

HM Treasury sustainable development action plan 2007

August 2007



HM TREASURY

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HM TREASURY SUSTAINABLE DEVELOPMENT ACTION PLAN 2007

INTRODUCTION

Sustainable development strategy and action plans

1.1 The UK Government published its Sustainable Development Strategy, *Securing the future*, in March 2005. This set out the Government's goal of enabling people throughout the world to enjoy a better quality of life today, without compromising the quality of life of future generations. The strategy included a commitment for all central Government Departments and their agencies to produce or be covered by a sustainable development action plan.

1.2 HM Treasury published its first sustainable development action plan in March 2006, setting out a range of actions it planned to undertake with regard to its policies, people and operations. Since then, nearly all of those actions have been completed or are on track, and the Treasury has in fact taken a number of steps going beyond what was set out in the plan. This 2007 action plan sets out the Treasury's planned actions for the coming year and in some cases beyond, and is drafted with reference to guidance produced by the Sustainable Development Commission and drawing on best practice from other Government Departments.

Principles of sustainable development

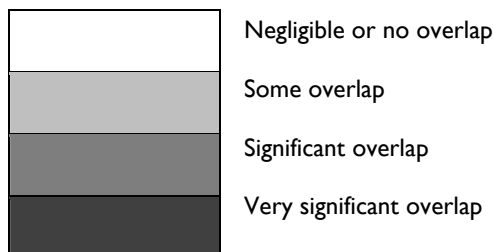
1.3 *Securing the future* articulated the five guiding principles for sustainable development policy in the UK, which should underpin all Government activity. These were:

- achieving a sustainable economy;
- promoting good governance;
- using sound science responsibly;
- living within environmental limits; and
- ensuring a strong, healthy and just society.

1.4 There is a very close link between these principles and the Treasury's working objectives, as illustrated in Table 1.1. The table clearly shows that the strongest focus of the Treasury's work is on achievement of a sustainable economy. However, the Treasury's objectives also relate strongly to the other principles of sustainable development. For example, the Treasury's responsibility for the Government Finance Profession and the Treasury Officer of Accounts is important in ensuring financial regularity and propriety and proper accounting, crucial aspects of good governance. Fiscal sustainability is a key priority for the Treasury, and in the long term is dependent on environmental and social sustainability. So conforming to all five principles of sustainable development is essential for the Department to perform effectively against its own objectives both in the long term and in decision-making now.

Table I.1: Sustainable development principles and HM Treasury objectives

HM Treasury objectives	Sustainable development principles				
	Achieving a sustainable economy	Promoting good governance	Using sound science responsibly	Living within environmental limits	Ensuring a strong, healthy and just society
Maintain a stable macroeconomic environment with low inflation and sound public finances in accordance with the Code for Fiscal Stability.					
Increase the productivity of the economy and expand economic and employment opportunities for all.					
Promote efficient, stable and fair financial markets, for their users and the economy.					
Promote a fair, efficient and integrated tax and benefit system with incentives to work, save and invest.					
Promote UK economic prospects by pursuing increased productivity and efficiency in the EU, international financial stability and increased global prosperity, especially protecting the most vulnerable.					
Improve the quality and cost-effectiveness of public services.					
Achieve world-class standards of financial management in government.					
Protect and improve the environment by using instruments that will deliver efficient and sustainable outcomes through evidence-based policies					



1.5 The importance of integrating the different aspects of a sustainable development approach has recently been highlighted by Gordon Brown as Chancellor, when he stated: “If in the 20th century our national economic ambitions were the twin objectives of achieving stable economic growth and full employment, now – in the 21st century – our new objectives are threefold: growth, full employment and environmental care”¹.

Priorities for action **1.6** *Securing the future* also identified four priority areas for action in accordance with the principles of sustainable development. These were:

- sustainable consumption and production;
- climate change and energy;
- natural resource protection and environmental enhancement; and
- sustainable communities.

1.7 The Treasury has an important role to play, through its policy function, in shaping the Government’s action in these areas. These are also key focuses of the Treasury’s steps to improve the sustainability of its operations.

High-level commitments **1.8** Finally, *Securing the Future* also detailed a set of high-level contributions the Treasury would make to delivering the UK strategy. These were:

- building a strong and productive economy and a fair society where there is opportunity and security for all;
- a transparent public expenditure delivery framework, based on public service agreements (PSAs) that focus on delivering public services in areas integral to achieving Sustainable Development in the UK, such as reducing and eliminating child poverty and reducing unemployment;
- making use of fiscal measures, where appropriate, to tackle environmental externalities through developing environmental taxes, such as the recent increase in the standard rate of landfill tax, creating tax incentives for cleaner technologies, for example through enhanced capital allowances, and adding an environmental dimension to transport taxation, for example through fuel duty differentials to encourage the use of cleaner fuels;
- a commitment to strong local government, supporting local authorities in their delivery of key public services to all communities, for example through the introduction of the 3 year revenue and capital settlements, which will improve local authorities’ ability to make sustainable long-term plans; and
- continuing to meet relevant sustainable development objectives in public procurement by having a comprehensive thoughtful approach to value for money and whole life costs of goods procured, and by building relevant sustainability issues into the procurement process as early as possible.

1.9 This action plan is not the appropriate place for reviewing progress against these commitments: there is a separate process for reviewing Government activity in relation to *Securing the future*. However, the high-level commitments are reflected in

¹ Remarks by the Chancellor of the Exchequer, the Rt Hon Gordon Brown MP, at the launch of the Stern Review on the economics of climate change, 30 October 2006

many of the policy actions included in the plan. In these cases the linkages are thought to be self-explanatory.

Action plan coverage **1.10** This action plan covers HM Treasury and its associated agencies and non-departmental bodies, namely National Savings and Investments, the Office of Government Commerce, OGC buying.solutions, the Royal Mint, the Government Actuary's Department and the Debt Management Office. These bodies have a much smaller policy function than the Treasury, and so policy actions are only included for them where appropriate. The Office for National Statistics will report independently.

1.11 The action plan covers the key policy commitments that the Treasury is able to make for the next year and beyond. These are grouped under themes – the Comprehensive Spending Review; environment and transport taxes; and policy reviews – as these are likely to be the most important areas of Treasury policy intervention in the coming period. Other members of the Treasury 'family' are also referred to where they make a significant contribution to sustainable development in policy terms. The list is not intended to be exhaustive, and the commercial sensitivity around fiscal policy means that it is not possible to pre-empt the cycle of Budgets and Pre-Budget Reports. The action plan also covers all the steps that are currently expected to be taken over the coming period by the Treasury and its 'family'. However, we review progress on an ongoing basis and would therefore anticipate additional measures also being considered. This is particularly true of the Treasury 'family', who are participating fully in the action plan process for the first time.

Responsibility for sustainable development **1.12** The Exchequer Secretary is HM Treasury's sustainable development Minister, and is responsible for both the policy and operations commitments made in this action plan. The head of the Environment, Food and Rural Affairs team is the Departmental sustainable development champion, and this team has lead responsibility for coordinating the action plan. The Treasury has also recently created the role of Director, Environment in recognition of the importance of the specific role the Treasury plays in environmental policy-making. All Treasury teams with internal responsibility for actions have been consulted in the formulation of this plan.

STRATEGIES AND POLICIES

The 2007 Comprehensive Spending Review

1.13 On 19 July 2005 the Chief Secretary to the Treasury announced the Government's intention to launch a second Comprehensive Spending Review (CSR), reporting in 2007, to identify what further investments and reforms are needed to equip the UK for the global challenges of the decade ahead. Almost a decade on from the first CSR, this will represent a long-term and fundamental review of government expenditure. It will cover departmental allocations for 2008-09, 2009-10 and 2010-11.

Long-term opportunities and challenges **1.14** Because it takes a long-term view of Government activity, CSR 07 is an ideal time to address issues of sustainable development. As outlined in the Treasury's 2006 action plan, an analysis has been undertaken of the key long-term opportunities and challenges that face the UK over the next decade and beyond. These were identified as being:

- demographic and socio-economic change, with rapid increases in the old age dependency ratio on the horizon and rising consumer expectations of public services;

- the intensification of cross-border economic competition, with new opportunities for growth as the balance of international economic activity shifts towards rapidly growing emerging markets such as China and India;
- the rapid pace of innovation and technological diffusion, which will continue to transform the way people live and open up new ways of delivering public services;
- continued global uncertainty and poverty, with ongoing threats of international terrorism and conflict, and the continued imperative to tackle global poverty; and
- increasing pressures on our natural resources and global climate, requiring action by governments, businesses and individuals to maintain prosperity and improve environmental care.²

1.15 Building on the core analysis combined with an understanding of individual Departments' circumstances, **CSR 07 will set out how Departments are responding to long-term opportunities and challenges.**

Performance management framework

1.16 Promoting good governance is a guiding principle of sustainable development. **The Treasury is responsible for setting, through the Spending Review process, the performance management framework for government. In CSR 07, the system of public service agreements (PSAs) will be significantly altered.** Under the current system used at the 2004 Spending Review, Departments are responsible, sometimes jointly, for delivery against a number of PSAs. In CSR 07, the Government as a whole will adopt a set of PSAs. The PSA set will be much smaller and will reflect genuine priorities for the CSR period. Departments will also have their own set of Departmental Strategic Objectives to cover the entirety of their business.

1.17 This revised structure is intended to provide much greater public visibility of Government performance against its most important objectives in the reporting period, and to ensure cross-Government responsibility for key priorities.

Sustainable development and performance management

1.18 Under existing arrangements, Defra has responsibility for delivery of a PSA on sustainable development, underpinned by 68 national indicators which produce 127 performance measures. Some of these indicators do not respond on easily measurable timescales to policy intervention. The revision of the performance management framework presents an opportunity to improve accountability for sustainable development performance in Government. **The Treasury will work with Defra and other stakeholders to develop an improved structure for sustainable development performance management in CSR 07.**

Management sustainability performance in operations

1.19 OGC is responsible for driving up procurement standards across central Government in order to improve value for money, including through the use of more sustainable practices and materials. For example, OGC's Property Benchmarking Service (use of which has been mandated to all central Government organisations) collects data against sustainable development key performance indicators on a building-by-building basis on the Government office estate, in order to measure performance against the Government's sustainability targets, announced in June 2006. **Sustainability issues will be taken into account in the Procurement Policy and Standards Framework currently being developed by OGC .**

² Long-term opportunities and challenges for the UK: analysis for the 2007 Comprehensive Spending Review, HM Treasury, 2006

Environment and transport taxes

Principled approach **1.20** One of the most important ways in which the Treasury influences the sustainability of the UK economy is through its responsibility for the tax and welfare system, and in particular through the use of environmental taxes. Budget 2007 reiterated the principles which underpin decisions about whether government intervention is needed and, if so, what that action should be:

- the decision to take action must be evidence-based;
- any intervention to tackle environmental challenges must take place at the appropriate level – international, national or local;
- action to protect the environment must take account of wider economic and social objectives;
- action on the environment must be part of a long-term strategy;
- the right instrument must be chosen to meet each particular objective; and
- where tax is used, it will aim to shift the burden of tax from ‘goods’ (e.g. employment) to ‘bads’ (e.g. pollution).

1.21 Within this framework, it is essential that the Government uses the most effective instrument to achieve its aims. For instance, regulation or voluntary agreements can be most effective where there are a limited number of polluters, or where, for example, market failures make product standards for energy or water efficiency the most cost-effective instrument of behavioural change. Spending measures may have a role to play where the polluter cannot afford to reduce pollution, or where equity or distributional issues make a tax or similar measure unacceptable. Fiscal measures can tackle external environmental costs, such as pollution, through reflecting such costs in prices and encouraging the behavioural changes needed to move to a more sustainable economy. Indeed, as highlighted in its Statement of Intent on Environmental Taxation, published in 1997, the Government believes that fiscal measures can be an important part of a wider package of measures, and is committed to reforming the tax system to shift the burden from ‘goods’ to ‘bads’. Overall, it is crucial that environmental policy is the outcome of balanced decision-making. All intervention by the Government to meet environmental aims must also take account of the impact of any action on its wider economic and social objectives, including macroeconomic stability, business competitiveness, social inclusion and reducing fuel poverty.

Budget 2007 tax measures **1.22** In line with this framework, Budget 2007 made a number of tax policy announcements that will be implemented in the near future, including:

- an increase in fuel duty rates of 2 pence per litre (ppl) from 1 October 2007, and increases in the next two years of 2ppl and 1.84ppl respectively;
- changes in vehicle excise duty to sharpen environmental signals to motorists;
- a rise in climate change levy rates from 1 April 2008 in line with current inflation;
- a stamp duty exemption for nearly all zero-carbon homes (up to a saving of £15,000) for at least five years;

- an increase from 1 April 2008 in the standard rate of the landfill tax by £8 per tonne per year, until at least 2010-11; and an increase in the lower rate of the landfill tax from £2 per tonne to £2.50 per tonne from 1 April 2008; and
- an increase in the aggregates levy rate to £1.95 per tonne from 1 April 2008.

1.23 The Treasury will continue to operate environmental tax policy in line with a principled approach. The environmental impact of Budget and Pre-Budget Report measures will be recorded in the reports.

Policy reviews

1.24 The Treasury has commissioned and undertaken a number of reviews that enhance the evidence base for decisions and will help to bring Government policy in line with sustainable development.

Stern review on economics of climate change

1.25 The Treasury's 2006 sustainable development action plan noted that the Prime Minister and Chancellor of the Exchequer had in July 2005 commissioned a review into the economics of climate change, led by Sir Nicholas Stern. Published on 30 October 2006, the Review brought together the latest science on climate change, and employed economic methods to assess both the human and environmental impacts of, and responses to, climate change. It examined the consequences of climate change in developed and developing countries and promoted understanding of the costs and benefits involved in meeting the challenge. Since the publication of the Stern Review, the UK has agreed it will support a number of other countries in conducting similar national reviews, and Sir Nick Stern will continue in an advisory role to them. **The Treasury will continue to propagate the findings of the Stern Review internationally and will seek to use it as the basis for domestic actions to reduce greenhouse gas emissions.**

1.26 The Treasury has been actively working to involve international finance ministries – as well as environment ministries – in discussions of the future frameworks for reducing global greenhouse gas emissions. To this end, **the Treasury will host an international conference on the developing global carbon market later this year.** This will focus on how to link schemes in different countries and enhance trading with developing countries.

King Review of low-carbon cars

1.27 Budget 2007 announced that the Chancellor of the Exchequer had asked **Professor Julia King, Vice-Chancellor of Aston University and former Director of Advanced Engineering at Rolls-Royce plc, working with Sir Nicholas Stern, to lead a review to examine the vehicle and fuel technologies which over the next 25 years could help to 'decarbonise' road transport,** particularly cars. The King Review will draw upon expertise in industry, both in the UK and internationally, and across Government, in the Department for Transport, Defra, the Department for Business, Enterprise and Regulatory Reform and HM Treasury. Discussion will take place with a range of stakeholders, including with the automotive sector, fuel suppliers and those involved in the development of next generation fuel systems, the investment and venture capital community, vehicle fleet operators (public and private) and academic experts. The initial element of the Review will report at PBR 2007 and the Government anticipates using its recommendations to refresh and refine its strategy.

Supporting housing growth

1.28 The Government's response to Kate Barker's Review of Housing Supply, published alongside the 2005 Pre-Budget Report, set out how improving affordability for future generations of homebuyers required housing supply to become much more

responsive to demand. A key aspect to delivering sustainable new housing is ensuring the adequate and timely provision of supporting infrastructure. **CSR 07 will therefore be informed by a policy review into supporting housing growth to ensure the efficient and timely provision of infrastructure to support growth.**

Commission for Environmental Markets and Economic Performance **1.29** The Government believes that a green economy can also be a growing economy, and that there are new opportunities for UK business, commerce and science. That is why a new Commission for Environmental Markets and Economic Performance (CEMEP) was set up in November 2006 with a remit to examine the likely growth of global markets in environmental goods and services over the next 20 years, and the current and potential comparative advantage of UK firms in this area. The Commission is chaired by the Secretaries of State for the Environment, Food and Rural Affairs, and Business, Enterprise and Regulatory Reform, and is made up of experts from business, NGOs, academia and trade unions. It is investigating how government and business can stimulate employment and productivity in sectors with a significant contribution to environmental outcomes and resource productivity. These recommendations should ensure that the UK is well placed to take advantage of growing markets in environmental technologies and services. **The Government will launch the Commission's report in autumn 2007.**

Sustainable procurement policy **1.30** The Sustainable Procurement Task Force, chaired by Sir Neville Simms, reported to the Government in June 2006. In the same month the Government announced targets for sustainable development on its estate, including the target of achieving carbon neutrality by 2012. The Government responded to the Task Force through publication of *Transforming Government procurement*³ in January 2007 and the *UK Government sustainable procurement action plan*⁴ in March 2007, to ensure that Government's procurement and estate management decisions take account of the potential benefits of sustainable solutions. **The Treasury and Treasury family – notably the Office of Government Commerce and OGC buying.solutions – will complete their policy commitments under these documents**, including procurement capability reviews for Departments; the establishment of a Major Projects Review Group to ensure the deliverability of the top twenty procurement projects; the reform and re-launch of the Government Procurement Profession to enhance procurement capability across Government; and the implementation of the High Performing Property strategy for transforming the management and use of the Government office estate.

1.31 More broadly, the Office of Government Commerce and OGC buying.solutions have an objective of securing value for money in Government procurement, and recognise the importance of sustainable procurement, including the sustainable performance of buildings, which can lead to improved value for money when whole-life costs are taken into account.

IN OUR OPERATIONS

1.33 The Treasury is committed to reducing the impact of its operations on the environment. The Treasury works closely with Exchequer Partnership (EP) which is responsible for running and maintaining 1 Horse Guards Road. EP operates and maintains certification of an Environmental Management System (EMS) to identify opportunities for addressing environmental objectives. The building has an excellent

³ www.hm-treasury.gov.uk/media/4EA/89/government_procurement_pu147.pdf

⁴ www.sustainable-development.gov.uk/publications/pdf/SustainableProcurementActionPlan.pdf

BREEAM (BRE Environmental Assessment Method) rating and an EMS certified to ISO14001 standard.

1.34 In the past year, the Treasury has made considerable progress in increasing the sustainability of its operations by implementing its 2006 Sustainable Development Action Plan. This has included:

- implementing 35 out of the 37 recommendations made by the Carbon Trust on energy, such as moving to day-time cleaning and switching off 50 per cent of corridor lights outside working hours;
- draining water features and installing sub-metering in high use areas;
- a new waste strategy is in place to improve recycling;
- we have successfully tendered and appointed the contract for new, more efficient and green printer fleet;
- offsetting emissions resulting from official air-travel; and
- numerous campaigns on waste and water have increased staff awareness of environmental issues.

1.35 In addition to the plans set out in the 2006 action plan, the Treasury has also:

- introduced a Cycle to Work scheme, where staff receive a reduction in the price of bicycles at a number of stores;
- improved data quality on rail and car travel; and
- launched an active Volunteers' Group to facilitate staff volunteering opportunities.

1.36 As a result of such actions the Treasury now recycles 51 per cent of its waste arisings compared to 40 per cent last year, and staff awareness of their impact on the environment has risen by 10 per cent since last year. Since 1999/2000 the Treasury has also achieved a 19.5% reduction in its carbon emissions, exceeding the government target.

1.37 This year's Sustainable Development In Government report, published by the Sustainable Development Commission, highlighted the need for further improvements in the following areas: reduction of water consumption; waste arisings; lack of data on road carbon emissions; and lack of reporting on the Treasury's executive agencies. Therefore, waste, water, travel and energy efficiency will be the highest priorities for 2007/2008. To embed these actions, there will be further efforts to raise staff awareness in the department and the Treasury will be working closely with its executive agencies and associated departments in order to better share best practice. A summary of the key actions the Treasury will be taking is set out in the table at the end of this action plan.

Procurement in operations

1.38 The Treasury is developing a Group Procurement Strategy that will enable the Treasury Group to meet the requirements of *Transforming Government procurement* in a sustainable way. We will work with OGC and others to take forward sustainability proposals as they come on stream.

1.39 Furthermore, we plan to:

- make full use of collaborative and cross Government frameworks, particularly those offered by OGC buying.solutions;
- collaborate with other Government Departments to ensure that the framework contracts we use include sustainability clauses and identify the most sustainable products such as the OGC buying.solutions travel contract ensures that suppliers calculate carbon emissions generated by air and rail travel;
- continue to incorporate sustainability criteria into whole life value for money assessments;
- raise awareness on sustainability within the procurement community with suppliers, customers and other Government Departments (for example by reviewing terms and conditions to include sustainability clauses in our documentation) and add as standard a section in our ITTs seeking proposals from suppliers on how they can help us to meet our sustainability targets;
- network with other Government Departments to identify and put in place best practice on sustainable procurement, for example, we are part of the Civil Service Travel Group led by Jon Green of DEFRA; and
- develop and implement new strategic procurement processes that will enable us to take a longer term and more strategic approach to how sustainability issues are taken into account in our commercial relationships.

Executive agencies 1.40 This is the first year that the Treasury's executive agencies are reporting in the action plan. (ONS will report separately.) However, many of these organisations are already engaged in a structured programme to improve their environmental performance.

1.41 The **Office of Government Commerce** published an independent sustainable development action plan in 2006⁵. This included commitments to maintain a high-quality Environmental Management System and to educate and motivate staff to work in an environmentally conscious manner.

1.42 The Treasury and OGC currently occupy two primary buildings in London - 1 Horse Guards Road and Trevelyan House. By the end of 2007 the two organisations will co-locate within 1 Horse Guards Road. This is a key element in the Treasury Group's drive to deliver CSR savings and is consistent with the approach espoused by the OGC High Performing Property (HPP) agenda. Co-location will also have an overall beneficial effect on the environment. It is estimated that absolute energy consumption, and consumption per person will be lower than it currently is under two separate buildings.

1.43 **National Savings & Insurance** have 4 locations in the UK and outsource all operational activities to Siemens IT Solutions and Services. NS&I are working together with SIS to develop an approach to managing the estate which takes into account BREEAM standards and requirements. To date the following actions have been undertaken in their head office:

- double-sided printing has been implemented;

⁵ www.ogc.gov.uk/ogc_sustainability_policy.asp

- plumbed water dispensers are now in place to minimize disposable containers;
- new shower facilities encourage cycling to work; and
- there has been an increased use of electronic tendering processes.

1.44 The **Debt Management Office** have taken a number of steps including:

- switching lights and air conditioning off during the night and at weekends;
- employment of a company to recycle old printers, copiers and PCs wherever possible; and
- encouraging staff to cycle to work through storage and shower facilities.

1.45 The **Royal Mint** is a Pollution Prevention and Control A1 permitted site as a result of its activities in the surface treatment of metals and the melting of alloys. To help ensure compliance with its PPC permit it has established an EMS certified to ISO 14001. This has led to monitoring and targeting waste minimisation, raising awareness within the organisation, and providing a procurement procedure which assesses environmental impact on all major capital projects before agreement of contract. The Royal Mint also works in partnership with the Carbon Trust with the aim of reducing carbon emissions.

1.46 **OGC buying.solutions** already offers departments the opportunity to purchase a considerable range of sustainable goods and services, and is committed to doing more. Further actions have included:

- reduction in flight emissions of 15% in the past year;
- installation of “intelligent” lighting systems;
- use of “cleaner “ hire cars rather than lease cars;
- monitoring of individuals’ car mileage; and
- putting in place a number of sustainability targets within the organisation.

1.47 The **Government Actuary Department** is also committed to working with the Treasury in order to address environmental impact where possible. At present the department’s activities include:

- use of environmentally friendly couriers (bicycles, electric vans);
- encouraging bike use by offering incentives to staff;
- giving old printers and computers to charity for reuse; and
- recycling broken lights.

1.48 A key priority for Executive Agencies this year will be to **improve the data set required for better monitoring of SOGE targets. Agencies and associated departments will also work closely together with the Treasury in order to share information effectively and build capacity.** Further actions the Executive Agencies are taking to improve the sustainability of their operations are shown in the table at the end of this action plan.

MONITORING AND EVALUATION

Impact assessments 1.49 The Treasury has been involved in the Cabinet Office’s work to devise the new Impact Assessment for Government policies. Impact Assessments are an important part of the Treasury’s role in promoting good governance through scrutiny to ensure proper understanding of the economic impact of new policies. The Treasury is committed to maintaining its record of full compliance with Impact Assessment guidance, in addition to reporting the impacts of Budget and Pre-Budget Report measures at the time of announcement.

SD action plan monitoring 1.50 Compiling a progress report against the 2006 sustainable development action plan led to the conclusion that there was insufficient ownership of actions among policy teams. The Environment, Food and Rural Affairs team will therefore be responsible for carrying out a brief, internal six-monthly progress check in addition to the planned annual report against the action plan.

1.51 With regard to operations, the action plan and performance against environmental targets will be monitored by the Treasury’s Group Operations Committee, a sub-committee of the Treasury Board. In addition, a new website will be launched which will hold information about performance and progress.

SUMMARY OF ACTION POINTS

Commitment	Impact ⁶	Milestones	Reporting	Lead Team/body
Core Treasury Policy				
Set out how Departments are responding to long-term opportunities and challenges	3	CSR 07	SDAP report	General Expenditure Policy
Establish a new performance management structure	4	CSR 07	SDAP report	Performance and Efficiency
Work with Defra and others to develop an improved structure for sustainable development performance management	4	CSR 07	SDAP report	Environment, Food and Rural Affairs
Take account of sustainability issues in Procurement Policy and Standards Framework	3	Spring 2008	SDAP report	Office of Government Commerce
Operate environmental tax policy in line with principled approach	4	PBR and Budgets	SDAP report	Environment and Transport Tax
Record environmental impact of Budget and Pre-Budget Report measures	3	PBR and Budgets	SDAP report	Environment and Transport Tax

⁶ Impacts are assessed on a 1-4 rating, reflecting their contribution to sustainable development in Government. 1 represents a small impact on one or more of the four priority areas for action, and 4 represents a very significant impact.

Commitment	Impact ⁶	Milestones	Reporting	Lead Team/body
Propagate findings of Stern Review internationally	4	Ongoing	SDAP report	European Economic Reform; Global Economics
Pursue the use of Stern as the basis for domestic action	4	Ongoing, especially Climate Change Bill, PBR, Budget	SDAP report	Environment, Food and Rural Affairs; Environment and Transport Tax; Competition and Economic Regulation
Host an international conference on the developing global carbon market	3	By end 2007	SDAP report	Environment, Food and Rural Affairs; European Economic Reform; Global Economics
King Review of low-carbon road transport	4	PBR 2007	SDAP report	King Review team (independent)
Review on 'supporting housing growth'	3	CSR 07	SDAP report	Housing and Urban
Launch Commission on Environmental Markets and Economic Performance	4	Autumn 2007	SDAP report	Environment, Food and Rural Affairs; Business, Innovation and Skills
Commitments under Transforming Government procurement and UK Government sustainable procurement action plan	3	Various, especially pan-government pilots for buying energy and fleet, benchmarking of government estate	SDAP report	Corporate and Private Finance; Office of Government Commerce; OGC buying.solutions
Operations				
Waste & recycling				
Additional and clearer signage and guidance for staff will form the second phase of the waste management strategy to reduce contamination.	2	By September 2007	Annual report, Internal website, regular reporting to the Group Operations Committee	Exchequer Partnership

Commitment	Impact ⁶	Milestones	Reporting	Lead Team/body
All printers will be set to double-sided as default.	3	By August 2007	Annual report, Internal website, regular reporting to the Group Operations Committee	Information Services
Encourage greater use of washable cups and provide recyclable napkins in restaurant and café	2	By September 2007	Annual report, Internal website, regular reporting to the Group Operations Committee	Exchequer Partnership
Water				
Continuous signage in lavatories to remind staff to keep tap use to a minimum and of dual flush.	2	By September 2007	Annual report, Internal website, regular reporting to the Group Operations Committee	Exchequer Partnership
Travel				
Obtain data for rail and car travel	2	By June 2007, in time for SDIG reporting	Annual report, Internal website, regular reporting to the Group Operations Committee	Sustainable development lead
Renew guidance and launch staff campaign to manage unnecessary travel down.	2	By October 2007	Annual report, Internal website, regular reporting to the Group Operations Committee	Sustainable development lead
Energy				
Automatic pop-up icon on PCs to remind staff to turn off their monitors overnight	2	By August 2007	Annual report, Internal website, regular reporting to the Group Operations Committee	Information Services
Reduction of time-setting for automatic turn-off of lights	2	By September 2007	Annual report, Internal website, regular reporting to the Group Operations Committee	Exchequer Partnership

Commitment	Impact ⁶	Milestones	Reporting	Lead Team/body
Invite the Carbon Trust back to consider what further action we can take to improve efficiency	2	By October 2007	Annual report, Internal website, regular reporting to the Group Operations Committee	Building Contract Management Unit
Investigate available options to reduce heat energy consumption and present to BCMU	2	By August 2007	Annual report, Internal website, regular reporting to the Group Operations Committee	Exchequer Partnership
To take part in Defra-led Co2 campaign, and Lights Out London event campaign to raise awareness of environmental issues within the department.	2	By July 2007	Annual report, Internal website, regular reporting to the Group Operations Committee	Sustainable development lead
Relaunch of working group to share best practice between Chancellor's departments and executive agencies	2	By June 2007	Annual report, Internal website, regular reporting to the Group Operations Committee	Sustainable development lead
OGC				
Promote awareness of car and taxi sharing schemes and bicycle grants, and increase recycling using centralised collection points	2	January 2008	Annual report, Internal website, regular reporting to the Group Operations Committee	Rosebery Court Green Forum
National Savings & Insurance				
Assess feasibility of using online press cuttings to replace print outs	2	January 2008	Annual report, departmental report	Facilities management
Introduce water jugs and glasses for meetings to reduce disposables	2	January 2008	Annual report, departmental report	Facilities management
Improve data collection for all modes of travel to establish baseline	2	January 2008	Annual report, departmental report	Facilities management

Commitment	Impact ⁶	Milestones	Reporting	Lead Team/body
Revise contract templates to include sustainable clauses relevant to each contract type	2	January 2008	Annual report, departmental report	Facilities management
OGC buying solutions				
Work towards the BS8555 standard for its EMS, leading ultimately to ISO14001 certification	2	There are 5 stages before gaining certification. Stage 2 by end 2007 Stage 5 by March 2009	Annual report	Sustainable Development lead
Debt Management Office				
Relamping floors with new energy efficient light bulbs	2	October 2008	Annual report	Sustainable Development lead
Royal Mint				
To include the SOGE targets within its 140001 EMS objectives and targets	2	Ongoing	Annual report	Head of Safety Health and Environment department
Government Actuary Department				
To work closely with HMT, OGDs and in partnership with Mitie Managed Services (FM provider) to embed SOGE targets, improve data, and work towards a comprehensive action plan.	2	Ongoing	Annual report	Sustainable Development lead

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