

**The Highways Agency's
Sustainable Development Vision and Action Plan
2009-10 Progress Report**

1 Background

The Highways Agency established in 1994 is an executive agency of the Department for Transport. We are responsible for operating, maintaining and improving England's strategic road network consisting of motorways and trunk roads on behalf of the Secretary of State for transport. Our network plays a vital role in supporting the everyday lives of individuals and communities, and is crucial to the success of the UK's economy. Our network must therefore be fit for purpose for the present and future generations so it is essential that our policies, procedures and activities have as little adverse impact on society and the wider environment as possible.

For Highways Agency the purpose of this progress report is:

- To monitor what progress we have made against the commitments in our 2009-10 Sustainable Development Action Plan;
- To evaluate the quality, purpose and contribution of the SDAP, as well as the individual actions and policies, in relation to the UK's sustainable development goals;
- To demonstrate that we are fulfilling the commitments of Securing the Future and the Sustainable Procurement Action Plan (SPAP); and,
- To strengthen the quality of future SDAPs and reporting by identifying strengths, weaknesses and priority areas for improvement.

The Highways Agency's delivery against the actions in our [2009-10 Sustainable Development Action Plan](#) (SDAP) (1 April – 31 March) are highlighted below.

To fully integrate sustainability into all aspects of business it is essential for all directorates to co-operate and engage with our sustainability agenda. Each directorate is therefore represented in the action plan and were consulted in the production process along with our maintenance, construction and research supply chain communities.

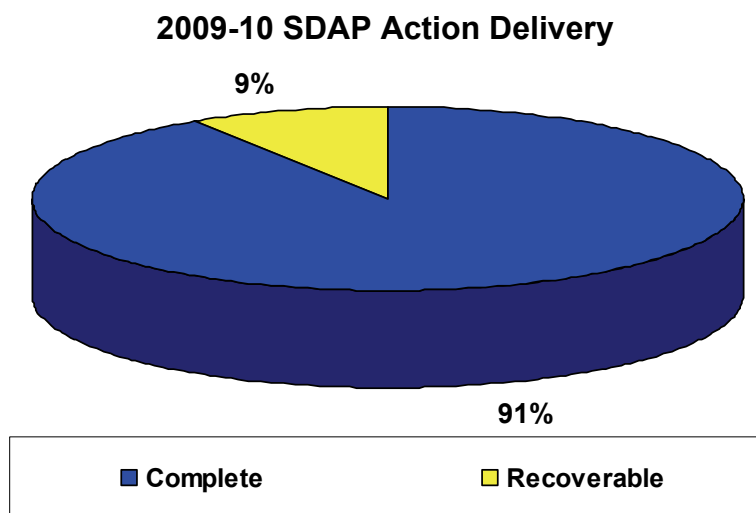
Our 2009-10 SDAP contained 22 actions owned by all areas of the business allowing each to make a valuable contribution to our transformation towards becoming a sustainable organisation. This action plan was building on the foundation and visions established by previous SDAPs, hoping to increase colleague and stakeholder engagement to improve our sustainability performance.

Our third action plan 2009-10 replaced previous SDAPs with the main focus on people; our staff and those working for us, road users, neighbours of our network, the wider community. Engaging our customers on the topic of sustainability is also important, so we will continue to look at ways of educating and influencing travel behaviour. Principally however, we looked at further embedding the considerations of sustainability into our staff and culture, plus that of our supply chain and stakeholders. We were seeking to ensure the relevance of sustainability to them is understood, that they feel empowered to overcome resistance to change and recognise some sense of urgency.

Throughout the year progress against the 2009-10 SDAP has been reported in a variety of ways. All actions are incorporated into our monthly performance management tool identifying risks and interventions and quarterly progress reports are assessed by the Highways Agency Board.

2 Progress against actions

Over the past year we have been working towards completing the actions in the 2009-10 SDAP, on which good progress has been made. The action plan contains 22 actions on which 20 have been completed. Only two actions have not been completed, but it is believed that these are all recoverable in 2010-11.



Our progress made against each individual action, including evidence, is recorded in the table below following the Sustainable Development Commission (SDC) guidelines to generate effective assessment which was relevant at the time of writing the SDAP.

Progress of each action (column E) is represented using a RAG+ analysis (red, amber, green, + blue). The colour category definitions can be seen below.

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

Each action has been critically assessed (with a rating of 1 - 4) to illustrate the impact and contribution to the wider sustainable development priorities which were set out in *Securing the Future*¹ and which was the policy background to the 2009-10 SDAP.

¹ Securing the Future- delivering the UK sustainable development strategy, HM Government (2005) TSO (The Stationery Office).

The following rating system was used:

- 1 Action has 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

It can be seen in the table below that the impact rating's of the majority of the actions in our 2009-10 SDAP make a good contribution to one or more of the shared priorities. There are a number of actions which we believe make an outstanding contribution.

None of the actions in the table are no longer applicable or have been discontinued and none of them have been put on hold for future implementation. There are only two actions which were not completed during this reporting process and these are recoverable during 2010-11.

There have been many successes throughout 2009-10 as 20 actions have been completed across all business areas. During the past year, we have also seen increased engagement of Agency colleagues recognising the need for change. Notably, a staff briefing on Sustainability in all Agency offices received larger number of responses and suggestions than any other briefing topic. This was a really positive step and led to development of some of the actions in the 2010-11 SDAP. Similarly we have continued to engage with our supply chain through conferences and working groups reaching a common position on sustainable development.

Continuous improvement to our carbon calculation framework, which was introduced in 2008-09, has provided us with better data and more information about our carbon footprint than before. This includes emissions we directly control such as our internal offices and network energy consumption as well as those produced by our supply chain who carry out maintenance and construction work on our behalf. The reporting of our carbon footprint in the [Annual Report 2009-10](#) is a simple summary. The increased confidence in our supply chain carbon data (the dominant component of the Scope 3 emissions and the Agency's footprint overall) presents a huge opportunity for both awareness raising and future performance management and target setting.

Because we procure large amounts of goods and services it is important that our supply chain understand and support our sustainability aspirations. Our [Procurement Strategy 2009](#) included a sustainability focus and being developed into an implementation plan.

To reduce network energy consumption (which accounts for approximately one quarter of our carbon footprint) an Energy Strategy and Good Energy Guide have been produced. A programme to switch off motorway lighting between midnight and 5am has been successfully implemented on seven stretches of motorway. Delivery of the Energy Strategy should see significant reductions in the next few years.

On analysis, the many and diverse actions within the 2009-10 SDAP challenged all parts of the Highways Agency. Our first 2007-08 SDAP had a particular focus on Network Services which leads research and the development of standards. We set

out more balanced and representative actions in the 2008-09 SDAP, which generated interest and outcomes across all our business areas particularly on climate change.

In recognising the value to this for the Agency, we set out to reach people through the 2009-10 SDAP actions to educate, engage and excite. Similarly, the 2010-11 actions will be challenging, seeking change and greater progress towards sustainability.

Queries on any aspects of our SDAP delivery should, in the first instance, be raised via the Highways Agency Information Line Tel: 0300 123 5000 or via email to ha_info@highways.gsi.gov.uk.

A	B	C	D	E	F	G	H	I
Ref	Action	Target date	Responsibility	Progress (RAG+ analysis)	Comments in support of RAG+ analysis	Evidence used to measure progress or success	Evidence available for scrutiny?	Impact (1-4) with rationale
1	Through the Maintenance Community Sustainability Management Group (MCSMG) continue to develop and deliver sustainability initiatives amongst service providers through provider SDAPs.	March 2010	NDD	Complete	A number of sustainability initiatives were developed and delivered by the maintenance community in 2009-10.	Report outlining cases studies of sustainability initiatives prepared by the MCSMG	Internal	3 Numerous actions relating to climate change and energy. Sustainable consumption and production featured strongly but also contributions to the other two priorities
2	Reviewing any ICT procurement exercises: Incorporating the consideration of sustainability into the business case approvals process.	March 2010	BSD	Complete	DfT have published "Sustainable Procurement Guidance" notes, which includes a section on IT. This has been shared with the Agency's service provider. The next stage is to fully embed sustainability into the business case approvals process.		Internal	2
3	Implement the calculation developed to show the relationship between greenhouse gas emissions and the Journey Time Reliability (JTR) PSA	Dec 2009	NDD/NetServ	Complete	Work on identifying relationships between the JTR and carbon emissions has been completed.	Report prepared for Network Operations Group.	Internal	3

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Ref	Action	Target date	Responsibility	Progress (RAG+ analysis)	Comments in support of RAG+ analysis	Evidence used to measure progress or success	Evidence available for scrutiny?	Impact (1-4) with rationale
4	Develop a new Environmental Strategy for the Highways Agency.	March 2010	NetServ	Complete	New strategy and action plan developed contributing to all priority areas	Published strategy document and supporting information	Environmental strategy (http://www.highways.gov.uk/ab/outus/26978.aspx)	4 The strategy will deliver tangible outcomes across all priority areas
5	Promote the use of voice and web conferencing, and other products which facilitate remote working, to reduce the need to travel between offices.	Nov 2009	BSD	Complete	The use of web and voice conferencing was promoted at "drop in" sessions and through Green Awareness Days in HA offices. Reminders about the use of voice conferencing, in particular, are included in our regular newsletters and further reminders will be published. The existing video conferencing equipment will be replaced shortly and this should make a significant improvement to the user experience. This work will include the deployment of additional voice conferencing phones.	Attendance at Green awareness days and other publicity material. Replacement and upgrade of video and audio conferencing facilities	Internal and business mileage in Annual Report 2009-10 (http://www.highways.gov.uk/ab/outus/28319.aspx)	3 Evidence that business travel has reduced.

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6	Reduce our power consumption and CO ₂ emissions through: <ul style="list-style-type: none"> • Introduce power management of desktop devices. • Improving the equipment in printing rooms to allow in-house production of publications. • Promoting the use of SHARE for the storage of e-mails • Educating individuals through promotional activities to take responsibility for power consumption and adopt greener working methods. 	March 2010	BSD	Complete	New equipment installed that allows us to power down or power up PCs remotely, and deliver significant energy and cost savings across the estate. PCs are powered down nightly at 7pm.	Installation of energy saving equipment and attendance a Green days to promote energy efficiency	Internal	2
7	Develop firm proposals for a longer term carbon performance management reporting system	March 2010	FS	Complete	BI Project Manager appointed and formal agreement for this to be part of Corporate Performance Project confirmed by HA BI Programme Board.	Project underway	Internal	2
8	Embed sustainability and carbon considerations in HA decision making processes through the delivery and application of research on: whole life sustainability and carbon; application of HA carbon management strategy; water footprinting, and roll out of key sustainability and climate change communications messages	March 2010	NetServ	Complete	Delivery of suite of initiatives that demonstrate further integration of key sustainability and carbon management principles across the business and key processes. (Research output)	Research project reports on water footprinting, Annual Carbon footprint and social marketing.	Internal - will be added to Knowledge Compendium available on website following internal review	3

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Ref	Action	Target date	Responsibility	Progress (RAG+ analysis)	Comments in support of RAG+ analysis	Evidence used to measure progress or success	Evidence available for scrutiny?	Impact (1-4) with rationale
9	Prepare a strategic business plan ensuring sustainability is a key theme throughout	March 2010	NetServ	Complete	Publication of a Strategic Business Plan which sets a longer term direction for the agency and facilitates sustainability being integrated into all key work areas..	Strategic plan published	Internal and website Strategic Plan (http://www.highways.gov.uk/aboutus/25917.aspx)	4 The Strategic Plan has delivering sustainable solutions as a priority goal.
10	Through regular communications to Agency staff and suppliers raise awareness and understanding of the sustainability agenda	March 2010	NetServ	Complete	To obtain greater engagement across all business areas on how individuals can make a positive contribution towards sustainability in their work and the importance of challenging the way we currently deliver work across the Agency.	Written review of training and publications	Internal	3
11	Promoting equality of opportunity: Refine and incorporate interim Value Management (VM) guidance for Local Network Management Schemes (LNMS) with benefits for disabled users into main LNMS VM guidance document	Dec 2009	NetServ	Recoverable	The guidance has been developed but is subject to testing on live projects to validate the criteria	Draft guidance documents and spreadsheet	Internal	
12	Contributing to better safety, security and health: Road Worker Safety Strategy 2009-11	Dec 2009	NetServ	Complete	Strategy publication and related monitoring plan alongside the monitoring of: • Design, Construction and Maintenance Strategy 2008-11 and the • H&S Audit Plan 2008-11.	Publication of Road worker safety strategy and action plan	Internal and on website Road worker safety (http://www.highways.gov.uk/knowledge/11349.aspx)	3

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Ref	Action	Target date	Responsibility	Progress (RAG+ analysis)	Comments in support of RAG+ analysis	Evidence used to measure progress or success	Evidence available for scrutiny?	Impact (1-4) with rationale
13	Develop advice on the assessment of impacts of roads on communities and private assets within the Design Manual for Roads and Bridges (DMRB).	March 2010	NetServ	Complete	Advice note developed and currently being trialled	Draft advice note	Internal	4
14	Full use of new version of the Accident and Incident Reporting System (AIRSweb) for accident, incident and near miss reporting.	Dec 2009	MP	Recoverable	Most Major projects service providers using AIRSweb but some issues remain over data requirements	Advice from Major projects programme office	Internal	
15	Review opportunities across our suite of publications to include focussed sustainability messages to customers.	March 2010	BSD	Complete	Review carried out and commitment to included sustainability messages in new and updated publications	Publications include sustainability messages e.g. Summer getaway	Website Summer Getaway	2
16	Deliver equality training to leaders, managers and staff	March 2010	HR	Complete	Diversity training has been provided for all office based staff. Our TOS colleagues received adapted training in the form of Dignity and Diversity Training.	Training record and feedback	Internal	4
17	Offer educational and training opportunities to 80% of our workforce that fall below government skills level 2 (which is currently 7% of total HA workforce)	March 2010	HR	Complete	All colleagues identified (through questionnaire) as having below level 2 skills have been written to and offered educational and training opportunities.	Internal records	Internal	3

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18	Undertake research into the introduction of sustainability into the VM scoring process for renewal works.	Dec 2009	NDD/NetServ	Complete	Research has been undertaken and guidance revised in respect of renewal of roads guidance	Draft guidance	Internal	3
19	Within the Maintenance Community, trial performance measures and targets seeking a reduction in CO ₂ emissions against Scope 3 items within the Highways Agency's Carbon Accounting Tool.	March 2010	NDD	Complete	Some MACs have reported savings against the two trial targets. Work is now continuing to normalise the carbon data requirements needed to show improvements against trial targets. This will result in having a baseline in place by the end of 2010-11 on which future reduction targets could be based.	Early reporting of savings against trial targets	Internal	3
20	Improve the understanding of the greenhouse gas emissions associated with key major project investment and decision making.	Dec 2009	MP	Complete	Project report has been published. Planned to pilot the framework on a project in 2010-11	Project report	Internal and external website Carbon management framework (http://www.forumforthefuture.org/files/EC21-Carbon-Framework-FINAL.pdf)	4
21	Within the Major Projects Community, investigate the corporate social responsibility (CSR) approach of the supply chain and promote best practice.	Nov 2009	MP	Complete	The CR of our supply chain has been investigated and we are now considering how to promote the best practice identified.	Report	Internal	2

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Ref	Action	Target date	Responsibility	Progress (RAG+ analysis)	Comments in support of RAG+ analysis	Evidence used to measure progress or success	Evidence available for scrutiny?	Impact (1-4) with rationale
22	<p>Contribute to achieving Sustainable Operations on the Government Estate (SOGE) targets and the Highways Agency Business Plan carbon target by:</p> <ul style="list-style-type: none"> • Reduce carbon emissions across the Highways Agency office and Regional Control Centre (RCC) estate by 5%. • Reduction in waste across the office and RCC estate by minimum 5% reduction against 2008-09 figures. • To collate data relating to energy, waste and water for all outstations, where the information is available. This will be our baseline <p>data for reduction targets in 2010-11.</p> <ul style="list-style-type: none"> • To collate data relating to paper consumption in all offices and RCCs, where the information is available. • To obtain Display Energy Certificates (DEC) for all offices and RCCs. 	March 2010	HR	Complete	<p>Overall Business Plan carbon target met. • Full year consumption was 6178 tonnes of carbon against 6412 tonnes last year. This is an overall decrease of only 3.65% against the 5% target. This is due to the increased consumption of the RCCs (increased technology usage). • We produced 304.3 tonnes of waste against 337 tonnes for the same period last year. This is a decrease of 9.7%. We expect this trend to continue. • We are making progress with collating the information for the outstations. • We are monitoring the paper figures we have received. • DEC's have been obtained for all the RCC's and our offices</p>	Monthly reporting against targets	<p>Overall Business Plan carbon target in Annual Report 2009-10 (http://www.highways.gov.uk/aboutus/28319.aspx).</p>	3

3 Embedding sustainability

For us to be a truly sustainable organisation it is imperative that we see sustainability as a way of doing business. This section highlights the current progress we have made in embedding sustainability into our culture and activities, looking specifically at policies, people, operations and governance, monitoring and reporting.

To highlight current progress we have used the four categories previously set out by the Sustainable Development Commission (SDC) which are:

Starting out	Some progress	On course	Fully integrated
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Area of progress	Progress to date Including SDC definition	Supporting comments
Policies	<p style="background-color: green; color: white; text-align: center; padding: 2px;">On course</p> <p>Mechanisms are in place to ensure that SD is considered in policy processes, but their adequacy is not always monitored. SD is signalled in external relationships, but further engagement is needed.</p>	<ul style="list-style-type: none"> • In the Highway Agency's Strategic Plan 2010-2015 to drive our business forward and to contribute to economic growth, we have set a demanding vision to be: '<i>The world's leading road operator</i>'. This vision is essential to drive business improvement and strengthen our contribution to a sustainable transport system. Operating our network more effectively lies at the heart of greater sustainability. Our road network must function smoothly to support national economic recovery, we must meet the diverse needs of all our customers to promote national wellbeing, and we must continue to develop our sustainable approach. A strategic goal is, "We deliver sustainable solutions". • The annual Highways Agency Business Plan continues to highlight key sustainability messages. It recognises that sustainable development is a strategic challenge we must address when operating and maintaining the network and what must be done to achieve this. • Our Procurement Strategy 2009 included a dedicated sustainability section. This highlights the importance of considering sustainability alongside value for money and delivery throughout the procurement process. • To ensure a sustainable development approach is taken across all our work we have continued to take action to influence and engage with our stakeholders. We present at conferences and workshops and working/action groups have been set up and meet regularly to discuss ideas

		and action.
People	On course	<ul style="list-style-type: none"> • In previous years targeted workshops and conferences have been held to raise awareness of the sustainability agenda and generate engagement - this continued to be the case throughout 2009-10. A variety of working and action groups particularly within the long term maintenance community generate innovative ideas, enhance sustainability performance and drive forward best practice. • We delivered a comprehensive training programme involving all office based staff to raise awareness with the aim of embedding diversity and equality considerations into our everyday work. • Staff across the Highways Agency, are provided with information on sustainability through internal communications. Staff briefing in all Agency offices on <i>Sustainability</i> received a high level of engagement and an unprecedented number of responses and suggestions. The sustainability champions we have in each directorate provide another medium for channelling the sustainability agenda to the business and how to apply sustainability to day to day work. • To identify good behaviours and performance which bring our values into life the Agency in 2005 launched the annual 'You Make it happen Awards'. As well as awards such as diversity and customer service there is also a specific award for sustainability.
	There is a programme of SD engagement for all staff, and there is evidence that many staff are applying their SD skills and knowledge to their everyday work.	
Operations	On course	<ul style="list-style-type: none"> • This is our second year of carbon footprint reporting from six areas of our business. Overall, the estimates of emissions made during 2009-10 are more representative of the Highways Agency's operations, due to improvements in both the data collection process itself, and in the completeness, robustness and quality of data sets being returned. • The influence of improved reporting by the supply chain becomes apparent when considering the increase of Scope 3 emissions
	There are systems, structures and mechanisms in place to improve the sustainability of all areas of operations and, although not fully embedded, there is a continuous programme of	

	<p>improvements in place.</p>	<p>(improved reporting and fiscal stimulus). Whilst Scope 3 emissions have increased the overall emissions for the Highways Agency, it is important to recognise that Scope 1 and 2 emissions reduced during 2009-10.</p> <ul style="list-style-type: none"> • We have continued our work on HM Treasury's Sustainability Working Group to assist in developing cross-departmental guidance on sustainability reporting to incentivise improved performance in this area. Our Annual Report 2009-10 Sustainability Report, was produced in line with developing HM Treasury guidance, • To influence the travel behaviour of internal Agency staff, our Travel Management Information System has been adapted to show the carbon emissions, cost and time of various travel options. The Business Travel target, a 5% CO₂e emissions reduction from administrative business travel was met with a full year carbon saving of 213 tonnes against a target of 90 tonnes. • For 2009-10 in total, despite waste reduction efforts, we produced 189 tonnes of waste against 183 tonnes for 2008-09. During 2009-10 we recycled 124 tonnes of office waste. Therefore we recycled 65% of our waste which far exceeds the target of 40%. • We procure large amounts of goods and services. Our updated Procurement Strategy provided our staff and the supply chain with a common message of our sustainability aspirations.
<p>Governance, monitoring and reporting</p>	<p>Fully integrated</p> <p>Governance, monitoring and reporting mechanisms are fully embedded across the organisation, including regular monitoring and reporting to a senior level board</p>	<ul style="list-style-type: none"> • The Board have corporate ownership of the SDAP and therefore approve its annual publication and regularly review progress. Board support is heightened by Ginny Clarke acting as a Board level sustainability champion. • At the Highways Agency we have a Sustainable Development and Climate Change team (SD&CC) in place to co-ordinate, embed and drive sustainable development throughout the Agency and its supply chain which is supported by the Agency Board.

	<p>(or equivalent), and cross-cutting mechanisms to ensure that progress is made against the SDAP.</p>	<ul style="list-style-type: none"> • Although the SD&CC team monitor the progress of the SDAP each directorate has a sustainability champion in place to ensure action delivery and provide updates. The Board is informed of this action progress quarterly through internal reports. • The Highways Agency Board also receives a monthly performance management dashboard report including: Operational performance; Procurement, etc., and includes Sustainability. The later reports performance against: Scope 1 and 2 carbon target; business travel targets; and SDiG/SOGE targets. • Annual sustainable development progress is reported (through this report) and within the Annual Report 2009-10 Sustainability Report, produced in line with developing HM Treasury guidance.
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4 Sustainable procurement

The Highways Agency procures large quantities of goods and services so it is imperative that these are carefully selected and the sustainability implications are considered. We must minimise the adverse impacts that our purchasing has on the environment, the economy and society and ensure that our supply chain understand and support our sustainability aspirations.

We have made some good progress in the area of sustainable procurement. The table below highlights how far we have progressed against the five key themes in the Procurement Flexible framework.

Flexible Framework category	Level to date Including SDC definition	Supporting comments
People	Level 3 - Practice - Targeted refresher training on latest sustainable procurement principles. Performance objectives and appraisal include sustainable procurement factors. Simple incentive programme in place.	<ul style="list-style-type: none"> • A half-morning session on sustainability was held at the HA Procurement Division Away day in February 2010. • Further DfT(c) training on life cycle costing took place in April 2010. • Staff objectives flow from the Business Plan and Procurement Strategy, both of which include sustainability factors, thus individual staff have sustainability objectives. • Sustainable procurement is covered in induction, through the Procurement Strategy. The HA Portal also has links for new staff which refer them to the Agency's SDAP. Line managers and local facilities management teams cover green office practices to highlight and make relevant to individuals what they can do at a local level. • A Procurement Division team was nominated last year for a HA "You Make It Happen" award for their work on diversity within the procurement cycle and sustainability factors. Sustainable procurement achievements are recognised externally through industry awards, but there is no specific internal vehicle for publicising good performance at present. Good practice is shared informally with other Government Departments.
Policy, Strategy and Procurement	Level 3 - Practice - Augment the sustainable procurement policy into a strategy covering risk, process	<ul style="list-style-type: none"> • During 2009 HA updated its Procurement Strategy to include a section on Sustainability, making the following commitment: • <i>"We will improve the sustainability of our operations through project owners and managers, supported by procurement colleagues, applying the principles of sustainability when procuring works, goods and services. This will be achieved through reference to DfT's Sustainable</i>

	<p>integration, marketing, supplier engagement, measurement and a review process. - Strategy endorsed by CEO.</p>	<p><i>Procurement Strategy, and to its guidance notes published in the DfT Procurement Manual, plus two documents issued by the Office of Government Commerce(OGC) –</i></p> <ul style="list-style-type: none"> o <i>Buy green and make a difference - how to address environmental issues in public procurement</i> o <i>Buy and make a difference – how to address social issues in public procurement</i> <p><i>We will continue to monitor our success through Sustainable Development Action Plans.”</i></p> <ul style="list-style-type: none"> • The wording above was developed by taking prior supplier involvement and direct engagement with supplier organisations into account. • Positive feedback has been received from the Civil Engineering Contractors Association on the values set - they said the values give them the leverage to move forward on the sustainability agenda, because clearly a major client is taking this seriously. • The Procurement section of the HA’s management system (“Way We Work”) is being updated to bring a focus to Procurement Officers’ responsibility to ensure that business partners’ individual requirements for procurement are compatible with their commitments under the HA’s Sustainable Development Action Plan. • The Procurement Division is developing a Procurement Strategy Implementation Plan to measure and review progress towards the achievement of all the objectives set out in the Strategy, including those relating to sustainability. • A report by TRL on sustainable procurement in HA has been commissioned.
<p>Procurement Process</p>	<p>Level 3 - Practice - All contracts are assessed for general sustainability risks and management actions identified. - Risks managed throughout all stages of the procurement</p>	<ul style="list-style-type: none"> • A whole life costing approach is encouraged by setting appropriate timescales over which business cases should be considered in terms of benefit-cost ratios (BCRs). Attention is paid to: <ul style="list-style-type: none"> o The inclusion of the whole lifecycle costs of a project (i.e. including maintenance, decommissioning and disposal costs). o Risk mitigation or management costs. o Qualitative areas related to sustainability such as impacts on the environment, governance, communities or health. The HA has work underway to assess the lifecycle impacts of highways projects. • Quick Wins specifications are routinely used and compliance with the specifications is part of the

	<p>process.</p> <p>-</p> <p>Targets to improve sustainability are agreed with key suppliers.</p>	<p>normal contract management process.</p> <ul style="list-style-type: none"> • Sustainability risks (principally SDiG/SOGE and carbon reporting) are presented to the Highways Agency Board each month as part of their performance reporting. Significant risks from climate change to assets, operations and management of the strategic road network are considered in the Agency’s Climate Change Adaptation Strategy and Framework. This includes the identification of vulnerabilities and the commitment to action planning. • Key suppliers are assessed for their sustainability as part of the Capability Assessment Toolkit (CAT). The HA Procurement Division has an Industry Advisory Group which is made up of a cross section of Key Suppliers. This group has a Sustainability Sub-Group which is currently discussing the development and inclusion of a sustainability performance indicator in the CAT for Pre-Qualification and in the MST (Motivating Success Toolkit) for post-contract award. • Investment decisions in the Highways Agency are made in accordance with the HM Treasury Green Book and the more detailed DfT guidance ‘New Approach to Transport Appraisal (NATA)’.
<p>Engaging Suppliers</p>	<p>Level 3 - Practice</p> <p>- Targeted supplier engagement programme in place, promoting continual improvement. Two way communication between procurer and supplier exists with incentives. Supply chains for key spend areas have been mapped.</p>	<ul style="list-style-type: none"> • Through the prioritisation process undertaken on expenditure analysis key <i>supplier</i> spend and impacts were identified. DfT(c) used this information to select suppliers for participation in the CDP and the HA had a number of their suppliers included. • All suppliers on large projects are treated as ‘high sustainability impact suppliers’, hence no specific spend analysis is carried out, but suppliers are identified. • The Sustainability section of the HA Procurement Strategy outlines the following supplier related targets: <ul style="list-style-type: none"> ○ Supply chain tracking of all significant material sources by 2012. ○ Key suppliers will demonstrate a positive contribution, in line with UK and Highways Agency carbon reduction targets, for trunk road related activity. ○ All suppliers are expected to demonstrate environmental enhancements, through improved design and performance, across all environmental aspects. ○ Sustainability issues are regularly discussed at

		<p>Major Projects and Maintenance Supplier Community meetings.</p> <ul style="list-style-type: none"> • The Agency’s Motivating Success Toolkit applies to all contracts and is used for monitoring performance and providing feedback to suppliers. Performance is measured through Performance Indicators in six standard areas of measure: Product, Service, Right First Time, Cost, Time and Safety. • At the start of contract suppliers agree indicators and supporting evidence to be provided to monitor performance. Regular scoring meetings are held at agreed times/milestones where performance is discussed between the Agency and the supplier. The supplier also gives 360 degree feedback on the Agency's performance as a client. Suppliers are briefed on their performance in their annual Strategic overview; a face-to-face meeting with a member of the Strategic Supplier Development Team. • In the last twelve months the Procurement Strategy, and its prominent sustainability message, has been reinforced by presentations to suppliers. On sustainability and climate change the Agency has presented and contributed to association, institution and sector conferences and publications.
<p>Measurements and Results</p>	<p>Level 2 - Embed - Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken - Measures implemented to manage the identified high risk impact areas.</p>	<ul style="list-style-type: none"> • SDAP progress reports are produced annually for review by the Sustainable Development Commission highlighting achievements and any challenges overcome. • In addition, the 2008-09 SDAP was assessed by the SDC along with the SDAPs of all Government departments and a selection of other agencies. From the 26 assessed by the SDC, the Highways Agency’s SDAP received the fourth highest score in government. • Staff sustainable procurement objectives are assessed in a SMART manner to enable individual measurement of success.

5 Taking stock

Strengths and challenges

We have made significant progress over the past year as a result of the policies and processes which have been put in place. The SDAP 2010-11 therefore confidently links to many other corporate documents which show just how relevant sustainable development is to the Highways Agency.

- Within the Highway Agency's Strategic Plan 2010-2015 to drive our business forward and to contribute to economic growth, we have set a demanding vision to be: '*The world's leading road operator*'. This vision is essential to drive business improvement and strengthen our contribution to a sustainable transport system. One of five strategic goals is, "We deliver sustainable solutions".
- This is our second year of carbon footprint reporting from six areas of our business. Overall, the estimates of emissions made during 2009-10 including Scopes 1, 2 and 3 are more representative of the Highways Agency's operations, due to improvements in both the data collection process itself, and in the completeness, robustness and quality of data sets being returned.
- The preparedness of the Highways Agency to mitigate climate change impacts is a key corporate risk identified in the Highways Agency Board corporate risk register. This corporate risk recognises the importance of climate change (mitigation and adaptation) on the Agency's infrastructure and operations.

Although there has been many successes and positive action this year, we have also faced challenges and have identified certain weaknesses.

- We are confident that our staff and supply chain now have a good level of awareness of the challenges of sustainable development
- Many staff however do not fully understand how this is relevant to their individual jobs and how they can make a positive impact. We will therefore continue to build our capability to meet the challenge of sustainable development.

Helps and hinders

Many factors have helped the Agency to achieve what it has over the past year.

- Staff across the Highways Agency, are provided with information on sustainability through internal communications. Staff briefing in all Agency offices on *Sustainability* received a high level of engagement.
- The sustainability champions we have in each directorate provide another medium for channelling the sustainability agenda to the business and how to apply sustainability to day to day work.
- Sustainability risks (principally SDiG/SOGE and carbon reporting) are presented to the Highways Agency Board each month as part of their performance reporting. We regularly monitor progress and have good

accounting and reporting systems in place highlighting risks and allowing additional action or interventions to be taken if necessary.

- Our sustainability vision and SDAP has support from all Agency Board members which is highlighted through their corporate ownership of the document.

However, further progress has been hindered by the following:

- We have entered a period of change and uncertainty for the Highways Agency and our staff await the outcome of the 2010 Spending Review.
- To be a truly sustainable organisation sustainable development must become business as usual. This in itself will require challenge and a change in the way we currently do things.

A way forward

To become a more sustainable organisation there are certain areas we need to see the challenges we must overcome.

- Our staff not only need to understand what sustainability is but how it is relevant to the Agency and their specific role.
- A change in culture is also required. We still need staff to take a fresh look at how we deliver our work and embrace any possible improvements to enhance our sustainability performance.

Our main priority for the coming year is therefore decision making: whether the considerations are with Highways Agency staff or our supply chain

- In order to deliver sustainable solutions as an organisation, it is important that all our colleagues and the supply chain are encouraged to bring sustainability implications to the forefront of decisions they need to make.
- We all make choices every day at work and elsewhere. We encourage everyone to continually look to make sustainable decisions, however large or small, in all that they do.
- It will not be possible to do this for every action all of the time but the change in mindset that encourages a culture of constructive challenge will bring sustainability benefits over time.

SDAP progress report signed by:



SD Responsible Officer: David Gingell



SD Board Champion: Ginny Clarke