



department for
culture, media
and sport

DCMS Sustainable Development Action Plan 2008-2011

August 2008

improving
the quality
of life for all

Our aim is to improve the quality of life for all through cultural and sporting activities, support the pursuit of excellence, and champion the tourism, creative and leisure industries.

DCMS Sustainable Development Action Plan 2008-2011

The goal of sustainable development is to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life of future generations.

Government must promote a clear understanding of, and commitment to, sustainable development so that all people can contribute to the overall goal through their individual decisions.

Securing the Future, Chapter 1 page 16

Contents

FOREWORD FROM MARGARET HODGE	5
SUSTAINABLE TOURISM	9
THE ARTS AND SUSTAINABLE DEVELOPMENT	10
YOUNG PEOPLE, DCMS AND SUSTAINABLE DEVELOPMENT	13
CLIMATE CHANGE: AN ONGOING CHALLENGE	15
PATHWAYS TO SUSTAINABILITY	20
NEXT STEPS IN OPERATIONS	21
MONITORING ARRANGEMENTS	23
GOVERNANCE	24
ANNEX A: DCMS AND THE ROYAL PARKS	26
ANNEX B: DCMS NON DEPARTMENTAL PUBLIC BODIES	31
ANNEX C: IMPERIAL WAR MUSEUM'S SUSTAINABLE DEVELOPMENT ACTION PLAN	38

Foreword from Margaret Hodge



We are all familiar with the three core elements of sustainable development¹ – economic, social and environmental. But underpinning all of these lies the need for behavioural change. If we are to ensure a truly sustainable future, we need to encourage people to change so that they take the long-term consequences of their actions into account.

People who understand why their behaviour needs to change are more likely to do so. The sectors² covered by DCMS are already using their influence to explain the complexities of sustainable development to the public by:

- Engaging people in visualising how to live within environmental limits in a sustainable low carbon future, via exhibitions like *The Science of Survival*³ at the Science Museum;
- Using sound science responsibly to inform those with responsibility for traditional buildings on how to deal with climate change and conserve energy, via [English Heritage's](#) work;
- Ensuring a strong and healthy society, by encouraging wider engagement in sport and exercise as in the provision of [free swimming facilities](#), initially for those over 60 years old;
- Encouraging sustainable consumption and production through the Changing Spaces programme, offering around £200 million of lottery funding to support a range of projects across England, including community based schemes to improve green spaces and grow local food;
- Supporting natural resource protection and environmental enhancement, for example through the Olympic Board's Sustainability Plan, *Towards a one Planet 2012*, which outlines the way in which the London Olympic and Paralympic Games will be based on the principles of sustainable development, and how these will be used as an inspiration for sustainable living throughout the UK.

We must lead by example, and I congratulate our operations team who won two awards this year: National Gold Winner at the Green Apple Awards 2007 for our waste recycling scheme and the Partners in Sustainability Award 2007 from PFM magazine, for our energy and waste recycling initiatives.

¹ These are further defined in the UK sustainable development strategy, *Securing the Future*, by five Guiding Principles (Living within environmental limits; Ensuring a strong, healthy and just society; Achieving a sustainable economy; Promoting good governance; Using sound science responsibly); and four Shared Priorities (Sustainable consumption and production; Natural resource protection and environmental enhancement; Sustainable Communities)

² See http://www.culture.gov.uk/what_we_do

³ See case study on page 7

I look forward to DCMS and all our sponsored bodies making the experiences they offer even richer by:

- Helping to promote a clearer understanding of, and commitment to, sustainable development through planning exhibitions and events sustainably⁴, following the new standard ([BS 8901](#));
- Providing evidence-based knowledge of, and solutions to, sustainable energy management, as for example Julie's Bicycle⁵ is doing for the music industry;
- Mainstreaming sustainability, as with The Commission for Architecture and the Built Environment (CABE)'s work on climate change with local authorities and schools (see page 17);
- Helping to achieve a sustainable economy through inspiring young people to put their talents to work⁶ via initiatives like Find Your Talent and the new apprenticeship schemes;
- Looking to the example of the Arcola Theatre⁷ and the South Kensington Low Carbon Futures scheme to explore alternative ways of proving energy for their organisations.

We will continue to promote sustainable development by encouraging the bodies we support to act in a sustainable way and to publicise the changes they are making, hence encouraging others to change.

By using our unique cultural dimension combined with our ability to reach out to so many people, culture, media and sport can play a major part in delivering a sustainable future, socially, economically and environmentally.

MARGARET HODGE MBE MP

Minister for Culture, Creative Industries and Tourism

⁴ Action – for full details of this action, see Aim 12, Annex A. Actions are highlighted throughout and summarised in Annexes A and B

⁵ Julie's Bicycle is a not for profit organisation established to find ways to reduce the UK music industry's greenhouse gas emissions

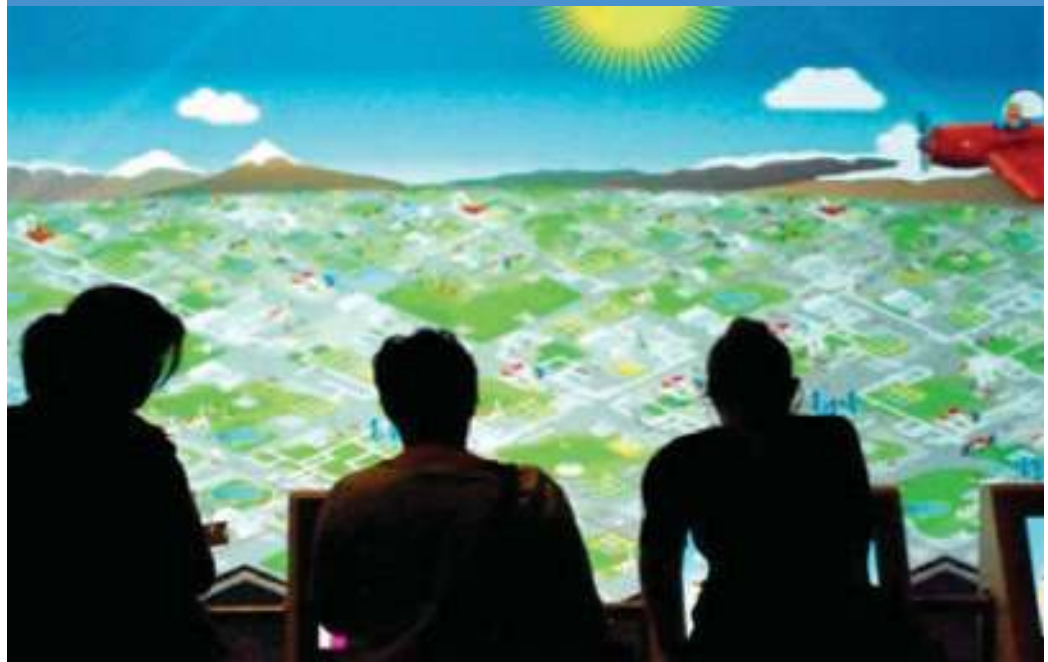
⁶ See our [departmental strategic objectives](#)

⁷ See case study page 11

Case study: The Science of Survival

Four characters from the future, Buz, Tek, Eco and Dug, introduce visitors to the major themes in seven areas – Briefing, Drinking, Eating, Enjoying, Moving, Building and Future City. This exhibition is full of hands-on games and design activities, using video and real artefacts to get across and reinforce the main messages. Throughout Buz, Tek, Eco and Dug give pros and cons for the various options, leaving visitors to make up their own minds about the best course of action.

Exhibits include *Future Drink*, discovering some of the unusual water sources we might be using by 2050. Or you can make a food for 2050, dress up in various items of sustainable clothing, design transport solutions and compete in the *Future Journey* game exploring new fuel alternatives. A range of innovative future communities leads into the area where you build your 2050 home. You can take a look at some new artefacts and technologies such as a hydrogen fuel cell, a hydroponics garden and nanotechnology insulation. Finally the neighbourhood comes to life as all your choices are added to the animated projection of the city of 2050 at the end (illustrated below).



Innovations in putting on this exhibition:

- We included environmental criteria in the tendering process for the first time;
- All the main contracts for the project (exhibition designers, graphic designers, build contractor and the audio visual contractors) provided environmental statements and their environmental credentials in tender documentation used in the appointments process;
- Bespoke, reusable wooden crating designed for transport and travelling – estimated that this will reduce the waste of non-reusable packing materials by more than 60% each time the exhibition is moved on tour, leading to a considerable reduction in regular contributions to landfill and the use of non-renewable resources;

- The modular design reduced the overall size and weight of the exhibition for touring; estimated only to require six container lorry loads to move the exhibition compared with eight used in our first exhibition; predicted carbon emission saving of more than 17 tonnes of CO₂ equivalent over the five year touring life for each copy of the exhibition, approximately 25% of carbon emissions less than previous exhibitions;
- Using prefabricated design and construction in a modular system reduces material waste and prolongs the life of the materials in the exhibition, as well as reducing the time taken to install and dismantle;
- Specifying a universal 32 Amp electrical system throughout allows world-wide use without significant rewiring, saving quantities of wasted electrical cable and sockets and reducing costs over the life of the exhibition;
- Using a cost-effective dual language solution in the exhibition design, saves materials and inks, reduces need for graphic reprinting during touring;
- Where possible, we specified low energy LEDs to reduce the electricity consumption due to lighting and the subsequent carbon dioxide emissions, as well as saving many non-renewable light bulbs – the LEDs are expected to out-live the exhibition so can be reused;
- Specially designed modular and lightweight lighting rigging leads to reduced costs and carbon emissions from transport;
- We worked with our contractor to develop an innovative low energy solution using LED light-boxes to reduce electricity use;
- Using standardised electrical equipment (such as only using one or two types of monitor), means these will be easy to exchange, repair and replace parts for the life of the exhibition. We expect that this will lead to a reduction in unnecessary purchasing of redundant spares, further saving on resources and the excess purchasing of equipment;
- Much of the lighting and AV equipment can be recycled or reused in future exhibitions after the lifespan of the exhibition is over.

See www.scienceof.com/survival for more details, or contact Stephen Foulger, Content Director, The Science of...

stephen.foulger@scienceof.com

Sustainable Tourism

Tourism is a key industry generating over £85 billion a year for the British economy. By placing sustainable development at the core of industry sponsorship, we will help move tourism towards a more sustainable and accessible future, increasing understanding of the economic value of the industry and its environmental and social benefits.

We promote the sustainable development of tourism through working closely with VisitBritain, the Regional Development Agencies and other government departments on planning, countryside and rural development. We are currently developing a new framework for sustainable tourism in England in conjunction with our partners in regional and local government, academia and business.

The development of the new framework followed the publication in 2006 of a series of National Sustainable Tourism Indicators. These indicators⁸ update those first published by the former English Tourism Council in 2001. A wide-ranging consultation exercise to revise the indicators and the sustainable tourism framework took place in 2007 and the results were published in *Winning: A tourism strategy for 2012 and beyond* which set out six current challenges⁹ for sustainable tourism. The framework together with a new set of indicators will be published by the end of this year.

Action: To publish and disseminate a new national framework for sustainable tourism based on the six challenges set out in *Winning: A tourism strategy for 2012 and beyond*, and a new set of indicators at national level (aim 3, Annex A)

⁸ *National Tourism Sustainable Indicators: monitoring progress towards sustainable tourism in England* (ISBN 0 86143 243 6) and associated *Time for Action: A strategy for sustainable tourism in England* (ISBN 0 86143 242 8).

⁹ 1) Ensuring quality and making holidays accessible for all; 2) Reducing the seasonality of demand; 3) Improving the quality of tourism jobs; 4) Maintaining and enhancing community prosperity and quality of life; 5) Minimising resource use and; 6) Addressing the impact of tourism transport

The Arts and Sustainable Development



"The past year has seen an extraordinary and heartening momentum in the cultural sector addressing sustainability. The challenges of climate change are stark but the arts bring new energy and insights alongside the facts and figures, the politics and the science. Pioneering initiatives are maturing – both practical projects focused on reducing our carbon footprint; and, as with our own Arts & Ecology project, those that act as a catalyst for the inspiration, insights and brilliance of the cultural sector as we face the huge environmental challenges of the 21st century and their human impact.

Michaela Crimmin – a London Leader¹⁰

Head of Arts, RSA

Arts & Ecology, a new programme profiling, supporting and encouraging artists, architects, film-makers and authors in addressing environmental concerns

www.artsandecology.org/

¹⁰ <http://www.londonsdc.org/londonleaders>

Two illustrations of how the arts can reflect sustainable development

1. Arcola Theatre Energy Project: The Hydrogen Fuel Cell – a groundbreaking initiative

The Arts have historically been a driving force for change but thus far have been slow to address the issues involved in sustainability.

This is due to both a lack of 'knowledge' and the perception that becoming sustainable is 'too expensive'. At Arcola Theatre we have the practical skills and strategic position to lead the arts in taking 'real' actions and to demonstrate the ethical, financial and ecological benefits of such change.

In February 2008 we installed a 5kW IdaTech ElectraGen™ Fuel Cell System to power our cafe/bar and Studio 1 lighting. The fuel cell runs on hydrogen and the system generates 50V DC which is converted to 240V AC by an inverter.



Arcola's hydrogen fuel cell

"Powering a show by fuel cell in our case immediately imposed a 5kw max power constraint which has the potential to affect the quantity and type of lighting fixtures which can be used, as well as potentially limiting how far you can push things in a tech (technical rehearsal). Lantern placement and visual appearance of lanterns also becomes an issue. People are used to tungsten sources: placing LEDs in a theatre with a low rig makes a bold 'futuristic' artistic statement. LED fixtures open up the world of colour changing, creating more artistic freedom during a tech. The LED lighting in our bar allows front of house staff to change the mood of the bar, something not possible with our previously static rig. It also allowed us to create valuable relationships with companies already working on similar projects or equipment (e.g. White Light, PixelRange, ETC, Selecon, Central), and has, as a result, given us access to equipment otherwise out of our budget."

David Salter, Arcola Technical Manager

Hydrogen for our fuel cell system is delivered in cylinders by truck. The hydrogen is most likely produced by the steam-reforming of natural gas and is thus 'brown' hydrogen, which is not renewable.

Clearly this is not a sustainable solution and does not further our ambitions to become carbon neutral. There are a number of improvements which can be made:

- Install a gas reformer on site which will generate hydrogen from mains gas thus eliminating the need for road transport and sparing the cost of hydrogen delivery.
- Source 'green' hydrogen, produced from a renewable source (e.g. wind, solar) or from waste (e.g. anaerobic digestion of sewage).



Hydrogen canisters

It is worth noting at this point that the objective of installing the fuel cell system was not directly to move towards carbon neutrality. There are numerous other benefits:

- The challenge of relying entirely on the fuel cell motivates reductions in energy use;
- The infrastructure required to support the fuel cell installation is the same as that required to accommodate other renewable forms of micro-generation at Arcola and thus it is the first step in developing a 'test-bed' for technology demonstration;
- The development of the next generation of fuel cell systems requires early-adopters to drive the market and demonstrate potential benefits.

The hydrogen fuel cell system was provided by London Hydrogen Partnership, with additional funding from the Department for Culture, Media and Sport, Arts Council England, the London Borough of Hackney and the Mayor of London's Greening London Theatre Initiative.

Marmaduke Dando's¹¹ inspired series of musical events shows an imaginative and creative approach to sustainable development.

2. Power Down: London's Carbon Neutral Night of Music

A carbon neutral music night: only natural acoustics, candlelight and organic booze (unrefrigerated of course). Power Down strives to make fundamental changes in the way events are organised and run, without using off-setting services. Instead energy conservation and efficiency are the name of the game. When you enter into a space that is lit by candlelight and listen to music without the usual array of stage amplification, whilst supping organic beer, it does make you stop and pause for thought. It can be done – and Power Down is doing it with the lightest of carbon footprint.

Even the candles are made from recycled materials. Second hand vegetable oil from a local fish and chip shop is mixed with unused wax from redundant candles to make new candles. No worries, the fishy smell has long gone...



Revellers at Power Down III, 15 December 2007

¹¹ <http://www.thesixtyone.com/marmadukedando/>

Young People, DCMS and Sustainable Development

"We need to convey the message that sustainability is not just an economic model and a political issue, but also a lifestyle choice. To encourage people to adopt a low carbon way of life we have to make the concept of environmental sustainability appealing, exciting – and even fun.

I truly believe that the most effective avenues to promote social and behavioural change are the media, arts, sports and entertainment. If these sectors make a universal effort to influence the mainstream, this will go a long way towards our highest goal: leaving a habitable planet behind for our children.



Joseph Oliver – a London Leader¹²

Director, BASH Creations

Eco-friendly events, campaigns, consultancy, media.

web: <http://www.bashcreations.com/>

¹² <http://www.londonsdc.org/londonleaders>

DCMS is keen to engage young people in achieving their full potential, and introduce them to experiences which they may continue to enjoy throughout their lives. The sustainability of our sectors also depends on young people's interests being engaged. Through our responsibilities for the arts, creative industries and sports, we have unrivalled means within Government to inspire young people.

This year DCMS and The Royal Parks are working particularly with groups of 14-16 year old students, with help from BASH creations, Rob Gauntlett and James Hooper.

Adventurers Rob Gauntlett and James Hooper (both under 21 at the start) succeeded in their world record attempt to travel from pole to pole using a broadcast system donated by Livewire Digital, the leading supplier of integrated data, voice and video broadcast services. Footage was transmitted using the Inmarsat BGAN service over a Hughes terminal. The childhood friends, who travelled from pole to pole using only human or natural power in temperatures ranging from -40° to $+45^{\circ}$, relayed live and recorded video of their journey. The footage, captured on a Livewire laptop and M-Link Voyager software, was transmitted back to the UK and used by ITN.



"During the thirteen months of our expedition (March 2007 to April 2008) from the North to South Poles on foot, cycle and sail, we have seen and witnessed the devastating effects of climate change, particularly in the polar regions. It is up to our generation to stand up and make sure that individuals, communities, and government tackle the issue of reducing carbon emissions and invest in sustainable ways of living and energy production."

Action: To develop portfolios for the new secondary school diploma course and apprenticeships schemes to help students from all backgrounds make the most of their creative skills, raising awareness of how these contribute to the broad aims of sustainable development (see aim 11, Annex A).

Climate Change: An Ongoing Challenge

“The challenge of climate change requires bold and imaginative action from the museum profession. Current standards for gallery environmental conditions assume the necessity of energy-intensive air conditioning and dehumidification. But we need to rethink the way we care for our art collections. We need to establish a new dialogue between professionals and empower them to consider fresh options. More tolerant guidelines could stimulate imaginative solutions in caring for our collections. This is particularly important for establishing the requirements for new buildings where the best opportunity exists for novel solutions.

The time is right for such a debate. I detect a willingness among colleagues to take responsible long-term decisions. We do so from our current position of strength, and not belatedly in response to events. I am calling colleagues internationally to join this debate and to support its outcome.

Nicholas Serota, Director, TATE

The scientific evidence that climate change is occurring is both considerable and compelling. DCMS is committed to working to reduce the negative impact of climate change through the sustainable development of the creative and leisure industries and reducing the impact of our businesses. Over the longer-term climate change will impose significant costs and challenges for the preservation of the country's historic environment, the design of new buildings and much of the sport and leisure infrastructure, such as public parks and playing fields. Coping with climate change remains an important part of our sustainable development plan.

Our initial aim for last year was to gain a clearer picture of our bodies' current work to mitigate and support adaptation to climate change. We wanted to contribute to improved understanding across Government and among the public of the social, economic and environmental challenges that climate change presents for the cultural and sporting sectors, and the opportunities our sectors present to effect behavioural change. We also wanted to support the evidence base for DCMS's Sustainable Development Strategy.

Last year's project was in three parts: an academic review¹³ of existing research on the effects of climate change on culture and sports; a carbon footprinting exercise¹⁴ for our own offices and for 18 of our Non Departmental Public Bodies; and the collation of practical case studies¹⁵. We also held a conference on the relations between culture and climate change.

¹³ [Full Literature Review](#)

¹⁴ [Carbon footprint assessment](#)

¹⁵ Some of these are now on our [website](#)



"Heritage sites which open to the public have a great opportunity to demonstrate simple measures to make buildings more resilient to climate change through high standards of maintenance, and to reduce their environmental impact through energy efficiency, use of renewable fuels such as biomass and microgeneration with solar panels etc. Visitors can apply these measures in their own homes, since 50% of the population live in 'historic' buildings over 50 years old and we can show that environmentally sustainable practices can work in old buildings as well as new!"

Sarah Staniforth

Historic Properties Director, The National Trust; a keynote speaker at the English Heritage conference on climate change, *Inventing the Future*, held in January 2008
www.nationaltrust.org.uk/

Culture and Climate Change conference January 2008: background and future action

DCMS held this conference in January 2008 to access direct feedback from our sectors on what they understood by the effects of climate change, and what they wanted from us to help them deal with it. Over 100 delegates attended. Our Minister for Sustainable Development, Margaret Hodge, gave the opening speech and Professor Chris Rapley, Director of the Science Museum, gave a fascinating [presentation](#) which is on our website. We held three workshops on Policies, Operations and People – the main headings of our targets. A [report](#) of the conference by sustainability communicators Futerra, who were our facilitators, is available on our website.



"The Museum sector is in a powerful position to bring the issue of sustainability to the fore and to accelerate both technological advances and behavioural change. It can do so by summarising and explaining the scientific evidence in an engaging yet compelling manner, by laying out the options for a sustainable future, and by taking a strong position based on the evidence, backed up by being an exemplar of the actions it promotes. No other sector is positioned to bridge hearts and minds and the need for profound change in quite such a central way."

Professor Chris Rapley CBE

Director of the Science Museum www.sciencemuseum.org.uk

The feedback we received in the workshops and after was strongly in favour of DCMS providing a source of practical help and guidance accessible for all our bodies. We wanted to harness the enthusiasm and desire for action by delegates that was so marked on the day. The Pathways to Sustainability concept (see page 20 below), which extends beyond climate change, was the main result and we will be inviting delegates to join the focus groups which will devise the content for the website.

Action: We will hold another conference/seminar before the end of February 2009 to get reactions on the content of the website, feed back on what progress has been made on sustainable development, and set the policy agenda for the coming year (aim 2, Annex A).



"As is now well known, the use of buildings accounts for almost half of the total greenhouse gas emissions in the UK. What may be less known is that if you add the emissions related to transport and infrastructure, which are very influenced by the planning of settlements, the figure is closer to 80%. If you add to this water supply, waste disposal, and the use of finite resources the huge impact of the built environment on the natural environment becomes even clearer. But that also means that the built environment has a huge role to play in achieving a sustainable future. And good design of buildings and places matters beyond achieving a balance with the natural environment. Good design helps our health, our quality of life, our prosperity and the way we communicate and act together."

Sunand Prasad

President, Royal Institute of British Architects
Senior Partner, Penoyre & Prasad LLP

CABE's climate change festival

The Commission for Architecture and the Built Environment's (CABE) climate change festival is a great example of how a sector can influence public opinion. CABE wants to change the way people talk about climate change – not only by focusing on solutions (rather than threats) but by championing the idea that a successful response will actually make our towns and cities much better places to live: healthier, fairer, more sociable and more prosperous places – more sustainable, in a word.

Through this year's festival and others planned for next year, CABE aims to inform and inspire the public, helping them see a direct link between climate change and the design of the buildings and places around us. To CABE, civic leadership lies at the heart of the solution to climate change and the festival helps create a public mandate for the big political decisions necessary to reduce the carbon footprint of our towns and cities.

CABE has already undertaken a sustainability audit of its own organisation. This was more than number crunching of utilities bills and procurement receipts; it also involved talking to and interviewing CABE staff and 'family' (i.e. expert panels and regional reps etc) to find out what they knew/thought about the issues in a professional and personal sense, and what they thought CABE's role in championing sustainable planning, design

and management of the built environment should be. The Climate Change festival is one example of how this process has influenced the development of CABE's work (see further examples at Annex B).

CABE Climate Change festival



Left: The centrepiece of the Climate Change Festival in Birmingham 2008 seen from the Council House

A giant polished and reflective pylon was unveiled in the centre of Birmingham to mark the launch of a nine-day Climate Change Festival (Saturday, 31 May 2008).

The 29 metre-high, nickel-plated pylon was installed by Birmingham City Council, Europe's biggest local authority, and CABE, the Government's architectural design champion, as a challenge to the way our towns and cities work. Half of Britain's carbon emissions come from the built environment. Birmingham City Council and CABE believe that the defining challenge of our age cannot be answered unless we rethink how the buildings and streets around us are designed and managed.

Right: The centrepiece of the climate change festival and a statue of Queen Victoria

<http://www.climatechange festival.org.uk/>



Next steps on climate change

The most important lesson we have learned so far about what steps we can take to mitigate and adapt to climate change is that there are significant gaps in what we know. This year we will be continuing to try to fill those gaps.

The initial **academic analysis**¹⁶ revealed a lack of research, particularly in the sports sector. The report provides a starting point for different sectors to examine possible social, financial and environmental impacts in more detail.

DCMS is considering using the updated scenarios to be produced by the UK Climate Impact Programme this autumn to carry out some further strategic research into what effects climate change may have on our sectors.

Action: To carry out further strategic research on the effects of climate change on DCMS sectors (aim 1, Annex A).

The initial **carbon footprinting**¹⁷ exercise gave us a very limited, basic measurement, but we were always aware that this would be the result. It has proved a useful start to measuring and monitoring carbon emissions, but it became apparent that at least one year's worth of relevant and appropriate data is required to make the resulting benchmark really meaningful. We could only cover a few of the factors which could be included in a carbon footprint because we just did not have the information.

¹⁶ [Full literature report](#)

¹⁷ [Carbon footprint report](#)

Both DCMS and the bodies need to strengthen our efforts here, and this is reflected in our aims for the future.

Action: This year (to March 2009) we will extend the opportunity to carry out a carbon footprinting exercise to all of our bodies which didn't take part before. We will use the knowledge we have gained to provide them with the means to achieve an accepted measure of carbon footprint, following the recommendations of the Department for the Environment, Food and Rural Affairs and The Carbon Trust (aim 8a, Annex A).

Action: By using the data gathered in the carbon footprinting as a benchmark to monitor progress in carbon reduction we will follow up the progress of ourselves and the 18 NDPBs, refining the data gathering process and devising with these bodies a clear set of timed expectations for carbon reduction in line with government targets. After two years' data has been compiled (since the original) we will re-examine the 18 organisations' footprints to see what has changed (aim 8b, Annex A).

Pathways to Sustainability

For the benefit of our sectors, in response to a large number of requests at the January 2008 conference, a major part of our activity this year and subsequently will be to co-ordinate our pathways to sustainability by means of a shared web resource – a 'reference library' – on the DCMS website. We will bring together in one place a comprehensive range of sustainability related topics (social, financial and environmental), with a practical 'how to do' bias, as well as case studies and reports.

We will develop this over the course of this year. We will be inviting representatives from our sectors to join small groups to examine specific subjects of interest to them. Their findings and advice will be added to the website with the expectation of promoting sustainable development throughout our sectors. Topics will be added throughout the year. The idea is to populate the website with information which has been tested by DCMS related bodies, providing guidance and practical case studies. Each small specialist group will go into one subject in depth and pull together the experiences of the members. Templates for policies, business plans, suggested indicators, tool-kits to calculate carbon emissions could also be included.

Action: To invite delegates from our Culture and Climate Change conference and other experts to join the small groups which will inform the development of the Pathways to Sustainability website resource (aim 6, Annex A).

We will be adding to the case studies as the various schemes mature, and intend this to be a useful source of information for our bodies and others in our sectors to use. There will be contact names and addresses in each case study for those in search of further details or feedback.

We will also use the Pathways to Sustainability website resource to give a wide range of information on other sustainability topics. In this way, we hope to smooth the process of adopting sustainable development practices, especially for the smaller bodies.

Next Steps in Operations

In the interests of increasing efficiency and reducing carbon and greenhouse gas emissions¹⁸, Government departments are already required to make annual returns to the questionnaire *Sustainable Operations on the Government Estate* (SOGE). Using the OGC Property Benchmarking Service is **mandatory** from 1 April 2008 for all public sector offices over 500 m² (ePIMS). The data to be used for these initiatives, the Energy Performance of Buildings (EPC) and Display Energy Certificates (DEC) will eventually co-incide (see also below under *Operations and Central Government*).

In the process of gaining certification to the international standard for environmental management systems and standards, ISO 14001, and for the Carbon Trust's Energy Efficiency Accreditation Scheme, we have found that setting up our own management information systems capable of providing the necessary data is often not straightforward. Inevitably difficulties and challenges will show up. We know from our own experience that it may take several years to obtain properly robust and accurate operational data. We will be working with OGC colleagues over the next year to refine our data collection in line with SOGE, EPC and DEC requirements.

Action: This year, DCMS will be reviewing and improving our own data collection methods (aim 4, Annex A) as will The Royal Parks, our sole executive agency (aim 10, Annex A). The Royal Parks holds ISO14001 certification.

If the UK is to achieve the challenging reduction international targets set, all our bodies also need to look at how they can reduce their carbon and greenhouse gas emissions. In preparation for active reporting, which will be required from all Non Departmental Public Bodies as the target dates draw closer, we are strongly advising the bodies associated with us to look seriously now at how they might report on the categories listed, and to shadow the format set out in SOGE. Several NDPBs are already certificated to ISO14001.

Action: We would like all our bodies to improve monitoring and targeting of energy and utilities consumption, via improved data collection and additional sub-metering where appropriate, as a necessary step to the reduction of carbon and greenhouse gas emissions. We will help as much as we possibly can by sharing experiences and information between ourselves and our NDPBs to co-ordinate our efforts (see aim 7, Annex A and final entry, Annex B).

We are pleased to have a group of young staff volunteers, the **Environmental Champions**, who have done some excellent work in raising staff awareness, helping us gain ISO14001. The most recent campaign was aimed at informing staff about improvements to the cycle to work scheme. As well as safe parking, lockers, shower facilities and free towels, we now have the facility of a 'salary sacrifice' scheme which reduces the cost of buying a bicycle if the buyer agrees to cycle to work at least a proportion of the time.

¹⁸ As part of action on climate change, the Government aims to reduce UK carbon emissions by a minimum of 30% by 2020, compared to 1990 levels, and by at least 60% by 2050.

Action: Champions to continue to raise staff awareness of the various operational measures supporting sustainable development, and encourage staff participation in meeting ISO14001 (aim 5, Annex A).

Operations and Central Government

It is worth noting that from April 2008 the **Sustainable Operations on the Government Estate (SOGE)** targets have become part of Permanent Secretaries' personal objectives. The sustainability of the government estate is one of the Head of the Civil Service's four corporate priorities.

DCMS is phasing out the use of commercially **bottled water** for meetings and other official business. We will shortly offer mains water filtered and bottled at source. This follows the rule to be in place across the whole government estate by end summer 2008. NDPBs may like to follow this example.

The **Carbon Reduction Commitment** is a new UK-wide emissions trading scheme. In 2010 any organisation that consumes more than 6,000MWh/year from 100KW metering systems ('half hour meters') qualifies. All central government departments are mandated to take part, whether or not they meet these qualifications. Departments and Executive Agencies will be grouped together and participate as a single organisation in the CRC.

Executive NDPBs and other public organisations which are autonomous and have their own legal status participate separately if they meet the inclusion threshold.

Energy Performance of Buildings Directive (EPBD) – Display Energy Certificates (DEC) and Energy Performance Certificates (EPC) certificates. EPBD is an EU directive designed to help the UK improve the energy efficiency of its buildings and meet its carbon emission reduction targets. To meet the directive's requirements Government is introducing Energy Performance Certificates (EPCs) for **all properties** that are newly built, rented or sold; Display Energy Certificates (DECs) for **all public buildings**; inspections for air conditioning systems and advice and guidance for boiler users. These regulations apply from April 2008; certificates to be displayed from October 2008. The Victoria & Albert Museum, The Imperial War Museum, The Natural History Museum and the British Museum all volunteered to take part in piloting this scheme. For further details please see www.communities.gov.uk/epbd, Helpline: 0845 365 2468, Email help@epbduk.info. There will be further detailed advice aimed at our sectors specifically in the website 'reference library'.

The Theatres Trust is particularly concerned to make sure the theatre sector should comply with this legislation, and understand what may be involved, and has made the explanation of its implementation an aim (see below and at Annex B).

Action: To ensure the theatres sectors' compliance with EU legislation on the Energy Performance of Buildings (Display Energy Certificates and Energy Performance Certificates).

There is stronger insistence for government buildings on achieving an 'excellent' certification in the Building Research Establishment Environmental Assessment Method (BREEAM) for new buildings and 'VG' on major refurbishments (the rating achieved by DCMS's recent refurbishment). Permission to build will not be granted to government departments otherwise.

All new public buildings are to be zero carbon by 2019. The National Museum Director's Conference has already held a 'thinktank' on this subject. Other groups of bodies may like to consider what this may mean for them.

Monitoring arrangements

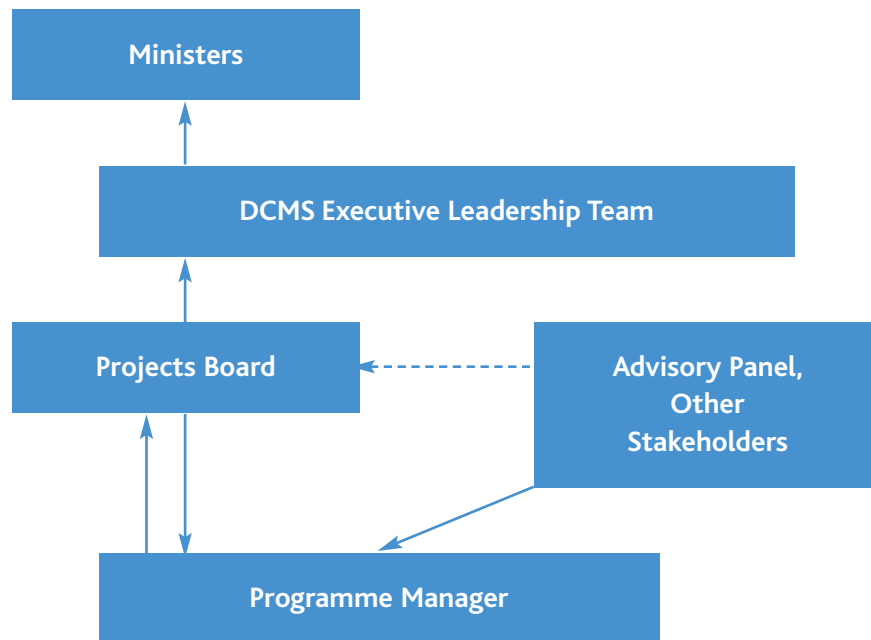
Lead	Action	Recipient	Timing	Start Date
Environmental Champions	Report on progress on implementing EMS targets	Sustainable Development Programme Manager	Quarterly	September 2008
DCMS Procurement Manager	Implement, monitor and assess progress on SPAP targets	Sustainable Development Programme Manager	Quarterly	September 2008
DCMS Sustainable Estates Manager	Implement, monitor and assess DCMS progress against EMS and SOGE targets	Sustainable Development Programme Manager	Quarterly	September 2008
Sustainable Development Programme Manager	Lead sustainable development programme; report on progress of DCMS and NDPBs	Projects Board	Every 6 months	October 2008
Sustainable Development Programme Manager	Report on progress against targets	Sustainable Development Commission	Annually, or as requested	August 2008

Sustainable Development Programme Manager is responsible for day to day implementation of the plan.

Governance

We promote good governance with a clear structure which joins together the relevant parties across all levels.

Governance of sustainable development projects are as follows:



DCMS has undergone a transformation process since last year. Sustainable Development now sits in the Programmes directorate.

The DCMS Executive Committee gives initial approval for all programmes of work at board level. The Sustainable Development champion at board level is DCMS Director General, Corporate Strategy and Services.

Our Projects Board consists of the Sustainable Development programme manager, DCMS; the Head of Museums Sponsorship, DCMS; the Head of Arts Sponsorship, DCMS; Head of Property and Procurement, DCMS; Creative Economy programme manager, DCMS; Senior Policy Adviser, Tourism, DCMS; Head of Gallery and New Developments, Manchester Museum of Science and Industry; Director, The Theatres Trust; and Director, Policy and Advocacy Team, Museums, Libraries and Archives Council (MLA).

The Sustainable Development Projects Board oversees the development of the draft action plan before it goes to Ministers for final approval. After publication the Projects Board meets as required throughout the year to check on progress against the targets and to discuss future actions. Most communication is by email and telephone.

We consult our key stakeholders as appropriate at varying stages. These include:

- A group drawn from our Non Departmental Public Bodies amalgamated from the previous Sustainable Development Forum and Museums and Galleries Energy and Carbon Forum. They provide the members of the focus groups which inform the new reference library website resource, and meet together in varying combinations no more than three times a year. The Chair is the Director General, Corporate Strategy and Services;
- Environmental Champions, a group of staff volunteers who help inform colleagues and aid the implementation of the Environmental Management System (EMS); they meet the Sustainable Estates Manager once a quarter, and are represented on the EMS Steering Group;
- Programme Division team members, who advise as required on economic, statistical, horizon scanning, research, project management and related policy aspects;
- Property and Procurement Division team members, including the Sustainable Estates Manager, who leads on the Operations section and implementation of the EMS, and the Sustainable Procurement Manager, who is responsible for rolling out sustainable procurement principles to our NDPBs;
- Sponsor and policy division team members; who are in frequent direct contact with our NDPBs;
- Boards of Trustees of NDPBs;
- Sustainable Development Commission (SDC), who are the Government's independent watchdog for sustainable development and assess progress for all Government departments. They advise on the development and implementation of plans;
- Department for the Environment, Food and Rural Affairs (DEFRA), the Government department leading on sustainable development who are responsible for developing overall sustainable development policies;
- The Carbon Trust, an independent government supported body which helps the public sector cut carbon emissions and supports the development of low carbon technologies. They advise us on how to reduce our carbon emissions;
- AEA Ltd, who are advising us about carbon strategies.

Annex A: DCMS and The Royal Parks

	Aim	Action	Timescale	Measure
Policies				
1	To carry out further research into the possible effects of climate change on culture, media and sport assets Lead: Adam C. Cooper, DCMS Programmes Team (Economic Analysis)	A strategic assessment of possible effects of climate change on culture, media and sport assets to inform policy development	July 2008-March 2010	A report with recommendations on what steps DCMS's sectors might take to mitigate and/or adapt to the effects of climate change
2	To use feedback from our sectors on progress towards sustainable development to inform policy direction for 2009-2010 Lead: Pat Mandeville, DCMS Programmes Team, (Sustainable Development)	Hold a seminar/conference with those who have contributed to the Pathways to Sustainability website resource during the year to February 2009	By the end of February 2009	An indication of how much the website resource has proved useful to our sectors, how this might be improved and the feedback used constructively to inform our future sustainable development strategy
3	To ensure that tourism in England is developed in a sustainable way and that current key challenges for sustainable tourism are addressed. Lead: Graham Catt, DCMS Programmes Team (Tourism)	Publish and disseminate a new national framework for sustainable tourism based on the six challenges ¹ set out in <i>Winning: A tourism strategy for 2012 and beyond</i> and a set of indicators for sustainable tourism at national level	By the end of December 2008	i) Framework and indicators published by deadline ii) Progress monitored via indicators on an annual basis with full review in 2013

¹ 1) Ensuring quality and making holidays accessible for all; 2) Reducing the seasonality of demand; 3) Improving the quality of tourism jobs; 4) Maintaining and enhancing community prosperity and quality of life; 5) Minimising resource use and; 6) Addressing the impact of tourism transport

	Aim	Action	Timescale	Measure
Operations				
4	DCMS will concentrate of improving our own data collecting methods for the categories of the Sustainable Operations on the Government Estate (SOGE) targets and Sustainable Development Procurement Action Plan (SPAP) in order to provide robust benchmarks to measure progress in reduction of carbon emissions and other SOGE and SPAP categories	i) Work with contractors to establish robust benchmarks ii) Agree benchmarks with SDC	Ongoing to March 2010. Milestones to be related to SOGE and SPAP	A set of effective benchmarks to use in measuring progress against the SOGE and SPAP targets
5	As part of our Environmental Management System, staff volunteers to continue to raise staff awareness of the various operational measures supporting sustainable development, and encourage participation Lead: Environmental Champions	Focussed publicity campaigns (e.g. to promote cycling to work); articles in intra departmental communications; links with other similar groups to exchange ideas;	Ongoing	Continued certification against ISO14001 (which includes a commitment to year on year improvement), verified by external auditor
People				
6	To develop a shared Pathways to Sustainability resource on our website tailored to our sectors' requirements; to help them benefit from each other's experience in establishing more sustainable ways of conducting their business Lead: Pat Mandeville, DCMS Programmes Team, (Sustainable Development)	Programme Manager to work with NDPBs, DCMS IT and Communications Divisions to develop and display relevant information and guidance	To be carried out over the whole of 2008	Proof that experiences shared successfully among our sectors and that the resource has provoked action

	Aim	Action	Timescale	Measure
People (continued)				
7	<p>To work with NDPBs to help them prepare management information systems suitable for reporting against the Sustainable Operations on the Government Estate (SOGE) targets, Sustainable Procurement Action Plan (SPAP), ePIMS, and Higher Performing Property initiatives</p> <p>Lead: Pat Mandeville, DCMS Programmes Team, (Sustainable Development)</p>	Workshops as required, guidance on DCMS website	From now to the end of March 2010: milestones to be related to SOGE and SPAP; initial workshop to be held by Sep 08	Eligible NDPBs will have a set of appropriate data in place which will answer their particular requirements for ePIMS, Higher Performing Property and SOGE
8	<p>a. To roll-out methodology which will enable all NDPBs to calculate their carbon emissions, for use as a benchmark as a first step to reducing these</p> <p>b. To follow up the progress of carbon reduction of DCMS and the 18 NDPBs involved in the 2007-08 carbon footprinting benchmark exercise through the continued collection and refinement of relevant data</p> <p>Lead: Pat Mandeville, DCMS Programmes Team, (Sustainable Development)</p>	<p>Hold workshop(s) for NDPBs not previously involved to explain methodology; explanations sent out by letter to those not able to attend workshop</p> <p>Work with bodies involved to track, compare and report on data between 2007-08 and 2009-10; and devise with these NDPBs a clear set of timed expectations for carbon reductions in line with government targets</p>	By February 2010	<p>All NDPBs with a benchmark carbon footprint, and aware of what measures to take to reduce it</p> <p>Bodies involved to have in place mechanisms to demonstrate a reduction in carbon emissions using the 2007-08 figures as a benchmark against which to measure progress</p>

	Aim	Action	Timescale	Measure
2012 Olympic and Paralympic Games²				
9	To examine with relevant NDPBs the opportunities and barriers in using BSI 8901 (sustainable events management) using the experience of 2012 Games organisers, who played a key part in the development of the standard Lead: Pat Mandeville, DCMS Programmes Team, (Sustainable Development)	Organise seminar, liaising with BSI and others to engage senior as well as operational staff, and relay feedback to BSI	By March 2009	i) Seminar held ii) Feedback on implications of standard received and relayed to BSI and reflected in the future development of the standard

² DCMS leads on one Public Service Agreement (Olympics and PE & School Sport) across Government and contributes to six others. The aim of this PSA is to: "Deliver a successful Olympic Games and Paralympic Games with a sustainable legacy and get more children and young people taking part in high quality PE and sport."

Two of the five supporting indicators are particularly related to sustainable development:

1. Plan for improving the physical, economic and social infrastructure of East London developed and agreed with key local authorities and regeneration agencies, and pre Games elements implemented by 2011.
2. Red/Amber/Green (RAG) status of delivery of the Olympic Delivery Authority sustainable strategy to 2011.

The sustainability action plan for the 2012 Games published in November 2007 was warmly welcomed by the International Olympics Committee as "well presented and comprehensive".

	Aim	Action	Timescale	Measure
The Royal Parks – Sole Executive Agency of DCMS				
10	<p>The Royal Parks SDAP to align with Government SOGE, SDAP and SPAP categories as appropriate in order to achieve those targets to government deadlines</p> <p>Lead: Dennis Clarke, Senior Manager, The Royal Parks</p>	<p>The Royal Parks to re-examine inputs to ISO14001 with a view to improving data collecting management information systems, aligning with SOGE, SDAP and SPAP requirements as appropriate</p>	<p>Jun 2008-March 2010</p>	<p>Progress monitored towards meeting those SOGE targets and SDAP and SPAP requirements applicable to TRP</p>
11	<p>Working with The Royal Parks and young people (14-16) to develop projects in the social, financial or environmental categories of sustainable development to add to portfolios for the new secondary school diplomas, utilising the interest young people have in the media, sports and the creative industries</p> <p>Lead: Toni Assirati, Education, Volunteering and Community Engagement, The Royal Parks</p>	<p>Develop and implement a suitable projects for students, with The Royal Parks, with input and advice from BASH creations, Rob Gauntlett and James Hooper</p>	<p>July 2008-March 2009</p>	<p>A significant number of well designed portfolio entries by the participants</p>

Annex B: DCMS Non Departmental Public Bodies



"I think the challenge museums face is continuing to improve their service to society and continuing to preserve collections for the future, while minimising their use of energy and other natural resources. For museums, galleries and archives, caring about the future of the planet should complement caring for collections."

Maurice Davies
Deputy Director
Museums Association

We've organised free half-day discussion sessions about sustainability. They will inspire you to think about the future direction of your museum and help you improve its environmental, economic and social sustainability. See <http://www.museumsassociation.org/sustainability> for details.

More than **60 public bodies** receive funding from DCMS to deliver direct sporting and cultural support to the public. These include three public corporations, two public broadcasting authorities, one executive agency and 55 Non Departmental Public Bodies.

DCMS supports sustainable development through collaboration, working closely with our sponsored bodies and other sector representatives. Given the wide range and capabilities within our sponsored bodies, we believe that the most productive and equitable approach is ask them what steps to delivery they are prepared to set themselves as a means to reach the desired result. Individual bodies are best placed to judge for themselves what measures are appropriate

for them to adopt. We want to be sure that each will feel confident that the goal is truly achievable and be able to take responsibility for delivery with confidence.

DCMS works closely together with the bodies we sponsor through the DCMS Sustainable Development Forum and the Museums and Galleries Energy and Carbon Forum. We hold conferences, seminars and workshops, as well as maintaining informal contacts by email and telephone.

DCMS maintains a supportive and hopefully mutually beneficial relationship on sustainable development with our NDPBs. We aim to be a source of guidance and leadership, co-ordinating all our efforts to maximise the impacts of the culture and leisure sectors. We encourage all our bodies to develop their own strategies and action plans, which many of them now have.

The aims of the bodies represented below are the first fruits of an ongoing dialogue to agree specific targets. They have set their own sustainable development targets, and do their own reporting. We will be updating this action plan annually with further targets as put forward by them, and adding links to reports of their progress.

Since membership of the two main groups has grown too numerous for meaningful discussion at meetings, communications are now mainly by email, with only one or two formal meetings in a year. But the collaboration will be well maintained as members, plus others who attended the DCMS conference last January, will form the small groups which will develop the Pathways to Sustainability resource as it is built up over this year.

Action: We will hold a conference early in 2009 to share impressions and experiences of this method of building the Pathways resource, gauge the level of its success and gain feedback to steer future action (aim 2, Annex A).

1. Arts Council England			
Aim	Contact	Timescale	Action
To measure, monitor and reduce the carbon footprint of arts organisations	John Hartley	Jun 2008-March 2009	Monitor and report on those organisations which took part in the pilot project for the ACE commissioned on-line toolkit; this will be launched late in 2008 and will provide arts organisations with the ability to calculate a baseline measurement of energy use, technical advice on facilities management and staff behaviour and an action plan template
2. The Theatres Trust			
Aim	Contact	Timescale	Action
To ensure the theatres sectors' compliance with EU legislation on the Energy Performance of Buildings (Display Energy Certificates and Energy Performance Certificates)	Mhora Samuel	To be in place by October 2008	The Theatres Trust to work with DCMS to make sure all aware of the implications of the legislation, and have access to information on DCMS website and to qualified assessors

3. Commission for Architecture and the Built Environment (CABE)

The actions below are indicative of CABE's ongoing work from 2007. CABE is in the process of producing a sustainability action plan for 2008-2010. Once this is complete the sections below will be amended to take these updated actions into this account, and milestones added.

Aim	Contact	Timescale	Action
To embed sustainable architectural design quality into other government departments' policies and programmes e.g Direct work and support to the Olympic Delivery Authority, Play England, Thames Gateway Strategic Partnership and local authorities in areas of housing market growth and renewal that takes into account sustainability	Polly Turton	Ongoing to 2011	Through CABE's Climate Change Festival programme (see details page 17 above); within the Sea Change programme to regenerate seaside towns; Living Places, The Eco-Town Challenge Panel and Building Schools for the Future
Lead by example by embedding the principles and practice of sustainability within CABE's internal work		Ongoing to 2012	Actions include: <ul style="list-style-type: none"> • Signing off the commitment to the achievement of carbon neutral status by 2012; • Ensuring the sustainable procurement of goods and materials; • Establishment of a formal system for the examination of all CABE events for their environmental impact; • Production of a CABE sustainable travel and transport policy; • £300 per staff member allocated to support learning for sustainable design.

3. Commission for Architecture and the Built Environment (CABE) (continued)			
Aim	Contact	Timescale	Action
Promote inspirational design for sustainability through research and best practice		Ongoing to 2011	Development of www.sustainablecities.org.uk , a new resource to help towns and cities use the design and management of the built environment to tackle climate change, promote case study examples of best practice and review and update published CABE guidance.
Improve what's built by demanding design for sustainability and informing and influencing practical action		Ongoing to 2011	Initiate a review of CABE's Design Review process to allow for more precise information on the strategies and targets for sustainability that are embedded in the design of the schemes reviewed, expansion of CABE enabler skills base to include more experts with environmental sustainability experience and knowledge, continue to develop capacity through CABE's regional programme and Design Task Group series to sustain a network of professionals with an interest in design quality and sustainability.
4. English Heritage			
Aim	Contact	Timescale	Action
To provide a stronger evidence base of how to improve energy efficiency of traditionally built housing, with the intention to publish findings on English Heritage's website and circulate among EH's own properties and beyond	Sally Embree/ David Drewe	July 2008- September 2009	Monitor and report on the data gathered from the <i>Hearth and Home</i> project. We envisage that <i>Hearth & Home</i> will be a long term project taking place over a minimum of five years with two years to set up the project and review monitoring criteria and methods. A minimum of twelve months of monitoring is required to evaluate the baseline needed to determine the improvements to be carried out before any useful data will be available.

5. National Portrait Gallery			
Aim	Contact	Timescale	Action
Increase waste recycling by 80-90% relative to 2007-08 levels	Judith West	June 2008 - Dec 2010	Introduce a new waste system including a monitoring system for measuring levels of recycling and reporting progress
6. Imperial War Museum			
Aims	Contact	Timescale	Actions
<p>a. To reduce the impact of the Museum's operations on the environment</p> <p>b. To reduce the consumption of energy and resources and to reduce overheads</p> <p>c. To reduce the carbon footprint of the Museum with the ultimate aim of carbon neutrality</p> <p>d. To meet all current and future Government sustainability performance targets</p>	Paul Davies	By Mar 2008: milestones in table in Annex C	<p>Conserving energy, water, paper and other resources, particularly those which are scarce or non-renewable by development of existing measures and the implementation of other techniques to continuously improve the Museum's energy, utility and resource conservation across all branches</p> <p>Reducing waste through re-use and recycling, and by using reconditioned and recycled products and materials where such alternatives are available</p> <p>Through education and training, encouraging staff to work in an environmentally responsible manner and to play a full part in developing new ideas and initiatives</p> <p>Encouraging visitors and users to take responsible action in terms of environmentally sustainable best practice</p> <p>Effectively communicating to visitors and users the environmental policy</p>

7. Victoria and Albert Museum			
Aim	Contact	Timescale	Action
To be increasingly an environmentally sustainable organisation through: carbon management; sustainable procurement; effective waste re-cycling; FuturePlan developments	Helen Jones/ Edmund Fosbrook	By March 2008	<ul style="list-style-type: none"> • Baseline established for travel/transport carbon footprint • Staff awareness and participation project launched • Sustainability Policy revised and agreed • Energy carbon footprint cut by 20% compared to 2005/06
		By May 2011	<ul style="list-style-type: none"> • Energy carbon footprint cut by 25% compared to 2005/06 • Travel/transport carbon footprint reduced by 5% compared to 2008/09
8. TATE			
Aim	Contact	Timescale	Action
Calculate a full carbon footprint for all Tate sites including Tate Enterprises in 2008	Judith Nesbitt	Jun 2008-Jan 2009	Work with the Carbon Trust to develop a complete carbon footprint
Installation of an innovative waste heat recovery system at Tate Modern	Judith Nesbitt	July 2008-March 2012	Work with EDF Energy, architects and engineers on Transforming TATE Modern project to pilot new waste heat recovery technologies
9. UK Sport			
Aim	Contact	Timescale	Action
To assess the wider impact of major sporting events	Martin Morton	Began in January 2008 and due for completion in December 2008	Carrying out a research project with key stakeholders, including assessments of environmental, economic and social impacts

10. National Museum Directors' Conference			
Aim	Contact	Timescale	Action
TATE to lead initiative to reconsider national/international museum standards for environmental controls	Nicholas Serota	Issue to be discussed by NMDC in July 2008, progress reported to NMDC in early October and wider support sought from International Directors Group in Paris in late October	Director of TATE Nicholas Serota has the support of the European Directors group to form a working group to consider changes to international standards
11. National Museum of Science and Industry, Natural History Museum, Victoria & Albert Museum			
Aim	Contact	Timescale	Action
Communicate more widely the progress of the South Kensington Low Carbon Futures project that aims to reduce carbon emissions by 10% between 2005 and 2009 (also includes Imperial College, Royal Albert Hall and Royal College of Art)	Declan Rajasingam	June 2008-March 2009	Disseminate information about aspects of the project: i) the installation of electrical sub-metering systems to monitor and manage energy and carbon consumption; ii) research into longer-term opportunities to reduce energy consumption and carbon emissions iii) awareness-raising campaign/s for staff and public iv) any other carbon-reduction measures
12. All Non Departmental Public Bodies			
Aim	Contact	Timescale	Action
Improve monitoring and targeting of energy and utilities consumption via improved data collection and, where appropriate, additional sub-metering, as a necessary step towards carbon and greenhouse gas emissions reduction	Designated representative from each body	Apr 2008-March 2010	As appropriate by individual NDPBs

Annex C: Imperial War Museum's Sustainable Development Action Plan

Activity	Resource	Priority	Date
Policy			
Review Sustainable Development Policy Statement in line with the Museum planning cycle to demonstrate senior management commitment	Imperial War Museum staff	1	Annually
Publication of a Sustainable Development Policy	IWM staff	1	31 Mar 08
Production of Display Energy Certificates	IWM and service provider staff	1	By 01 Oct 08
Develop the Sustainable Procurement Policy	IWM Procurement staff	2	By Mar 09
Practical Measures			
Reduce energy and resource consumption	IWM staff	1	Ongoing
Improve monitoring and targeting of energy and utilities consumption via improved data collection and additional sub-metering	IWM staff	1	Apr 08 - Mar 10
Outsource energy management services to an OGC framework supplier	IWM Facilities Management (FM) and Procurement staff	2	By Apr 09
Develop exception reporting to identify instances of increased energy and/or utilities consumption	IWM FM staff and service provider	2	Jul 08

Activity	Resource	Priority	Date
Practical Measures (continued)			
Investigate the potential use of renewable power sources and passive engineering systems across all Museum buildings to reduce reliance on mechanical and electrical plant in support of the master planning effort	IWM staff and consultant support	1	By Apr 09
Staff awareness campaigns with regular updates	IWM FM staff with external support	1	Ongoing
Collection Management and FM will develop agreed operational standards of environmental conditions for exhibition and storage areas	DCM and FM staff	2	Ongoing
Reduce energy consumption from display lighting	Exhibitions and FM staff	2	Ongoing
Improve data collection to identify business travel mileage by transport type	IWM Finance and FM staff	1	By Apr 09
Trial use of video and teleconferencing facilities to reduce business travel	IWM ICT and FM staff	2	By Mar 09
Survey staff to establish commuting travel patterns and implement measures to reduce single occupancy car journeys	IWM FM staff and consultant support	2	By Mar 09
Implement an accredited environmental management system (EMS)	IWM staff and consultants	2	Phase 1 by Apr 09

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to meet the specific requirements
of people with disabilities.
Please call 020 7211 6200 or
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