



DVLA Sustainable Development Action Plan (SDAP)

**April 2007 - March 2008
Progress Report on Actions**

This document reports on DVLA's progress against the 2007/2008 Sustainable Development Action Plan (SDAP) actions.

The UK Government Sustainable Development (SD) Strategy (March 2005) requires all central government departments and their executive agencies to produce SDAPs.

DfT's plans, of which DVLA is one, refer to the UK Governments Sustainable Development Strategy 'Securing the future' which sets out a common sustainable development (SD) goal agreed by government across the UK.

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

- sustainable consumption and production
- climate change and energy
- protecting our natural resources
- enhancing our environment
- creating sustainable communities and a fairer world.

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



01 Embedding Sustainability

Policies:	Comments in support of this rating:
Some progress	
Criteria: <ul style="list-style-type: none"> • Some alignment of policy with Government SD Strategy, UK Framework and related guidance • Some joining-up policy goals under the SD umbrella • Some signalling of SD in external partnerships and relationships • Some embedding SD in policy approval processes / Regulatory Impact Assessments (RIAs) • Some effective stakeholder engagement • Some building SD capacity among delivery partners. 	<ul style="list-style-type: none"> • We now have SOGE targets embedded as part of our key planning targets, and so decision making now has an SD focus to it. • SDAP is produced by Business Planning Team, with a view to including SD thinking into the overall Business Planning process. • RIAs include SD section. These are to be scrutinised by SD Manager. • SD related Policies, in particular relating to green transport being refreshed and re-issued. • Delivery partners to help achieve targets, especially LST & IBM. • Appointing an SD expert in our Projects area to embed SD.

Policies:	Comments in support of this rating:
Some progress	
Criteria: <p>SD is greatly reflected in:</p> <ul style="list-style-type: none"> • Core vision and values • Training and development (e.g. core skills, induction, leadership development) • Performance management (e.g. competency framework) • Recruitment • Career planning and placements • Internal communications • Volunteering • Fund raising. 	<ul style="list-style-type: none"> • SD training as a subject is not high on the agenda. It is in our induction programme but, as yet, features nowhere else in the Agency's overall training and development strategy. • Some key areas such as procurement have a programme of training and a good level of knowledge and understanding. • We are starting to address these areas. • The DVLA is proactive in encouraging volunteering and working with the local community.

Operations:	Comments in support of this rating:
On Course	
<p>Criteria:</p> <p>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 (e.g. EMS) • Energy, water, waste (resource efficiency, recycling etc.) • Travel • Sustainable procurement (e.g. efficient, green, fair, local, healthy) • Construction and refurbishment • Biodiversity • Positive social and community impact. 	<ul style="list-style-type: none"> • We have good systems in place. We have achieved our 3rd ISO14001 certificate for the EMS for the Swansea Estates. • The EMS system includes programmes of work to manage energy, water and waste. • This year we will be establishing a plan for reduction in CO₂ emissions from our operational travel. • We have appointed a sustainable procurement Champion ensuring that all staff are SD trained. • SD will be discussed at contract review meetings with key suppliers. • A trial is underway to design SD into the procurement process. • Quick wins are fully embedded. • All new builds and refurbishments are meeting the required BREEAM standards.

Governance, Monitoring and Reporting:	Comments in support of this rating:
On Course	
<p>DfT scored itself based on how it felt it is progressing on creating and embedding the appropriate mechanisms and processes to record and report progress of SDAPs, and sustainable development generally.</p> <p>This was a subjective assessment, with no pre-defined criteria.</p>	<ul style="list-style-type: none"> • KPIs are in place and reported to the Executive Board (EB) on a monthly basis. These will be reported upwards to Permanent Secretary on a quarterly basis. • An SD working group has been formed to co-ordinate SD approach, this builds on an existing informal network. • An Agency SD Champion has been appointed, reporting directly into EB. He has recently attended a 6 day programme led by Jonathan Porrit. • A new Performance Management system is being developed this year to look at all performance targets so will form a key component. This system seeks to ensure good quality, timely, verifiable data. • The AR&Accounts will report against the SD Actions. • Existence of clear targets and scrutiny of these at Permanent Secretary level ensures appropriate focus by DVLA senior management.

02 Procurement

PEOPLE	
Level 2: EMBED	
<p>Criteria:</p> <p>All procurement staff have received basic training in sustainable procurement principles. Key staff have received advanced training on sustainable procurement principles.</p>	<p>Comments in support of this level:</p> <p>All existing Central Procurement Group (CPG) Management have received basic training in Sustainable Development (SD).</p> <p>Further advanced training is planned by DfT in 2008.</p> <p>CPG have arranged additional training via the Welsh Assembly Government (WAG) "Making it Happen" supported by the Environmental Agency in September 2008. This will be attended by cross agency staff within DVLA which influence procurement decisions.</p>

POLICY, STRATEGY & COMMUNICATIONS	
Level 2: EMBED	
<p>Criteria:</p> <p>Review and enhance sustainable procurement policy, in particular consider supplier engagement. Ensure it is part of a wider Sustainable Development strategy. Communicate to staff, suppliers and key stakeholders.</p>	<p>Comments in support of this level:</p> <p>Key suppliers will be identified. CPG will ensure that SD will be discussed and findings noted at contract review meetings.</p> <p>CPG are communicating SD policy to all staff at their induction programme.</p> <p>SD will be embedded within the new Programme and Project Management process in 2008.</p> <p>CPG actively working with Estates Group and Corporate Management Services (CMS) to share SD best practice.</p>

PROCUREMENT PROCESS	
Level 2: EMBED	
<p>Criteria:</p> <p>Detailed expenditure analysis undertaken, key sustainability risks assessed and used for prioritisation. Sustainability is considered at an early stage in the procurement process of most contracts. Whole-life-cost analysis adopted.</p>	<p>Comments in support of this level:</p> <p>Detailed expenditure analysis linked to sustainable risks needs to be completed.</p> <p>Trial underway in 2008 to assess how we best build in SD in the early stages of the procurement process.</p> <p>Further practical training promised from DfT in understanding and implementing whole-life-costing.</p>

ENGAGING SUPPLIERS	
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Level 1: FOUNDATION	
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Criteria:	Comments in support of this level:
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<p>Key supplier spend analysis undertaken and high sustainability impact suppliers identified. Key suppliers targeted for engagement and views on procurement policy sought.</p>	<p>Key suppliers spend analysis underway. High sustainability impact suppliers currently being examined.</p>
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MEASUREMENTS & RESULTS	
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Level 1: FOUNDATION	
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Criteria:	Comments in support of this level:
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<p>Key sustainability impacts of procurement activity have been identified.</p>	<p>Currently being examined.</p>
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03 Taking Stock

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

The areas where we have made most difference have been those where clear guidance and direction has been set from above and where individuals have been able to directly influence suppliers/service providers, areas such as procurement and recycling.

We have recently added the Carbon Footprint into the Strategic Planning targets. This has begun the process of consideration being given to the environmental impact of new and existing projects.

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

There has been a lack of focus given to SD from senior management. Although they have in principle been accepting of the issues and supportive of action, they have previously focused on Operational and financial targets set by parent organisation. This has meant the SD targets were not given sufficient attention or consideration. (This has changed significantly in the past few months for example with the Permanent Secretary now questioning CEO on SOGE targets at quarterly reviews).

The culture in parts of the organisation has seen SD as an obstacle rather than a framework for planning. (We are addressing this by engaging more fully with all areas of the business).

Departmental procedures, specifically those around projects, lack attentiveness to and scrutiny of SD issues. (Now addressed with appointment of an SD champion in Project Directorate).

There is a lack of understanding of how to embed fully into strategic planning. (The SD manager resides in the Business Planning and Performance management team and is addressing this issue).

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

Any RIAs undertaken include environmental impact; however, it is more important for us, because of the amount of change they represent, to undertake a similar assessment for project business cases. Whilst the existing template allows this assessment to be undertaken, it is currently not being completed or scrutinised sufficiently. Procedures are being put in place during 08/09 to both improve the understanding of business case authors and to scrutinise their assessment.

Were there any key updates/changes to your 2005/06 SDAP? Please briefly list.

We delivered what we agreed in the 05/06 Plan with some exceptions which were delayed and carried forward to the 06/07 Plan.

04 Progress Against Actions

The table that follows reports DVLA's progress against specific actions in its 2007/08 SDAP. The table was designed by the SDC as part of the self-assessment tool that 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 F 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
- Auditable activities.

In column G, DVLA reports 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'¹. These are:

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

Column H 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

¹ 'Securing the Future' – Delivering the UK Sustainable Development Strategy, HM Government, March 2005.

DVLA Self-Assessment:

A	B	C	D	E	F	G	H	Impact (1-4)
Ref	Action	Target	Responsibility	Progress (RAG+ analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
1	Develop an Energy Policy and Strategy	Mar-08	DVLA	Recoverable	<p>Progress will be recorded on the Agency's Environmental Management System</p> <p>Energy Policy has been completed and will be published on our intranet</p>	Y	3	We will concentrate on development of the Business Strategy during 2008/2009
2	Establish baseline figures, agree targets and report on them every 6 months or commission a report to ascertain current position and future plans to meet this target and an estimate of the impact of these measures in terms of CO ₂ reductions	Mar-08	DVLA	Complete	<p>Progress will be recorded on the Agency's Environmental Management System</p> <p>Baseline figures and targets have been agreed by DfT. LST and its service partners will inform Estates Management Group (EMG) and Corporate Management Services (CMS) of their programme of work every 3 months and report on carbon savings made</p>	Y	3	

3	All refurbishments and new builds to consider and implement CHP or alternative fuels. To implement in A Block for 2008	Jan-08	DVLA	On Target	<p>Progress will be recorded on the Agency's Environmental Management System</p> <p>The Agency has ensured that all its freehold new build projects since 2006 have achieved a BREEAM excellent. In addition at its Morriston HQ site a site wide energy solution is being implemented which will double the CHP capacity of the site by June 2008</p>	Y	2	
4	Energy Performance Certificates to be completed for each building	Mar-08	DVLA	Recoverable	<p>Progress will be recorded on the Agency's Environmental Management System</p> <p>There is a national delay so the target has slipped to October 2008</p>	Y	2	
5	Maintain or improve on our current percentage of "green" electricity	Mar-08	DVLA	Complete	<p>Progress will be recorded on the Agency's Environmental Management System</p> <p>We have increased the percentage use of green electricity to 81% in 2007/08</p>	Y	2	

6	Promote energy efficiency across the Agency	Ongoing	DVLA	On Target	<p>Progress will be recorded on the Agency's Environmental Management System</p> <p>Information on energy use is being issued to our Local Office Network Managers and communication events have begun with staff. Norlands are recording energy use</p>	Y	2	
7	Produce an update Agency Transport Plan which includes site specific plans for all Local Offices	Mar-08	DVLA	Recoverable	<p>Progress will be recorded on the Agency's Environmental Management System</p> <p>We revised our Green Transport Plan in October 2007 and EMG now provide advice, where required, to our Local Office Network who are producing their own local plans</p>	Y	2	
8	Board to agree and approve the Policy to reduce environmental impacts	Aug-07	DVLA	Recoverable	<p>Progress will be recorded on the Agency's Environmental Management System</p> <p>The Transport Policy to reduce CO₂ from travel needs to be revised and submitted to the board to agree</p>	Y	2	We will concentrate on revision of the Policy during 2008/2009
9	Business miles to be monitored by group and plans for reductions to be agreed	Mar-08	DVLA	On Target	<p>Progress will be recorded on the Agency's Environmental Management System</p> <p>Business miles have been collated and Agency figures established</p>	Y	2	

10	To communicate transport plans to all staff and enabling them to make informed decisions about transport options	Mar-08	DVLA	Complete	<p>Progress will be recorded on the Agency's Environmental Management System</p> <p>Alternative transport arrangements have been set up and fully communicated to staff, i.e. eight works bus routes in conjunction with LST/OCS and First Cymru, to assist staff in getting to and from work</p>	Y	2	
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11	Quarterly data extract is approved by users and in place for monitoring traffic levels inside Low Emission Zone (LEZ)	Feb-08	DVLA	Complete	<p>This was a Secretary of State Target and further information will be recorded in the Annual Report & Accounts 07/08</p> <p>DVLA has delivered (into live running) the technical changes necessary for the provision of additional data to TfL. This has allowed the launch of LEZ</p>	Y	3	
12	Web Enabled Enquiring system to provide wider evaders is updated and ready for live release in May 2007	June-08				Y	2	
13	Public Information leaflets will be sent out on behalf of TfL by DVLA to affected registered keepers from June 2007 to June 2008	June-08				Y	2	

14	Double sided printing to be set up as default on ALL printers and PC software wherever possible	Mar-08	DVLA	Recoverable	Progress will be recorded on the Agency's Environmental Management System Further work needs to be completed with our service provider	Y	3	
15	Engage with staff from across the Agency to establish new ideas for reducing waste	Mar-08	DVLA	Recoverable	Progress will be recorded on the Agency's Environmental Management System Further work needs to be completed and will concentrate on the use of our IT channels, i.e. Intranet site, for wider circulation of information	Y	2	We will concentrate on this work as part of our waste minimisation programme during 2008/2009

16	<p>Ensure Central Procurement Group (CPG) and project staff are fully aware and understand Environmental implications.</p> <p>Viability study to be undertaken for Environmental assessments to be undertaken on all new projects</p>	Mar-08	DVLA	On Target	<p>Progress will be recorded on the Agency's Environmental Management System</p> <p>CPG now have a Sustainability Procurement Champion. All staff within CPG have received basic sustainability awareness training and we are reviewing the process of including a sustainable procurement objective to job descriptions for the first time</p> <p>A new role has been proposed for undertaking this task. This part of the target has, however, slipped</p>	Y	3	
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17	Maintain high levels of recycling at 71%	Mar-08	DVLA	Complete	<p>Progress will be recorded on the Agency's Environmental Management System</p> <p>Because the Agency has reduced the amount of paper being used, we have in turn reduced the amount of waste produced and therefore have seen a drop in the percentage of recycling, to 62%. This is an expected and positive achievement and as such we feel that the spirit of this target has been achieved</p>	Y	2	We will concentrate on this work as part of our waste minimisation programme during 2008/2009
18	Assess figures for a planned reduction of water use in high use areas	Mar-08	DVLA	On Target	<p>Progress will be recorded on the Agency's Environmental Management System</p> <p>A programme is in place to continue monitoring our water usage across the estate</p>	Y	2	We will concentrate on this work during 2008/2009
19	On refurbishment and landscaping replant indigenous species (from local suppliers wherever possible)	Mar-08	DVLA	On Target	<p>Progress will be recorded in LST contract</p> <p>On refurbishment and landscaping our partners have predominantly used native trees & shrubs</p>	Y	1	

20	Reduce VED evasion to 2.5% by December 2007. This will be measured by the annual roadside survey	Dec-07	DVLA	Complete	<p>This was a Secretary of State Target and will be reported in the Annual Report & Accounts 07/08</p> <p>The Roadside survey reported a 1.5% evasion rate highlighting the success of DVLA's compliance and enforcement measures. However, improvements in the way data is collected and processed as part of the statistical process means that the figure cannot be accurately compared to previous years</p>	Y	3	
21	Run campaign to educate the motoring public of the need to comply. The effectiveness of this campaign can not be measured specifically but will contribute to the overall target of reducing VED	Jun-07	DVLA	Complete	<p>This was a Business Plan Strategic Objective and will be reported in the Annual Report & Accounts 07/08</p> <p>The extent to our campaign started with TV advertisement in May/ June 2007 just prior to the Roadside survey. These commenced in January, together with a number of radio advertisements broadcast on regional radio stations, running to the end of March 2008. Further on-line advertisements and advertisements in the motorcycling press have also been executed</p>	Y	2	

22	Completion of the roll out of the facility Mobile Police Access to Driver details. Pilot studies for the provision of secure online access to our driver records will be extended to further police forces. This will provide a tool to check that a driver is properly licensed at the road side	Mar-08	DVLA	On Target	<p>This was a Business Plan Strategic Objective and will be reported in the Annual Report & Accounts 07/08</p> <p>We have made good progress with the rollout of services to the Police, specifically around desktop access. The pilot for mobile access to the service has recently been completed. We are currently evaluating the pilot finding to inform how best to take this forward</p> <ul style="list-style-type: none"> • 19 forces are using the service • 9 forces are awaiting user access • 10 further forces have noted interest in using the service • 6 forces have yet to register their interest in using the service 	Y	2	
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SDAP progress report signed by:

SD Reporting Officer: Ann Carrod 16-05-08

SD Responsible Officer: Julia Ashford 16-05-08