

Achieving Sustainability

The Highways Agency's Sustainable Development Action Plan 2007-08 Progress Report

Date: 17 July 2008

1 BACKGROUND

Purpose of this report

This document is an annual progress report on the actions and targets in our Sustainable Development Action Plan 2007-08. It is our first annual progress report. It is published alongside our new Sustainable Development Action Plan 2008-09.

The DfT's and executive agencies' SDAPs and related documents can all be found on the DfT website at:

www.dft.gov.uk/about/howthedftworks/sda/
and, at the Highways Agency's website

www.highways.gov.uk

Sustainability development in the Highways Agency

The Highways Agency, established in 1994, is an executive agency of the Department for Transport. We are responsible for the operation and stewardship of the strategic road network in England on behalf of the Secretary of State for Transport. Our primary functions are to manage traffic, tackle congestion, provide information to road users and improve safety and journey time reliability, whilst respecting and minimising the adverse impact on the environment.

We put customers first in everything we do, listening to them, and gaining a better understanding of the way our network impacts on them. Through this understanding we are better placed to respond to their needs and expectations. We fulfil our role by working closely with stakeholders and our supply chain to deliver an efficient and sustainable network that meets the needs of all our customers.

Our challenge is to ensure our network is fit for purpose whilst safeguarding the environment for present and future generations, making sure our activities and practices have as little adverse impact as possible on society and the wider environment. There are many diverse and interrelated challenges in achieving sustainability. We are seeking improved reliability and tackling capacity constraints against a backdrop of rising construction costs, environmental concerns and growing traffic volumes.

During 2007-08 the Highways Agency published our first Sustainable Development Action Plan (SDAP). The SDAP for 2007-08 was developed in accordance with guidelines published by the Sustainable Development Commission. The SDAP contained 39 targets that were designed to demonstrate that the Agency is operating in an increasingly sustainable manner. The Business Plan 2007-08 sought to fully integrate sustainability into all our work areas.

Over the last year it became clear that people across the Agency recognise they each can make a positive contribution to the Government's sustainability agenda. Within our SDAP's 39 diverse actions, each directorate was represented. These demonstrate that all areas of our business have an important contribution to make. We achieved the overwhelming majority of actions.

This year in our Annual Report we are able to summarise the delivery of our first SDAP and report on our corporate social responsibility performance. Corporate social responsibility reporting is part of our effort to integrate sustainability into all aspects of our business.

Our second sustainable development action plan, published in July 2008, is another positive step in our journey to become a sustainable organisation seeking the transformation that, 'our business will be socially and environmentally responsible'.

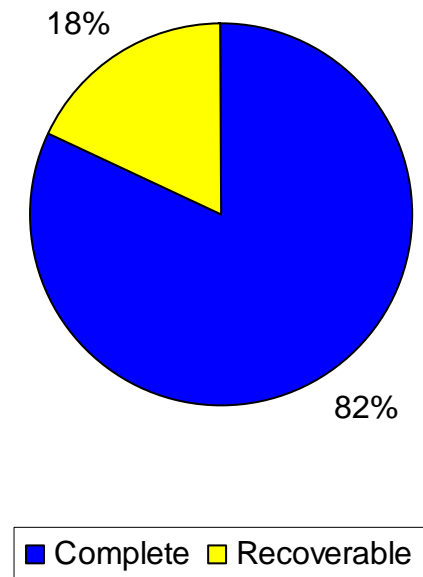
Summary of progress

- The Agency has established an appropriate governance framework with sustainability targets embedded in the Directorate scorecards.
- A Sustainable Development Programme Board (SDPB), with representatives from all parts of the Agency, has been established as a strategy and planning group for the implementation of the Government's strategy of sustainable development in the Agency.
- The Highways Agency Board is involved in the governance structure of the SDAP as it approves the annual publication of the SDAP and the Annual Report, including corporate social responsibility reporting.
- The SDAP for 2008-09 is being developed by building the plan from the wording of Directorate scorecards whereas in 2007-08 the process consisted of the development of planned actions that were then placed in scorecards. The process for 2008-09 represents progress towards making sustainability "business as usual".
- An internal audit review has sought to validate performance against the targets contained in the SDAP and to comment on the governance arrangements for the plan. The validation process was completed during the first quarter of 2008-09 and reports on governance arrangements, progress of the

validation exercise and development work on the new SDAP for 2008-09.

- Internal audit has validated 32 of the 39 targets published in the SDAP.

Delivery of SDAP 2007-08 actions



2 PROGRESS AGAINST ACTIONS

The tables that follow report the Highways Agency's progress against specific actions in our 2007-08 SDAP. The table was designed by the SDC as part of the self-assessment tool for departments and agencies, and encourages critical assessment of the value of each action, as well as the progress achieved.

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

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

Column 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 addition our 2007-08 SDAP has been the subject of an internal audit validation by our Audit Inspection and Consultancy Division (AICD). The audit review has sought to validate performance against the targets

contained in the SDAP and to comment on the governance arrangements for the plan.

In column G, the Agency reported whether evidence, in addition to the AICD audit, 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 our critical assessment of how each action impacts on these priority

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

areas, using a scale of 1-4 (see table below).

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

Self-assessment of progress towards SDAP actions

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
1	PRIORITY ACTION: Develop the overall vision, objectives and long term targets for the Agency's sustainability journey.	Mar 08	NS	Complete	Met - through the production of a vision statement by NS (SSR)	Internal	2	
2	Implement a Programme Management Board to steer the development and implementation of the vision described at Action 1 above.	Jul 07	NS	Complete	Met – the Programme Management Board includes representatives from all Directorates and is steering implementation of the vision. Written terms of reference have been produced for the board.	Internal	3	
3	Develop a tool for the analysis of sustainability for all Board papers.	Mar 08	NS/ SSR	Complete	Met – the tool was developed, was approved by the HA Board and is now in use.	Internal	3	
4	Develop climate adaptation strategy giving a consistent message across our business and identifying key risks to decision makers.	Mar 08	SSR	Complete	Met - The strategy was developed by the deadline. A board paper (HAB 08/74) was presented to the Board on 9 th April 2008.	Internal	4	
5	Develop waste, resource use and	Mar 08	SSR	Complete	Met – this work has been carried out by the Agency's Environment Group in consultation	Internal	3	

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	recycling strategy for maintenance and construction operations seeking to establish a benchmark for future target setting. Continue research and development in sustainable construction.				with DEFRA.			
6	Embed a review of sustainability as part of the 'Way we Work' business process review to ensure that all Agency processes support sustainable development principles.	Mar 08	FS	Complete	Met – this target was met by agreeing the policy and framework for the review in year. Work on delivery of the review will continue in 2008-09.	Internal	1	
7	Investigate HA's Procurement Strategy (and Review) for validity and alignment alongside DfT sustainable procurement objectives"	Mar 08	Proc	Complete	Met - the target was met through consultation with DfT and the following three actions: 1 a series of seminars organised by DfT for procurement staff in the DfT executive agencies in order to explain the DfT SD principles. 2 A workshop held in September 07 for staff in PD and SSR to identify areas within HA that offer scope for	Internal/ DfT	2	

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					increased sustainability (areas identified were within MP and TOD). 3 DfT have produced a series of draft SD Procurement guidance notes that are in the process of being approved by PD and will then be incorporated in WwW processes.			
8	Undertake a review of 2006-07 process and implement lessons learned for preparation of new action plan for 2008-09.	Jul 07	NS/SSR	Complete	Met. The review process continued on an informal basis throughout the year and the findings from the AICD review will be used to supplement the lessons learned that have already been discussed by the SD Programme Board.	Internal written audit review	2	
9	Develop a refreshed action plan to support the new vision and strategy for HA Board consideration.	Jan 08	NS	Complete	Met – the action plan was developed in time for discussion at the SPG meeting on 8th February 2008.	Internal	3	
10	Involve the Senior Management Team in developing the sustainability strategy to assist with engagement.	Oct 07	NS	Complete	Met – consultation with the Senior Management Team has taken place.	Internal	3	
11	Develop training for all project leaders, in partnership with Major Projects and	Mar 08	NS	Recoverable	Not met – although presentations were made to staff in MP the training courses for all project leaders were not delivered because of constraints on resources. We		3	

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	Traffic Operations, to assist them with improved consideration of sustainability issues.				anticipate that the training will be delivered during 2008-09.			
12	Organise suppliers and project leaders workshops to discuss how and when more sustainable strategies could be included further: a. workshop with Maintenance Community b. workshop with Construction Community c. workshop with Research Framework Community	Mar 08	NS a. TOD b. MP c. SSR	Complete	Met – workshops and conferences have been held with appropriate groups.	Internal/ supply chain	3	
13	Develop project scope and brief for a sustainable project demonstration scheme.	Mar 08	NS	Complete	Met – a draft paper was produced by the deadline. The paper needs to be approved by SPG prior to implementation. The DfT's consultation on the NATA refresh was a significant consideration in progressing this action.	Internal	2	
14	Review the strategy	Mar 08	TOD	Complete	Met – the strategy has been reviewed but,	Internal	3	

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	for provision of Traffic Officer vehicles, along with usage and deployment of vehicles to determine if a reduction in CO ₂ against the 2007-08 baseline can be achieved in future years whilst operational capability and requirements are maintained.				with the agreement of DfT, it has been decided that the operational functions of the fleet mean that it should not be subject to a reduction in CO ₂ against the 2007-08 baseline.			
15	Evaluate the benefits of the voluntary travel plans introduced in 2006-07 and introduce at least 18 travel plans	Mar 08	NS	Complete	Met – This target was met in accordance with a Business Plan target.	Annual report	3	http://www.highways.gov.uk/about-us/19342.aspx
16	Roll out Driver Information Programmes (DIPs) for motorcyclists, young drivers, commercial vehicle drivers and those driving on business as well as new initiatives for	Mar 08	SSR	Complete	Met – the DIPs specified in this target were delivered and further work on expanding the Toolkit was carried out.	Published	3	http://www.highways.gov.uk/knowledge/11522.aspx

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	vulnerable users and a study and DIP for hard shoulder incidents. Other DIPs to join the Toolkit once complete.							
17	Implement the new driver information services in line with the timetable agreed in the business cases approved by Ministers in 2006-07.	Mar 08	ID	Complete	Met – This target was met through delivery of Traffic Radio (completed 26th July 2007), predicted journey times on VMS signs (September 2007) and provision of phase 1 of the project to provide CCTV images to broadcasters.	In operation	2	
18	Implement the action plan to improve our existing information channels for drivers.	Mar 08	ID	Complete	Met – this was met by the replacement of map servers with new hardware and a doubling of the capacity of the Traffic England website.	Internal/ HA website	1	
19	Improve effectiveness of links between Traffic England and Transport Direct to provide better information for journey planning.	Mar 08	ID	Complete	Met – this target was met through development work that was carried out by the deadline and further development will continue during 2008-09.	HA website	2	http://www.highways.gov.uk/traffic/traffic.aspx
20	Investigate the Agency's GHG/carbon footprint from construction,	Mar 08	SSR	Complete	Met – investigations were underway by the end of the financial year including the preparation of a carbon accounting framework. The work is due for completion during 2008-09.	Published research	4	http://www.ha-research.gov.uk/projects/index.php

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	maintenance and network operations and identify potential future actions for reduction.							?id=1125
21	Extend post opening project evaluation process to include feedback from statutory bodies consulted at planning stage	Mar 08	SSR	Complete	Met - the target was met by an instruction to consult Natural England, English Heritage and the Environment Agency as part of the POPE procedures (this procedure has since been formalised in paragraph 6.72 of the latest POPE guidelines that were published in April 2008).	Internal	3	
22	Develop an energy efficiency strategy for road lighting that will identify ways to reduce carbon emissions and pollution of the night sky.	Sept 08	SSR	Complete	Met – this was met through a review of lighting efficiency that has resulted in new standards for improved lighting. A steering group has been established to examine further alternatives for reducing emissions and pollution.	Published	3	http://www.standardsforhighways.co.uk/dmrb/index.htm
23	Produce a new whole life cycle Code of Practice for road lighting, for improved overall lighting efficiency.	Sept 08	SSR	Complete	Met – work on this target is due for completion in September 2008.	Internal	3	
24	Identify alternative safety measures to road lighting to reduce costs, carbon	Sept 08	SSR	Complete	Met - work on this target is due for completion in September 2008.	Internal	3	

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	emissions and pollution of the night sky.							
25	Investigate, in liaison with Customer Business Areas, how recognition of CEEQUAL (The Civil Engineering Environmental Quality Assessment Award Scheme) could be included in contracts.	Mar 08	PD	Complete	Met – this has been investigated and, where appropriate, it has been applied to contracts administered by Major Projects Directorate. As the CEEQUAL scheme operates on a project specific basis it will not be possible to apply this award scheme to the Agency's MAC contracts.	Internal	2	
26	Establish a programme to develop and implement travel plans for the Highways Agency estate. Promote sustainable commuting and business travel, through alternatives such as walking, cycling and use of public transport, HA Transport Manager, videoconferencing	Mar 08	NS	Complete	Met – the travel plan was published in October 2007.	Internal	3	

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	and homeworking. Develop targets and monitoring process (staff survey). a. Develop and Publish a new HA Travel Policy for all offices and Regional Control Centres (RCCs) b. Conduct a Staff Travel Survey c. Implement Travel Plans in two Offices to include specific sustainable travel targets d. Develop a review process for monitoring the effectiveness of Travel Plans							
27	Implement the new car parking policy within the Lateral office in Leeds as a pilot site.	Mar 08	HRS (PFM)	Complete	Met – the policy has been produced and implemented.	In operation	1	
28	Ready Reckoner to show carbon cost of air travel, rail (2007)	Mar 08	FS	Recoverable	Not met – the production of the ready reckoner was been delayed beyond the target date of March 2008. The situation is		2	

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	and business car journeys (2008) and add carbon cost to retail price				not irretrievable as the Information Directorate have recently appointed a business analyst to take this forward			
29	Implement offsetting scheme for administrative travel including air, rail and business car journeys (Not including HA Traffic Officers' journeys for 07-08)	Mar 08	FS	Recoverable	Not met – as above, the deadline was missed for this work but this will be taken forward during 2008-09 and implemented subject to a Government agreed offset scheme being identified.		1	
30	Confirm the condition status of existing HA SSSI landholdings with Natural England. As appropriate, contribute to the development and implementation of management plans to further the conservation and enhancement of sites within sole or part ownership.	Mar 08	SSR	Complete	Met – the action plans have been developed for those sites that are exclusively within the control of the HA. For jointly administered sites action plans are being developed in partnership with other Agencies.	Internal	3	
31	When relocating, choose new	When relocati	HRS (PFM)	Complete	Met – in effect this target was met by default as the Agency's only relocation project	Internal	1	

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	buildings with very good or excellent Building Research Establishment Environmental Assessment Method (BREEAM) rating only. Buildings classified as 'good' will only be chosen when there is no appropriate 'excellent' option.	ng			(Manchester) has been taken out of the hands of the HA. The arrangements for moving the Agency from City Tower to a new building are being made by DfT. The DfT apply an "excellent" BREEAM rating to relocations and the target is, therefore, met.			
32	Carbon Trust energy audits to be carried out in all offices and Regional Control Centres (RCCs).	Mar 08	HRS (PFM)	Recoverable	Not met – The target was agreed in anticipation of a programme of audits that was planned under a contract that had been let by DfT. During the course of the year the DfT decided not to audit any of the HA buildings. This decision was taken too late in the year for the Agency to make alternative arrangements and, in any case, there was no budgetary provision for the programme.		1	
33	Evaluate potential to conduct a SD flagship project at Federated House, Dorking, and Ash House, Exeter, (reducing carbon,	Mar 08	HRS (PFM)	Complete	Met – the evaluation was carried out and the target as been exceeded as a number of actions have been identified for the improvement of the working environment in the Dorking and Exeter offices.	Published research	2	http://www.ha-research.gov.uk/projects/index.php?id=1124

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	energy, waste and water and improving temperature control)							
34	Investigate the carbon offset contribution towards Government targets through the use of the soft estate (forestry projects).	Mar 08	SSR	Complete	Met – this was achieved through a research consultancy that was let by Parsons Brinkerhoff.	Published research	1	
35	Relaunch communication campaign in offices to reduce energy use and carbon emissions.	Mar 08	HRS (PFM)	Recoverable	Not met – there has been no centrally initiated re-launch but there have been individual initiatives within local offices to reduce energy use (examples within the Birmingham office have been the decisions to terminate the contract for the purchase of bottled water and reminders to staff about the use of electric heaters).		2	
36	Source at least 10% of electricity used in offices and RCCs from renewable sources by 2008 and source at least 15% of electricity used in offices and RCCs from Combined Heat & Power by 2010 (June 06 Framework).	Mar 08/ Mar 10	HRS (PFM)	Recoverable	Not met – this target (which is a DfT requirement) is not irretrievable but some further clarification and adjustment of the target may be required prior to the final 2010 deadline.		2	

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
37	Investigate options to reduce the energy consumption of our IT equipment and develop plans for future improvements.	Mar 08	ID	Complete	Met – the ATOS contract makes provision for this and plans will continue to be developed in 2008-09.	Internal	2	
38	Staff communication campaign to ensure existing waste and recycling policies understood by all staff.	Mar 08	HRS (PFM)	Recoverable	Not met – there has been no general campaign although the removal of individual waste bins has generated debate about waste and recycling policies in Agency offices.		2	
39	Removal of all individual bins from all offices and RCCs, replaced by central bins to segregate different types of waste (as in Bedford).	Mar 08	HRS (PFM)	Complete	Met	In operation	2	

3 EMBEDDING SUSTAINABILITY

This section highlights the progress the Highways Agency is making on embedding sustainability into our work. It follows the self assessment guidelines set by the Sustainable Development Commission (SDC), which set out four categories for showing our progress:



The Highways Agency’s self assessment category is shown in the tables below. The left hand column shows the SDC's criteria and definition of what that category means. The right hand column shows our evidence to support the rating we have chosen.

Policies (decision-making): Some progress	Highways Agency comments in support of this rating
<p>Sustainable Development Commission (SDC) Criteria: Policies are aligned with Government’s Sustainable Development Strategy</p> <ul style="list-style-type: none"> - the principles of sustainability - priorities for sustainable development <p>Policy goals are joined up under the sustainable development priorities.</p> <p>SDC definition of ‘Some progress’: Sustainable development is sometimes reflected in policy development and delivery, but not always adequately. There is no or limited engagement with stakeholders and external partners.</p>	<p>The 2007-08 SDAP, our first, sought to ensure the principles and policies of sustainability were fully embedded into the way we do our business. The SDAP brought these principles and the priorities for sustainability together for staff, stakeholders and our supply chain.</p> <p>The Business Plan for 2007-08 shared these messages both as an overarching matter and specifically to our business priorities and delivery.</p> <p>Sustainability measures are embedded within the decision-making processes applied to all improvement projects, within which environmental, economic and social costs and benefits are appraised applying DfT methodologies. Specifically in 2007-08 an action to analyse the sustainability of Board decision papers was completed.</p> <p>We need to review the adequacy of these measures and tools in achieving sustainable outcomes. When we are certain of their positive effect we can be more certain of being ‘on course’ to embed sustainability.</p> <p>A priority for our next SDAP will be greater engagement with our supply chain.</p>

People: Some progress	Highways Agency comments in support of this rating
<p>SDC Criteria: Sustainable development is embedded in</p> <ul style="list-style-type: none"> - our core vision and values - staff training and development - performance management - career planning and placements - internal communications. <p>SDC definition of 'Some progress': The organisation is taking some steps to engage staff on sustainable development, but few staff understand its relevance to them.</p>	<p>The Highways Agency's corporate plan is documented in <i>Customers First</i> with a transformation that, "our business will be socially and environmentally responsible".</p> <p>Workshops and conferences raised sustainability with stakeholders and our supply chain, more of these should occur in future years.</p> <p>The Business Plan, SDAP, targeted workshops reached many staff across the business. <i>Agency Briefing</i>, and other internal communications, frequently carries sustainability items. Engagement with staff is good as reflected in high volume of questions and feedback received on these items. Our staff are proactive on energy, waste and recycling in the offices, with evidence of positive change in aspects they can directly influence. Fund raising and charitable donations are a feature of office life.</p> <p>Staff performance awards, <i>You Make it Happen</i>, include a specific sustainability award as well as commending diversity, best value and continuous improvement and others.</p>

Operations: Some progress	Highways Agency comments in support of this rating
<p>SDC Criteria:</p> <ul style="list-style-type: none"> - Estate criteria relating to: energy, travel, carbon management, waste, water, biodiversity, construction/refurbishment and positive social and community impact. <p>SDC definition of 'Some progress': There are some systems, structures and mechanisms in place to improve the sustainability of operations, but these do not cover all areas of operational activity and are not fully embedded.</p>	<p>We will complete our third corporate social responsibility report as part of the <i>2007-08 Annual Report</i>, which includes a summary of the data and our performance against all aspects of our business (estate) operations.</p> <p>We have regular reporting processes for energy/waste/water in our main offices, although the coverage is not total. Business travel is well documented for private/hire car and in 2007-08 we can now obtain good rail and flight data from our suppliers.</p> <p>The SDAP included specific actions to: choose good/excellent BREEAM in relocations; through research of two main offices seeking positive sustainability change in their management, infrastructure and operation; and numerous investigative actions relating to the estate, which will lead to embedding improved sustainability performance of our estate.</p> <p>We documented the Highways Agency's contribution to delivering SSSI favourable conservation status.</p> <p>We recognise the need to take action now on the office estate; we will be targeting energy hungry areas and focusing on investment in sustainability. We will concentrate on increasing the emphasis on sustainability within our estate strategy aims and in redefining sustainability criteria in building selection. We will look at where the biggest impact can be achieved on our operational carbon footprint, and include a programme of awareness for staff.</p>

Governance, monitoring and reporting: On course	Highways Agency comments in support of this rating
<p>SDC Criteria:</p> <ul style="list-style-type: none"> - Sustainable development working/steering group - Mechanism to involve the management board - Mechanisms to coordinate the sustainable development approach across the organisation - Informal networks - Data management - Monitoring - Internal/public reporting <p>SDC definition of 'Some progress':</p> <p>Some effective mechanisms for governance, monitoring and reporting are in place, but these need to be improved or developed further, to maximise their effectiveness, and to gain senior-level ownership of the SDAP.</p>	<p>Reorganisation of the Highways Agency created Network Planning and Performance Division containing a Sustainable Development and Climate change team, to be fully resourced.</p> <p>The Highways Agency Board is involved in the governance structure of the SDAP as it approves the annual publication of the SDAP and the Annual Report. Corporate social responsibility reporting (referred to above) openly reports our estate and corporate performance, including trends.</p> <p>We established an appropriate governance framework with sustainability targets embedded in the Directorate scorecards. A Sustainable Development Programme Board (SDPB), with representatives from all parts of the Agency, has been established as a strategy and planning group for the implementation of the Government's strategy of sustainable development in the Agency.</p> <p>A tool has been developed, and approved by the Board, that will enable a sustainability scoring process to be carried out for all decisions made by the Board and its sub-groups. Lessons learnt from this process will feed into improved decision making.</p> <p>In 2007-08 SDAP actions were incorporated into the normal performance management processes for monthly monitoring via our balanced scorecard approach. Progress in terms of the overall action plan was monitored by the SDPB.</p> <p>Internal audit review procedures have been applied to the SDAP delivery. The review focused on:</p> <ul style="list-style-type: none"> • Governance arrangements • Sustainability strategy • Stakeholder engagement • Programme and performance management • Monitoring feedback from customers • Reporting on sustainability performance - validation of performance against targets. <p>Audit validation has been undertaken against claimed performance as reported to the SDPB. Achievements have been validated by checking with independent third parties and by confirmation of publication and circulation dates for documents that constitute SDAP outcomes.</p>

4 SUSTAINABLE PROCUREMENT

Sustainable procurement is about recognising and minimising the adverse impacts that the purchase of goods and services can have on the environment, the economy and society, both locally and internationally. It is an area of key importance to delivering sustainable development.

The tables below show how far the Highways Agency has progressed against the five key themes in the Procurement Flexible Framework.

	Foundation Level 1	Highways Agency comments supporting Level 1	Progress towards next level
People	<ul style="list-style-type: none"> • Sustainable procurement champion identified. • Key procurement staff have received basic training in sustainable procurement principles. • Sustainable procurement is included as part of a key employee induction programme. 	<p>Sustainability champions identified in all directorates. A series of seminars organised by DfT for procurement staff in the DfT executive agencies in order to explain the DfT SD principles. A workshop held in Sept 07 for key staff to identify areas within HA that offer scope for increased sustainability. DfT have produced a series of draft SD Procurement guidance notes that are in the process of being approved by PD and will then be incorporated in WwW processes. Limited application at induction to date, but a targeted delivered to recent new recruits.</p>	<p>All procurement staff have received basic training in sustainable procurement principles as progress towards Level 2.</p>

	Embed Level 2	Highways Agency comments supporting Level 2	Progress towards next level
Policy, Strategy & Procurement	<ul style="list-style-type: none"> • 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. 	Documented in cross Agency Business Plan and SDAP. Business Plan and SDAP shared with staff and suppliers, focused conferences/ workshops clearly communicated the sustainability principles and priorities.	Communication and greater supplier engagement and measurements in the coming year.

	Foundation Level 1	Highways Agency comments supporting Level 1	Progress towards next level
Procurement Process	<ul style="list-style-type: none"> • Expenditure analysis undertaken and key sustainability impacts identified. • Key contracts start to include general sustainability criteria. • Contracts awarded on the basis of value-for-money, not lowest price. • Procurers adopt Quick Wins. 	All construction improvement contracts recognise the broad environmental, social and economic criteria. Established quality award processes. Quick Wins focal point identified.	Sustainability appraisal is considered at an early stage in the procurement process of most contracts.

	Embed Level 2	Highways Agency comments supporting Level 2	Progress towards next level
Engaging Suppliers	<ul style="list-style-type: none"> • Detailed supplier spend analysis undertaken. • General programme of supplier engagement initiated, with senior management involvement. 	Commercial teams established within Major Projects, proactive estimating/cost analysis. In addition to focused conferences/ workshops key suppliers from the; construction, maintenance, facilities and IT areas, are engaged with sustainability and corporate social responsibility.	More targeted programme of supplier engagement initiated notable via the Major Projects Community and the Maintenance Community.

	Foundation Level 1	Highways Agency comments supporting Level 1	Progress towards next level
Measurements & Results	<ul style="list-style-type: none"> • Key sustainability impacts of procurement activity have been identified. 	<p>Delivery of Business Plan and SDAP reported in Annual Report and SDAP progress report. Improvement project appraisal fully embedded and appraisal/ performance reporting made public.</p>	

5 TAKING STOCK

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

- The corporate ownership of the Agency's Board, including signature of all members, clearly communicated their commitment, led to good business buy-in across the Agency's senior management.
- This strong leadership, supplemented by incorporation of the SDAP delivery into established monitoring procedures by identified 'champions' (directorates representatives across the business), has helped ensure a good corporate and staff buy-in.
- In turn, this has kept us to tight targets and enhanced the understanding of how sustainability affects, all not just environment.

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

- Lack of full time sustainable development champion role.
- Also lack of capacity in other teams to deliver some of the actions (a minority 8%) in the SDAP.

3. 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).

- The business' monthly scorecard (internal) system records each SDAP action and owner, and tracks progress, risks and remedies to delivery.
- A reporting tool (internal) has been developed and approved by the Board that will enable a sustainability scoring process to be carried out for all decisions made by the Board and its sub-groups.
- The Agency's Annual Report 2007-08 (internal/external) presents our third corporate social responsibility report. Examples of the business' performance against the four sustainability priorities are illustrated in this report.
- All highway improvement projects are considered against a project appraisal process considering the five criteria for transport investment (environment, safety, economy, accessibility and integration). The summary appraisal for each >£5M improvement investment is published (external).

4. Were there any key updates/changes to your 2007-08 SDAP? Please briefly list.

- No significant changes to the SDAP during the year.

SDAP progress report signed by: SD Reporting Officer: David Gingell (17 Jul 08)
SD Responsible Officer: Ginny Clarke (17 Jul 08)