mar 10      | SD Governance Process/EMS33 9.7  | Human Resources/ Corporate Management Services |
| <b>18</b> | We will revise Combined Heat and Power operational arrangements to allow increased running times   | Energy used and created by Combined Heat and Power is better utilised   | 1             | Jan 10      | Monthly Environmental Management Meetings/ EMS33 9.3                                       | Estates Management Group                       |
| <b>19</b> | We will consolidate space in the main Swansea building   | Energy and water consumption is reduced   | 3             | Sep 09      | Monthly Environmental Management Meetings/ EMS33 1.1                                       | Estates Management Group                       |

|           | <b>Action</b>  | <b>Outcome</b>  | <b>Impact</b> | <b>When</b> | <b>Reported via</b>   | <b>Owner</b>  |
|-----------|--|---|---------------|-------------|---|---|
| <b>20</b> | We will implement a new rain water harvesting scheme on the Morriston site (in Swansea)  | Water consumption on the Morriston site is reduced to cross Government target levels  | 3             | Jan 10      | Monthly Environmental Management Meetings/ EMS33 7.2                      | Estates Management Group                                |
| <b>21</b> | To deliver all actions within the Environmental Management System (EMS) 2009-2010  | We continue to have a certified Environmental Management System and continue to improve on environmental issues throughout the Agency                       | 2             | Mar 10      | SD Governance Process/EMS33   | Corporate Management Services                           |
| <b>22</b> | To put formal consideration for alternative energy sources to the Executive Board  | Our emissions from energy use is reduced  | 3             | Jul 09      | Monthly Environmental Management Meetings/ EMS33 1.2                      | Estates Management Group                                |
| <b>23</b> | Develop and begin implementation of waste minimisation programme for DVLA  | Waste is reduced  | 2             | Sep 09      | EMS33 6.2   | Corporate Management Services                           |
| <b>24</b> | Develop plans and actions to help us achieve our stretch targets   | Emissions from our energy use and waste are reduced, and our recycling increases  | 3             | Mar 10      | Environmental Management System/Stretch targets                           | Corporate Management Services/ Estates Management Group |
| <b>25</b> | To include site specific plans for each of our 39 local offices into our revised Travel Plan   | Each local office 'owns' their own part of the agencies overall reduction of emissions target   | 2             | Jun 09      | SD Governance Process/ Monthly Environmental Management meeting/EMS33 2.1 | Local Services Network                                  |
| <b>26</b> | To develop and implement a 2009 Staff Travel Survey for issue to all staff throughout DVLA   | Production of an up-to-date baseline of all staff travel information will allow for monitoring of changes in behaviour and development of plans and actions | 2             | Jun 09      | SD Governance Process/EMS33 2.4   | Estates Management Group                                |
| <b>27</b> | To develop and implement further plans for car sharing   | The amount of cars parking on site is reduced to ease our parking facilities and reduce emissions from commuting  | 2             | Jun 09      | SD Governance Process/ Monthly Environmental Management meeting/EMS33 2.5 | Estates Management Group                                |
| <b>28</b> | To update and promote the intranet Travel Page with comprehensive information for staff throughout DVLA on all video conferencing facilities | Increased use of video conferencing will help to reduce the amount of official business travelled by DVLA staff and reduce our emissions                    | 3             | Apr 09      | Evidence on our intranet/EMS33 2.6  | Estates Management Group/ Corporate Management Services |
| <b>29</b> | To develop and implement specific travel targets from the revised Travel Plan  | Improvement of our parking facilities and reduce emissions from commuting   | 2             | Mar 10      | SD Governance Process/ Monthly EMG meeting/EMS33 2.1                      | Estates Management Group/Local Services Network         |

|           | <b>Action</b>   | <b>Outcome</b>  | <b>Impact</b> | <b>When</b> | <b>Reported via</b>  | <b>Owner</b>                                  |
|-----------|---|---|---------------|-------------|--|---|
| <b>30</b> | Develop a Green Transport Database  | Robust management information will help us reduce the amount of emissions from DVLA road travel | 1             | Jun 09      | SD Governance Process/EMS33 2.2                                    | Corporate Management Services                 |
| <b>31</b> | 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 years  | Increase awareness to help us reduce the amount of emissions from DVLA road travel              | 1             | Mar 10      | SD Governance Process/EMS33 2.3                                    | Corporate Management Services                 |
| <b>32</b> | To undertake a review of key supplier's carbon footprint as per the DfT Carbon Disclosure Project*  | Will form part of DfT's carbon footprint review   | 1             | Apr 09      | DfT/Carbon Disclosure Project Governance                           | DfT/Central Procurement Group                 |
| <b>33</b> | To review, and update the SD Procurement Strategy, and gain endorsement by our Chief Executive  | All procurement processes are sustainable   | 3             | Jun 09      | Published Strategy/EMS33 9.4                                       | Central Procurement Group                     |
| <b>34</b> | To develop and implement an action plan to tackle two categories:<br>- re-write fleet policy enabling us to meet our CO <sub>2</sub> emission targets with regard to hire and fleet vehicles<br>- identify which electric motors on site do not comply to the standard.<br>In 2008 both categories prevented DVLA from attaining 100% of the Office of Government Commerce "Quick Wins" | We meet our target of 100% of the Office of Government Commerce "Quick Wins"                    | 2             | Sep 09      | Quarterly updates to the Central Procurement Head of Group and DfT | Central Procurement Group                     |
| <b>35</b> | 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  | Our suppliers embed SD thinking into their business   | 1             | Dec 09      | Quarterly updates to the Central Procurement Head of Group and DfT | Central Procurement Group                     |
| <b>36</b> | Continue roll out of new desktop hardware services to 50% of all PCs across the Agency  | Reduced energy consumption  | 1             | Aug 09      | Technical Refresh Steering Group/ SD Governance Process/EMS33 5.1  | Technical Authority                           |
| <b>37</b> | To establish metrics, baselines and targets for the total IT related energy use   | Reduced energy consumption  | 2             | Sept 09     | SD Governance Process/EMS33 1.1                                    | Technical Authority/ Estates Management Group |
| <b>38</b> | Monitor and report energy use in data centres   | Reduced energy consumption  | 1             | Sept 09     | SD Governance Process/EMS33 4.1                                    | Technical Authority/ Estates Management Group |

|           | <b>Action</b>   | <b>Outcome</b>   | <b>Impact</b> | <b>When</b> | <b>Reported via</b>  | <b>Owner</b>  |
|-----------|---|--|---------------|-------------|--|---|
| <b>39</b> | Migration of data from existing storage to new storage (Storage Migration Project)            | Reduced energy consumption                                       | 2             | Apr 10      | Infrastructure and Technical Refresh Programme Board/SD Governance Process/EMS33 4.5                     | Technical Authority/ Programme & Project Management |
| <b>40</b> | Refresh ICT Strategy to include Green ICT plans   | Our ICT choices are more in line with good sustainable practices | 2             | Jan 10      | Infrastructure & Architecture Steering Group/ SD Governance Process/EMS33 4.6                            | Technical Authority                                 |
| <b>41</b> | Enable active power engagement of display screens of refreshed desktops already deployed      | Reduced energy consumption                                       | 1             | Oct 09      | Infrastructure and Technical Refresh Programme Board/SD Governance Process/Project Governance/ EMS33 5.1 | Technical Authority/ Programme & Project Management |
| <b>42</b> | Review ICT disposal policy  | Reduced waste and energy consumption                             | 3             | Dec 09      | Infrastructure & Architecture Steering Group/ SD Governance Process/EMS33 6.3                            | Technical Authority                                 |
| <b>43</b> | Produce a paper to examine our options for increasing our capability of server virtualisation | Reduced energy consumption                                       | 1             | Aug 09      | Infrastructure & Architecture Steering Group/ SD Governance Process/EMS33 4.5                            | Technical Authority                                 |