

sustainable development commission

2006 Sustainable Development
Action Plan Progress Report

Central Science Laboratory
With SDC Commentary

November 2007

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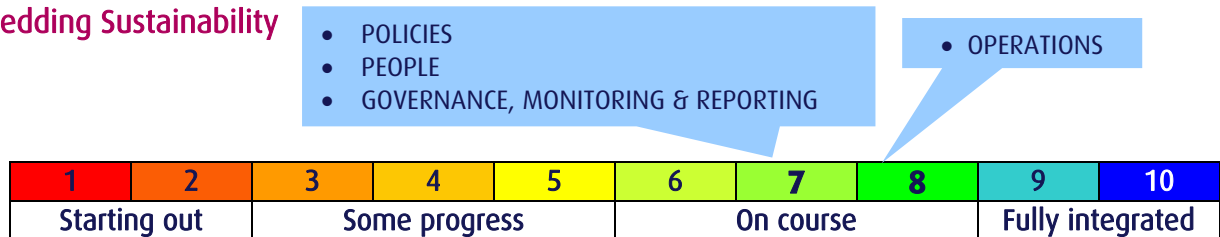
CENTRAL SCIENCE LABORATORY'S SELF-ASSESSMENT SUMMARY

This is a summary of CSL's progress report; the full version begins on page 7.

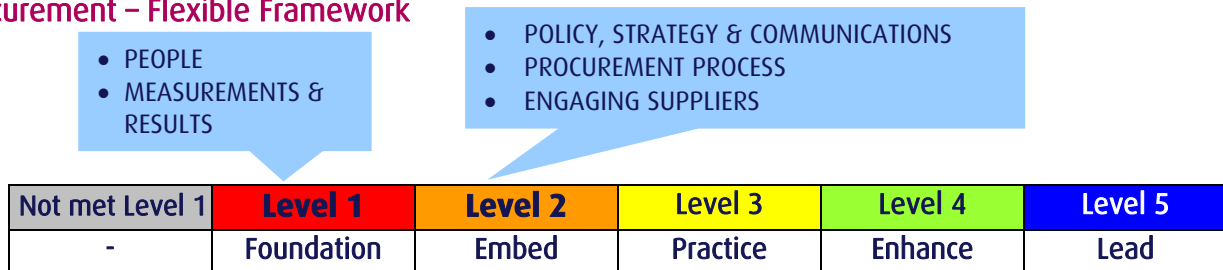
The Central Science Laboratory (CSL) is an Executive Agency of the Department for Environment, Food and Rural Affairs (Defra). Using scientific understanding and innovation, CSL tackles the challenge of providing a constant supply of safe food, as well as protecting the health and quality of the natural environment.

Progress against Actions: CSL reported that 82% of actions were complete or on target.

Embedding Sustainability



Procurement – Flexible Framework



SDC'S SUMMARY COMMENTS

This is a summary of SDC's commentary; the full version begins on page 4.

CSL reported good progress against the actions in its SDAP, and appeared to be progressing well with embedding sustainable development throughout the organisation. However, there was much scope for improving the sustainability of the Agency's procurement activity.

Strengths:

- Plenty of good examples of progress were reported, including the incorporation of SD in staff induction, training, appraisals and career planning
- Clear commentary was provided regarding progress against actions in the SDAP, and in support of the levels selected for the section of the report on "Embedding Sustainability".

Weaknesses:

- The commentary provided did not support the self-assessment levels selected against four themes of the procurement Flexible Framework
- Some actions were not SMART¹, and this made it difficult to report progress against them.

Challenges for next year's SDAP progress report:

- Demonstrate how CSL has progressed in improving the sustainability of operational and staff travel
- Explain how the Agency has assessed the sustainable development impacts of its policies and actions.

¹ SMART = Specific, Measurable, Achievable, Realistic and Time-related.

INTRODUCTION

Government has made it clear that it wants the public sector to be a leading exponent of sustainable development (SD). The UK SD strategy, *Securing the Future*,² requires all central government Departments and their Executive Agencies (EAs) to produce Sustainable Development Action Plans (SDAPs) and report progress on them regularly. An SDAP sets out the strategic actions that the organisation intends to take to integrate sustainable development into its decision-making and everyday operations. It thereby helps the organisation make its required contribution to the delivery of the Government's commitments and goals set out in *Securing the Future*.

Securing the Future also empowers the Sustainable Development Commission (SDC) to act as the Government's watchdog for sustainable development. This includes "scrutinising and reporting on Government's performance on sustainable development".

Most Departments published their first SDAP in 2006. These plans contained commitments for 2006/07, and the SDC is now reporting on progress made by Departments against those commitments.

The purpose of progress reporting is three-fold:

1. To see what progress had been made against the first plans
2. To encourage Departments and others to evaluate the quality, purpose and contribution of their SDAPs, as well as the individual actions and policies, in regards to the UK's SD goals
3. To strengthen the quality of future SDAPs and reporting by identifying strengths, weaknesses and priority areas for improvement.

To help Departments and EAs produce quality progress reports, the SDC designed a self-assessment guidance tool. The tool covers the following areas:

² *Securing the Future – Delivering the UK Sustainable Development Strategy*, HM Government, March 2005.

- **Progress against actions:** Report progress against 2006/07 commitments and against any significant actions that did not feature in the original SDAP
- Consider the impact of actions and the contribution these actions would make to the SD "shared priorities for immediate action"³ (from here on referred to as the "SD shared priorities")
- **Embedding sustainability:** Consider how well SD had been embedded into policies, people, operations and reporting mechanisms
- **Procurement:** Gauge progress on sustainable procurement against the criteria in the Flexible Framework⁴ or a suitable alternative
- **Taking stock:** Identify what had helped and hindered the organisation in delivering its SDAP.

This report comprises the SDC's commentary, followed by the CSL's full progress report.⁵

The SDC's commentary evaluates the progress reported by CSL, as well as the quality of its self-assessment.⁶ All ratings/levels reported are the organisation's own judgement of performance, and there was no process of external verification by the SDC.

The commentary does not review the content of the original SDAP. As such, comments should not be taken as an endorsement of actions and policies pursued. The SDC has already commented on Departments' first SDAPs and provided summarised assessments in the 2006 report *Off the Starting Block*.⁷

³ The SD shared priorities for immediate action, as outlined in *Securing the Future*, are: sustainable consumption and production, climate change and energy, natural resource protection and environmental enhancement, and sustainable communities.

⁴ *Procuring the Future*, Defra, June 2006 – see Section 2 for more details.

⁵ Reported progress against: *Sustainable Development Action Plan 2005-2006*, CSL, 2005.

⁶ Please see SDAP Progress Report methodology paper – www.sd-commission.org.uk.

⁷ *Off the Starting Block*, Sustainable Development Commission, November 2006.

SDC'S COMMENTARY

Progress against actions

The Central Science Laboratory (CSL) reported good progress against the actions in its 2006 SDAP.

- 82% of actions were reported as complete or on target, including the majority of the high impact actions (impact rating 3 or 4)
- CSL considered that its actions as a whole made a good contribution to the SD shared priorities
- Evidence was provided against all actions, and was readily available in most instances
- Where targets were not met, plans for completion were outlined. However, reasons for missing target dates were not always provided.

Some of the targets were not SMART,⁸ and CSL may have found it difficult to report progress in these cases. For instance, several actions had a target date that had passed, but were reported as "on target but ongoing" or "complete but ongoing". **The SDC encourages organisations to set SMART targets in their SDAPs, to enable effective measurement of progress.**

CSL provided rationale for the impact ratings selected in some instances, but the SDC would like to have seen more commentary to explain how the Agency had considered the sustainable development impacts of its actions.

Embedding sustainability

CSL considered itself to be "on course" for embedding SD into *policies, people, operations* and *governance, monitoring and reporting*. It provided comprehensive rationale in support of these ratings, with examples of progress and good practice including:

- The inclusion of sustainability issues in the Science Strategy, which provided guidance

⁸ SMART = Specific, Measurable, Achievable, Realistic and Time-related.

for all new project work, supported by the use of a Quality Assurance Checklist

- Achievement of Investors in People (IiP) status, and of the IiP Work Life Balance Model
- Incorporation of SD in staff induction, training (including workshops and activity programmes), appraisals and career planning
- A fully operational Environmental Management System (EMS) (ISO 14001 certified), with a site-specific plan to assist with the achievement of SOGE targets
- Active involvement with local schools to promote sustainability.

The SDC would be interested to hear whether CSL's engagement with staff on SD issues resulted in a greater understanding of how SD relates to their work, and how it can be applied in their every-day activities. The SDC would also like CSL to demonstrate that it has a good understanding of how these actions as a whole, contribute to the wider sustainable development agenda.

CSL reported that meetings were arranged with all people who had responsibility for (or influence over) actions in the SDAP, to assess progress and address any difficulties. It did not, however, provide information about the overarching governance arrangements in place for reporting progress against the SDAP and on sustainable development generally, in this section of the report. For example, who had ownership or responsibility for the plan and its review, and whether progress was reported to, or monitored by, senior staff. However, in other sections of the progress report, governance mechanisms were mentioned, such as:

- Sustainable Operations Group – made up of senior representatives of each area of CSL
- Leadership Team – ensured that targets set in the SDAP progressed
- Procurement Champions
- Diversity and Equality Champion.

The SDC would have liked more information to be provided about the roles of these bodies/people in ensuring SD was embedded throughout the organisation.

CSL identified travel and procurement as areas for improvement. Sustainable travel was reported to be a challenging topic for the Agency, whose remote site was difficult to access by public transport. Investigations were underway to find a solution to this problem.

To move forward, CSL could seek to make more progress (or report where progress has already been made) on:

- Reflecting sustainability in its core vision and values
- Effective stakeholder engagement
- How it is moving beyond its environmental focus to address social objectives, for example promotion of fundraising and volunteering, as well as achieving social benefits through its core work practices.

Procurement

CSL reported against the procurement Flexible Framework. Some progress towards sustainable procurement was reported, but the Agency clearly had much scope for improvement. CSL reported that, as an Executive Agency, it was to some extent reliant on support and guidance from Defra in this area, and was awaiting appropriate training from the Department. **The SDC would like to see CSL taking being proactive in seeking the support that it requires from Defra**, in order to make further progress in this area.

CSL considered itself to be at the “foundation” level for the *people* and *measurements and results* themes, and at the “embed” level for *policy, strategy and communications, procurement process, and engaging suppliers*.

CSL provided commentary against the criteria for the *policy, strategy and communications* theme, which supported the “embed” level selected. For example, the Agency reported that it had:

- Created a procurement strategy and policy documents, and communicated these on the web

- Amended terms and conditions for suppliers and contractors, to include environmental and SD issues.

However, commentary against the other four themes of the Flexible Framework did not explain how CSL had complied with the level selected.

For the *people* theme, staff were still awaiting sustainable procurement training – a key requirement of the “foundation” level. This level also requires sustainable procurement to be included as part of the key employee induction programme.

CSL reported that although key contracts took sustainability issues into account, there was no set process in place for measuring the effectiveness of the overall sustainable procurement policy and strategy. This suggests that CSL had not yet met the “foundation” level for the *measurements and results* theme.

For the *procurement process* and *engaging suppliers* themes, the SDC would have liked CSL to provide more information to support the “embed” level selected, such as whether it had:

- Undertaken detailed expenditure analysis and assessed key sustainability risks. (This is an important process to go through before advancing further, and is something which should have been completed at the “foundation” level of *procurement process*)
- Undertaken detailed supplier spend analysis
- Awarded contracts based on value-for-money, rather than lowest price
- Adopted the procurement Quick Wins
- Initiated a general programme of supplier engagement with senior management involvement.

CSL reported that it had close, two-way communication with two of its key on-site contractors regarding sustainability issues and targets. This demonstrated some progress towards the higher “practice” level for *engaging suppliers*, although such communication would need to be extended to all key suppliers before this level is reached.

Taking stock

CSL considered that its culture, leadership and policies helped it to make progress against its SDAP. CSL indicated that its staff had an inherent awareness of, and interest in, sustainability issues, and the core business objectives were fully aligned with the principles of sustainable development. Much work had already been carried out in this area prior to the production of the plan, which gave the Agency a good grounding for further improvement.

However, CSL felt that its influence was limited because it did not create its own external policies, and the scope of its research was often set by others (Defra or private clients). It could therefore only focus on internal policies and strategies. The SDC encourages CSL to ensure that its activities do not impact detrimentally (or do impact positively) on society, the economy and the environment, through **effective engagement with its stakeholders on sustainability issues.**

The Agency also found it difficult to set significant targets within the timescale of the plan, due to the long-term nature of many of its research projects. **In such cases, the SDC would like to see CSL setting itself appropriate milestones throughout the course of projects,** to ensure that the project plans and management systems reflect the principles of sustainable development. Reporting progress against milestones would give CSL an early indication of whether long-term targets would be met. If milestones were not reached on time, the reasons for this should be addressed and a recovery strategy drawn up, to ensure that progress got back on track.

CSL held all of its information in accordance with the established environmental and quality management systems. The internal policies and strategies that CSL had created to ensure SD was a core part of the way it works included the Science Strategy, Quality Assurance Checklist and Project Management Toolkit. The SDC would welcome further details about the toolkit, and how this helped to embed SD into the organisation.

CSL's achievement and continual improvement in SD was highlighted in the recent independent Science Audit,⁹ as part of the Government's Science Audit programme.

Summing up

The SDC concludes, from the information reported by CSL, that good progress was made against the actions in its 2006 SDAP, and that the Agency was progressing well with embedding sustainable development throughout the organisation.

CSL provided a detailed and comprehensive progress report which, on the whole, provided clear commentary and evidence in support of ratings/levels selected.

There was much scope for improvement in terms of sustainable procurement, but CSL acknowledged some of the next steps that needed to be taken in close liaison with Defra.

⁹ September 2006.

sustainable development commission

2006 Sustainable Development Action Plan Progress Report

Central Science Laboratory 's
Self-Assessment

May 2007

1 EMBEDDING SUSTAINABILITY

CSL was asked to consider whether the activities arising from its SDAP enabled it to capture the opportunities of sustainable development for its customers, partners and staff and, if so, how.

Regarding the work programme outlined in its SDAP, and based on progress towards actions, CSL rated itself out of 10 for its

performance on embedding sustainable development in its:

- Policies
- People
- Operations (i.e. operations policy)
- Governance, monitoring and reporting.

The following scale was used:

1	2	3	4	5	6	7	8	9	10
Starting out		Some progress			On course			Fully integrated	

CSL's response

Level: 7	Policies: On course	CSL's comments in support of this rating:
<p>Criteria:</p> <ul style="list-style-type: none"> • Much alignment of policy with Government SD Strategy, UK Framework and related guidance • Much joining-up policy goals under the SD umbrella • Much signalling SD in external partnerships and relationships • Much embedding SD in policy approval processes / Regulatory Impact Assessments (RIAs) • Much effective stakeholder engagement • Much building SD capacity among delivery partners 		<p>As an Executive Agency of Defra, CSL aligns its policies and strategies with those of Defra as far as possible. As an Agency CSL does not create governmental policy but produces the sound scientific evidence from which Defra can develop and produce policies on sustainability issues.</p> <p>CSL has internal policies which take their lead from Defra, but are specific to the operations of the science work and estate management undertaken by CSL. The CSL Science Strategy is the key strategy document and tool that establishes the overriding direction that the business areas of CSL will take in the future. The current strategy 2006-10 states the sustainability issues that CSL cover in their work and the aim to ensure their work enhances all the Guiding Priorities of UK Sustainable Development, and Defra's Strategic Priorities for policy on Sustainable Development.</p> <p>Cont...</p>

<p>Criteria:</p> <ul style="list-style-type: none"> • Much alignment of policy with Government SD Strategy, UK Framework and related guidance • Much joining-up policy goals under the SD umbrella • Much signalling SD in external partnerships and relationships • Much embedding SD in policy approval processes / Regulatory Impact Assessments (RIAs) • Much effective stakeholder engagement • Much building SD capacity among delivery partners 	<p>All the science and operational work undertaken by all CSL directorates are required to be in line with CSL's Science Strategy. Before any project work is undertaken a Quality Assurance Checklist needs to be completed by the senior project manager. The checklist states that the work does satisfy the CSL Science Strategy, and therefore the sustainability issues included within the strategy. This checklist is due for revision 2nd quarter '07 and CSL will expressly incorporate the 5 guiding principles and four priority areas to ensure sustainable development is explicitly incorporated into all science projects.</p> <p>Due to the nature of CSL's science work being primarily in the areas of sustainable agriculture, food safety, environmental quality and nature conservation, sustainable development is inherent in much of CSL's external partnerships and work with clients.</p> <p>There are established processes and continuous communication between CSL and key external companies on site. These companies are OPERON (Facility Managers) and Aramark (catering). CSL works in partnership with them to investigate new operational areas that could improve sustainable development. The estate operations are managed in line with the Sustainable Operations on the Government Estate (SOG E) Targets, and a CSL Environmental Management Plan has been created for achieving these targets.</p> <p>As an Executive Agency CSL do not have Regulatory Impact Assessments or policy approval processes in which sustainable development can be included.</p>
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Level: 7	People: On course	CSL's comments in support of this rating:
<p>Criteria:</p> <p>SD is greatly reflected in:</p> <ul style="list-style-type: none"> • Core vision and values • Training and development (e.g. core skills, induction, leadership development) • Performance management (e.g. competency framework) • Recruitment • Career planning and placements • Internal communications • Volunteering • Fund raising 		<p>CSL has achieved Investors in People (IiP) status for the last 9 years and has made good progress in embedding sustainable development in the area of personnel. CSL has recently also attained the Investors in People Work Life Balance Model. This has created a work life balance strategy, thereby developing a sustainable working environment for all personnel. This strategy includes flexible hours, day care facilities, maternity leave and gym facilities, along with a variety of other actions to increase social inclusion. CSL also has a Diversity and Equality Champion or deputy who attends Defra Diversity and Equality meetings.</p> <p>The new induction programme has incorporated sustainable development issues, and existing staff have been trained up on sustainability through mini workshops and activity programmes using the Professional Skills in Government agenda. Performance is managed through annual appraisals and review. Due to the required expertise in specific scientific fields, recruitment for positions greater than Band 3 (SO equivalent) can be advertised nationally with the help of Defra and using scientific journals and specialist target media. This ensures that appropriately skilled personnel are recruited so that strong scientific evidence can be developed in support of policy decisions and the shared priorities of sustainable development, as set out in Securing the Future. All other positions are advertised locally where possible to promote a sustainable economy and communities in the locality to CSL.</p> <p>Sustainability is reflected in career planning and placements at CSL through succession plans, which monitor the skills availability of personnel and identify areas where this skill may be missed if someone changes their position or leaves CSL completely. The plans identify who would take over key roles and ensures they are provided with the training and contacts required, through training courses or networking experience, to equip them to continue the work in an effective manner. Personnel development is a key area for CSL with their Investors in People accreditation, ensuring CSL have the prime skills now and in the future.</p>

<p>Criteria:</p> <p>SD is greatly reflected in:</p> <ul style="list-style-type: none"> • Core vision and values • Training and development (e.g. core skills, induction, leadership development) • Performance management (e.g. competency framework) • Recruitment • Career planning and placements • Internal communications • Volunteering • Fund raising 	<p>The internal communication of sustainability at CSL is done through a variety of methods, from posters on notice boards, foyer display boards, internal newsletter, and a sustainability intranet page. This is an area that requires a multi-angled approach and new methods of publicising and communicating sustainability are continuously being investigated.</p> <p>There are no specific voluntary or fundraising schemes currently set up by CSL. However, CSL does provide paid leave for certain activities. In addition, because the scientific work has an intrinsic slant towards sustainability and environmental enhancement, some of CSL's staff undertake volunteering in their own right that enhances sustainability and CSL supports this wherever possible.</p>
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Level: 8	Operations: On course	CSL's comments in support of this rating:
	<p>Criteria:</p> <p>Much structure around the Framework for Sustainable Development on the Government Estate including elements such as:</p> <ul style="list-style-type: none"> • Management systems (e.g. EMS) • Energy, water, waste (resource efficiency, recycling etc.) • Travel • Sustainable procurement (e.g. efficient, green, fair, local, healthy) • Construction and refurbishment. • Biodiversity • Positive social and community impact 	<p>CSL has a fully operational environmental management system in place that ensures all the major environmental impacts of the sites operations are controlled and CSL are fully compliant with environmental legislation. This system achieved external certification to the ISO 14001 standard in April 2006. As part of the system CSL is continually improving on their environmental performance and increasing sustainability.</p> <p>CSL has an Environmental Management Plan in place that records and sets actions to achieve the targets set down in the Sustainable Operations on the Government Estate (SOGE). The plan includes a variety of progressive actions and initiatives to continuously improve the efficiency and sustainability of the sites operations in relation to specific areas of the SOGE. These actions are reviewed periodically to track the progress towards the targets.</p> <p>Due to the geographic location of the CSL site, travel is a challenging area to improve because, as it is located away from any major town or city, and any major transport nodes. Ways of improving this with local transport companies are currently being investigated. The procurement team are awaiting specific training from Defra on sustainable procurement, but there is a sustainable procurement policy and strategy, and contracts have been amended to improve sustainability issues.</p> <p>Biodiversity issues on site are managed by the Sustainable Operations Group. CSL has a wealth of knowledge in this area that is supplemented by input from an independent regional expert.</p> <p>Suggestions and concerns from staff are addressed and ways of improving onsite biodiversity actioned. Social and community impacts are addressed by the procurement and facilities team who use local contracts where applicable, and the Personnel and Training Department organises meetings and visits with local schools where they help to pass on the expert knowledge of the scientists and their work to promote sustainability.</p>

<p style="text-align: center;">Level: 7</p>	<p>Governance, Monitoring and Reporting: On course</p>	<p>CSL's comments in support of this rating:</p>
	<p>CSL rated itself based on how it felt it is progressing on creating and embedding the appropriate mechanisms and processes to record and report progress of SDAPs, and sustainable development generally. This was a subjective assessment, with no pre-defined criteria.</p>	<p>CSL have in place comprehensive quality and environmental management systems that are externally certified to the ISO 9001 and ISO 14001 standards. These systems contain an established programme of both internal and external audits and reviews that sets a framework for continuous monitoring and reviewing of all CSL's operations and sustainability issues.</p> <p>Processes are set up for monitoring and measuring the progress of the SDAP on the operations of the estate and are such that accurate comparative data can be provided. This is especially evident in the actions to reduce energy use and implementing projects to improve sustainability. These are measured through a variety of methods, including utilising the newly upgraded Building Management Systems (BMS), invoicing and report creations.</p> <p>A site specific Environmental Management Plan has been created to devise and monitor actions that will aid in achieving the targets set in the SOGE.</p> <p>The actions in the SDAP relating to sustainability issues of people can be monitored by viewing the progress towards the generation of strategies, programmes and training courses. The effectiveness of these actions are harder to measure, but will be a continuous process of improving differing areas of training required, or work life balance to ensure sustainability across all areas of personnel relating to CSL.</p> <p>All of the actions in the action plan are reviewed as a whole periodically and progress is updated. The Action Plan itself was fully reviewed in June 2006 and again prior to this report in April/May 2007. Meetings were arranged with all of the people who have responsibility for the action, as set down in the SDAP, and also any other persons key to achieving or influencing the actions, in order to obtain detailed information on the actions progress or difficulties.</p>

2 PROCUREMENT

Procurement is an area of key importance to delivering sustainable development. Sustainable procurement (policy, processes and operations) should be embedded into all areas of organisations, and should be incorporated in the whole SDAP process.

The Flexible Framework (detailed in *Procuring the Future*¹⁰) identifies 5 key themes which are, in effect, the key behavioural and operational change

programmes that need to be delivered in each public sector organisation to deliver sustainable procurement. For each theme, compliance criteria for five levels are detailed.

For each theme in the Flexible Framework, CSL identified the level it has reached, and provided information in support of this self-assessment

¹⁰ *Procuring the Future*, The Sustainable Procurement Task Force National Action Plan. Department for Environment, Food and Rural Affairs, June 2006.

CSL's Response

PEOPLE	
Level 1: FOUNDATION	
<p>Criteria: Sustainable procurement champion identified. Key procurement staff has received basic training in sustainable procurement principles. Sustainable procurement is included as part of a key employee induction programme.</p>	<p>CSL's comments: The Head of Manager (Sally Frear) and Procurement Specialist (Caroline Terry) have both been identified as the Procurement Champions, with Caroline deputising for Sally in case she is forced absent for any reason. All members of the procurement team are aware of environmental issues, and are currently eagerly awaiting training on sustainable procurement by Defra, to ensure sustainable procurement practices are aligned throughout the department. The Procurement Champions are active key members of CSL's 'Sustainable Operations Group', which is made up of senior representatives of each area of CSL and are tasked with improving and addressing Environmental and Sustainable Development issues throughout the agency.</p>

POLICY, STRATEGY & COMMUNICATIONS	
Level 2: EMBED	
<p>Criteria: Review and enhance sustainable procurement policy, in particular consider supplier engagement. Ensure it is part of a wider Sustainable Development strategy. Communicate to staff, suppliers and key stakeholders.</p>	<p>CSL's comments: CSL have worked alongside Defra to create the CSL procurement strategy and policy documents. These are established and communicated internally on the CSL intranet. Work has also been carried out on reviewing and amending the Terms & Conditions for both the suppliers and contractors, including sections on environmental and sustainable development issues. The procurement strategy and policy documents are shortly due for renewal. Again, this will be a Defra led, but Agency contribution, document.</p>

PROCUREMENT PROCESS

Level 2: EMBED

Criteria:

Detailed expenditure analysis undertaken, key sustainability risks assessed and used for prioritisation. Sustainability is considered at an early stage in the procurement process of most contracts. Whole-life-cost analysis adopted.

CSL's comments:

Sustainability issues are becoming more embedded into the procurement process, in particular for the key larger scale purchases and contracts. There are pockets of contracts that are on a higher level than this. To address energy consumption and efficiency CSL are currently purchasing a combined heat and power unit, which went through the OJEU process. The recently tendered catering contract used the Defra PSFPI Toolkit, focussing on sustainability issues. In order to achieve the next level all of the contracts will need to be assessed for sustainability risks.

ENGAGING SUPPLIERS

Level 2: EMBED, (some Level 3: PRACTICE)

Criteria:

Detailed supplier spend analysis undertaken. General programme of supplier engagement initiated, with senior management involvement.

CSL's comments:

Again, there are pockets of contracts that are on a higher level than this, with the two main on-site contractors, the Facility Management and Catering contracts, having close two way communication on sustainability issues and establishing sustainability targets. These individual contracts would achieve a level 3. To progress to the next level a process of targeting suppliers on the supply chain which have a key sustainability risk and engaging with them to reduce their impacts, and set targets to improve sustainability.

MEASUREMENTS & RESULTS

Level 1: FOUNDATION

Criteria:

Key sustainability impacts of procurement activity have been identified.

CSL's comments:

As mentioned, the key contracts and purchases take sustainability impacts into account, but there is currently no set process for measuring the effectiveness of the overall sustainable procurement policy and strategy. This is the most difficult area for CSL to determine. The forthcoming sustainable procurement training will hopefully provide a better view of this, and CSL are discussing ways of improving this with the Sustainable Procurement Group of Defra. A set process of measuring the sustainable procurement strategy would have to be created to obtain a higher level in this flexible framework.

3 TAKING STOCK

SDC asked CSL a series of questions designed to reflect on the success, barriers and progress of its SDAP, and to identify what helped or hindered. CSL's responses to these questions are detailed below.

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

CSL already had a culture of sustainability incorporated throughout the agency due to the very nature of the work that is undertaken by its science groups, through sustainable agriculture, food safety, environmental quality and nature conservation. This has managed to create an inherent awareness of sustainable development issues within CSL staff, therefore making the creation of Sustainable Development Action Plan easier as the basics (if not expertise) on these issues were already present.

CSL's core business is in providing science for sustainability and as such is a leader in these fields. Therefore the Leadership Team have been supportive in pushing forward the SDAP, ensuring that the targets set are progressing sustainability and not just static. They have also made resources available to ensure that the SDAP is monitored and reported upon.

Processes were already underway in the areas of general estate operations, internal human resources and procurement in working towards improving areas of the Sustainable Development Shared Priorities, through climate change and energy reduction, work life balance and local sustainability initiatives. The work that had already been carried out on these initiatives provided a sound base that enabled information on areas of sustainability to be highlighted and collated, and such issues to be expanded and progressed upon to be included in the Action Plan.

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

Because CSL is an Executive Agency of Defra they align themselves with Defra's policies and strategies, and do not create their own external policies, as they provide Defra with the scientific knowledge and evidence for them to develop national policies. This means that CSL can not directly create and affect national policies to include sustainability, and therefore can only focus on internal policies and strategies.

For a proportion of the science projects, the scope of the research is determined by the external clients, Defra or private clients, and therefore the scientific work undertaken may not always have a sustainability link. Whilst CSL cannot actively push forward sustainability issues it can, and does, strive to deliver the work in a sustainable fashion.

A lot of CSL's science work consists of long-term research projects which mean that it is difficult to set a significant target and corresponding deadline within the timescale of the annually reviewed SDAP.

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

CSL do not have RIA's as they are an Executive Agency of Defra. The main pieces of information that CSL has relating to sustainable development of its activities are the results of the scientific research and projects that are undertaken by the science groups on sustainable issues. These are documented in the form of reports, journal articles or scientific papers containing the conclusions from the projects. All information, including data recorded through E-Procurement, is held in accordance with CSL's environmental and quality internal management systems ISO 14001 and 9001.

External information and reporting on CSL's operations include the review of these Sustainable Development Action Plans, returns for the SOGE, and quarterly returns to Defra on issues such as waste and recycling. Sustainable Development at CSL is reported on in the Annual Report and Accounts, and also the Science Strategy. Internally, there are minutes of meetings relating to sustainable development through the Leadership Team meetings, Sustainable Operations Group meetings, and agreements with suppliers and contractors.

CSL's achievement and continual improvement in areas of sustainable development was highlighted in the report back from the recent independent Science Audit that was undertaken in September 2006, as part of the Government's Science Audit programme. CSL's work towards sustainable development is also evident in the externally certified national standards that CSL have achieved. These include the Investors in People: Work Life Balance Model and the environmental standard ISO 14001.

The internal policies and strategies that CSL have created to ensure that sustainable development is a core part of the way the organisation works include the Science Strategy, Quality Assurance Checklist, and Project Management Toolkit.

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

The key changes that CSL will look to implement in the forthcoming revised Sustainable Development Action Plan are:

- Incorporating the UK's Sustainable Development Priorities across the science work, strategies, and policies at CSL
- Ensuring that the Five Guiding Principles are being accounted for and used in CSL's science work
- Specifying how priority areas for the plan had been selected.
- Ensuring that each target set has a measurable outcome

4 PROGRESS AGAINST ACTIONS

The tables on pages 18 – 30 report CSL’s progress against specific actions in its 2006 SDAP. The table was designed by the SDC as part of the self-assessment tool for departments, and encourages critical assessment of the value of each action, as well as the progress achieved.

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

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

Column F details evidence to verify the reported progress made, such as:

- Published strategies, policies, Bills, guidance, literature
- Objective performance measures, indicators and associated sources of data
- Reports of events, particularly outcomes and next steps
- Auditable correspondence
- Auditable activities.

In column G, CSL reported whether this evidence is readily available for scrutiny by the SDC.

While each action is important in itself, the aim of the SDAP is to help organisations fulfil their contributions to the government’s wider sustainable development priorities for immediate action, as set out in its 2005 strategy, *Securing the Future*¹¹. These are:

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

Column H contains CSL’s critical assessment of how each action impacts on these priority areas, using a scale of 1-4 (see table below);

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

¹¹ *Securing the Future – Delivering the UK Sustainable Development Strategy*, HM Government, March 2005.

Central Science Laboratory's (CSL's) self-assessment of progress towards SDAP actions

A Ref	B Action	C Target	D Responsibility	E Progress (RAG analysis)	F Evidence/crosscheck used to measure action	G Readily available?	H Impact (1-4)	I Comments
SC1	Further develop advanced statistical and analytical methods to monitor and report on changes to bird movements and migrations as a result of wind farm developments.	Dec 2006	Head of Wildlife Ecology and Management Group	On target but ongoing action.	<ul style="list-style-type: none"> - 'Seedcorn' (CSL internal funding for projects) Reports - Met Office reports are ongoing but have contracts with them - Student work contracts 	✓	3	<ul style="list-style-type: none"> - Technology is present, are now improving methods and processes of data analysis. - Using UK weather radar to identify large scale bird movements, in conjunction with the Met Office. - Working with York University to support MRes & PhD student exploring risk models and behavioural elements of collision avoidance by birds in flocks.
SC2	Provide a minimum of 4 impact assessments to the wind farm industry to ensure that developments are economically and environmentally sustainable.	Dec 2006	Head of Wildlife Ecology and Management Group	Completed – but ongoing work	<ul style="list-style-type: none"> - Assessment / Project Reports (however some are client confidential) 	✓ (if not private clients confidential)	4	<ul style="list-style-type: none"> - Involved in over 10 environmental impact assessments of wind farms on birds. - Recent assessments include developments in the Hebrides, Cambridgeshire, Norfolk and Dorset. - Also undertaken assessments of 2 tidal power proposals.
SC3	Offer scientific support in detecting and eradicating alien pests and diseases. The success of the programme will be the number of alien pest and	Dec 2006	Head of Plant Health Group	Completed – but ongoing work	<ul style="list-style-type: none"> - Quarterly Reports of Memorandum of Understanding to Defra, stating summary of all interceptions. 	✓	3	<ul style="list-style-type: none"> - Of the 8045 samples received from the Plant Health & Seeds Inspectorate (PHSI) 790 required further action by the PHSI following identification of a pest or disease (<i>as of June '06</i>). - This work contributes to preventing

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	disease interceptions made in a year as a consequence of CSL support.							outbreaks of 'Alien' pests or diseases. A specific target can not be set as depends on quantity of specimens passed requiring sampling, and the percentage of 'alien' pests identified is not indication of the quality of scientific analysis undertaken.
SC4	Host demonstrations promoting awareness of non-food crops at 2 trade shows/events. Contribute to other technology transfer events in the agricultural and biotechnology sector.	Mar 06 Ongoing	ARS Group Head - Now part of Environmental Biology Group (EBG)	Complete Complete	- Only the booking receipts of stalls and programmes of trade shows, if required to that depth. Provide expert advice through variety methods including: - Scientific Publications - Technical Leaflets - Guidance Advice - Trade Journals - Conferences	✘ ✘	4 4	- Attended 3 different trade events: - Cereals 06 - Royal Show - Great Yorkshire Show - Trade shows have been successful, but hard to quantify. - ARS specialists provide set 'LANTRA' training days to external industry advisors (British Crop Protection Council - BCPC), on non-food technology and protection methods. - Also publish advice on website direct to companies within industry. - Provide training lectures at Teachers Conferences at colleges and universities. - Working with 'Yorkshire Forward' to help emerging businesses in agricultural sector.

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
SC5	Investigate and analyse all referred cases of suspected wildlife poisoning by agricultural chemicals. Ensuring damaging effects are minimised by completing analysis of over 95% cases within the timescale deadline set by clients.	Dec 2006	Head of Food Science Group	On target – As is ongoing action.	- Reports - Data figures	✓	2	- During 2006, Food Science Group investigated 164 incidents. Pesticides were involved in 54. Most of these involved accidental misuse or deliberate abuse of pesticides. - Memorandum of Understanding finalised Sep 06 - Over 95% completed within set timescales.
SC6	Refinement of risk-based contingency responses to allow effective containment, eradication or management of serious exotic threats to honey bee pollination, including the development of sustainable methods of control.	Dec 2006	Head of Environmental Biology - Now part of Plant Health Group (PLH)	On target as is continuing action.	- Scientific reports and advice to DEFRA and other government organisations	✗	3	- Up-to-date scientific advice and consultancy has been provided to DEFRA and the Welsh Assembly Government on this area, but this is still an ongoing project - By minimising and controlling the threats to the pivotal role of the Honey Bee pollination process, in cultivating crops and wild plants, this project enhances sustainability of the rural economy and natural environment, therefore we feel this has an impact of 3

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
SC7	Enhance the bio-control strategies for slugs through the use of biologically active wasp venom factors.	Dec 2006	Head of Environmental Biology	On target as is continuing action.	<ul style="list-style-type: none"> - Full reports - Currently drafting Scientific Papers 	✓	4	<ul style="list-style-type: none"> - Identified that wasp venom IS a viable bio-control for slugs. - Now researching how to bring the venom and pest into appropriate effective contact in the field. - Also investigating other complimentary bio-controls to ensure pest control is effective. - Ongoing research investigating Nematodes as bio-controls for slugs, and looking at bio-controls for other pests.
FM 1	Reduce absolute Carbon emissions by 2% across our one site overall. This will be monitored from meter readings of gas and electricity consumption, using the conversion factor.	Dec 2006	Head of Facilities Management	Behind target but recoverable	<ul style="list-style-type: none"> - Monthly meter reads, as well as continuous monitoring on the building management system. - Monthly energy reports. - Updating of the Environmental Management Plan 	✓	4	<ul style="list-style-type: none"> - An overall reduction of carbon emissions of 3.9% on the SOGE base year levels (1999/2000) - A small increase in 2006/07 of 2.2% was recorded, however projects implemented late in 2006/07 and planned for 2007/08 are expected to achieve the SOGE target of 12.5% by March 2010/11 - Projects implemented at end of 2006 and through 2007 will start showing savings, including: <ul style="list-style-type: none"> - Installing CHP Boiler - Variable Speed Drives on pumps - Adjusting Air Change Rates in Laboratories (Trialling) - Updated BMS to improve programming increasing energy efficiency.

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
FM 2	Investigate the opportunities of using renewable sources of energy to power the CSL site, through undertaking a report on available sources of renewable energy and viability for the CSL site.	Feb 2006	Head of Facilities Management	Complete	- Renewable Energy Feasibility Report	✓	3	<ul style="list-style-type: none"> - A biomass boiler has been fully engineered and a costed study produced and is with Defra for evaluation / approval - Feasibility report was created assessing various renewable energy sources for the York site. - Currently no other financially or practically viable sources for the site - Wind turbine would provide best return but the wind speeds experienced at site are not ideal for turbine.
	Carry out a more in-depth and detailed study of any feasible sources.	May 2006		On target, as is ongoing	- Future studies and reports	✓	2	<ul style="list-style-type: none"> - Will continue to monitor closely and if any technology advances or different circumstances arise will be ready in a position to quickly investigate and implement if viable

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
FM 3	Undertake feasibility studies into implementing Combined Heat and Power (CHP) at the CSL site.	Feb 2006	Head of Facilities Management	Complete	- Feasibility study of implementing CHP boiler	✓	2	- Feasibility report completed and contract signed for 1 CHP boiler to be installed to provide 10% of site demand, and installing another 2 on site is to be considered
	<i>//</i> found to be a feasible option, go about obtaining capital funding.	May 2006		Complete	- Discounted Electricity Purchasing Contract	✓		- Various funding options investigated, decided to have a 10 year 'Discounted Electricity Purchase Contract', where agree to buy electricity generated by boiler at set price for next 10 years, but do not have capital outlay for the plant.
	<i>//</i> successful start construction and adaptation of CHP.	Nov 2006		Behind Target but due to be operational by Sep 2007	- Contact Signed - Installation due to start August 2007	✓		- Contract was signed in May 2007, and should be operational Sep 2007. - This action has been given an impact rating of 2 as it is an energy efficiency project and is only a trial, the impact will be greater if the project is expanded to install 2 more CHP boilers.

A Ref	B Action	C Target	D Responsibility	E Progress (RAG analysis)	F Evidence/crosscheck used to measure action	G Readily available?	H Impact (1-4)	I Comments
FM 4	Create & implement an Environmental Management System for CSL and gain ISO 14001 certification.	April 2006	Head of Facilities Management	Complete – April 2006	<ul style="list-style-type: none"> - ISO 14001 external certification - EMS Documentation 	✓	3	<ul style="list-style-type: none"> - Implemented and gained certification in April 2006 - Subsequent external 'surveillance visits' undertaken achieving continued certification. - Expanded EMS to include a CSL out-station site - Ensures Environmental and Sustainable Development issues are highlighted and continuous improvement of these issues.
FM 5	Publish environmental targets on the CSL intranet.	April 2006	Head of Facilities Management	Complete – April 2006	<ul style="list-style-type: none"> - Nearly all EMS documentation is held and run on the intranet. - Environmental Targets are included on here too. 	✓	1	<ul style="list-style-type: none"> - Enables easier use of the EMS, and publicises the targets set, which include Sustainable Development - Only has little 'direct' impact on improving S.D. alone but promotes the ideas and aims.
FM 6	Identify opportunities for implementing more water efficient fittings and devices across the CSL site.	Dec 2006	Head of Facilities Management	Partially complete but is ongoing	<ul style="list-style-type: none"> - Results from water trial 	✗	2	<ul style="list-style-type: none"> - Major scientific equipment reviewed and modified to reduce water waste, saving 17m³ a day of water. - Trial of waterless urinals undertaken with some practical problems identified. - Requiring changes in working practices for implementation to be effective. - Continuing to look at most effective way

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								of implementing - Has an impact score of 2 as it has a fair contribution to sustainable consumption and production, through saving water resource
FM 7	Accurately quantify all hazardous waste streams and reduce by 1%.	Dec 2006	Facilities Management Contracts Manager and Health & Safety Officer	Behind target but recoverable	- Hazardous Waste Project Brief - Defra Waste Returns - Hazardous Waste Invoices	✓	3	- An in-depth, holistic project is currently underway to identify the sources of hazardous waste and look at opportunities of reducing the quantities disposed of. - To be completed September 2007
FM 8	Increase recycling across the site by 5%.	Dec 2006	Facilities Management Contracts Manager	Behind target but recoverable	- Defra Waste Returns	✓	3	- Recently increased number of waste streams now recycled, including glass, plastic bottles and cardboard cups. - This impact over several of the shared priorities.
FM 9	In collaboration with Defra, develop the sustainable procurement policy implemented in Dec 05, and review and update it in line with a review in April 06 by the Sustainable Procurement Task Force.	April 2006	Defra Sustainable Procurement Manager and CSL head of Procurement & Contracts	Complete for 2006–due imminent annual review from DEFRA	- Published procurement policy on CSL intranet	✓	3	- CSL Sustainable Procurement Policy developed and updated April '06 - Currently awaiting annual review from DEFRA and the Sustainable Procurement Task Force to further develop for 2007/08

A Ref	B Action	C Target	D Responsibility	E Progress (RAG analysis)	F Evidence/crosscheck used to measure action	G Readily available?	H Impact (1-4)	I Comments
FM 10	Ensure formal external training on sustainable procurement is given to all the Procurement Team of CSL.	Dec 2006	Head of Procurement & Contracts	Behind target but recoverable	<ul style="list-style-type: none"> - Training Records - Staff members requiring training identified and listed 	✓	3	<ul style="list-style-type: none"> - All procurement team have 'Green Buyers Guide' - Head of Procurement has training on sustainable procurement - Awaiting Defra to arrange setting up a course to train all procurement team. - Defra have declared funding available for training
FM 11	Incorporate environmental issues and standards into the supplier Terms & Conditions of current and prospective suppliers.	April 2006	Head of Procurement & Contracts	Complete	<ul style="list-style-type: none"> - CSL suppliers T&C's - CSL subcontractors T&C's - 	✓	2	<ul style="list-style-type: none"> - Sent to all major suppliers. - No major issues or reluctance from suppliers. - Unable to gauge true effectiveness of T&C's without contract management investigations.
PT1	Review the CSL schools liaison programme policy to ensure that issues of social inclusion are fully addressed in the range of activities delivered and the section of students and schools served.	April 2006	Schools Liaison Coordinator	Complete	<ul style="list-style-type: none"> - CSL Education Liaison Policy - Draft of the Review 	✓	3	<ul style="list-style-type: none"> - Review completed 17/04/07 - Review found that the schools programmes currently offered by CSL do not use their expertise in the most beneficial way. Similar programmes are currently offered elsewhere by others. - Therefore looking at using CSL's scientific knowledge in the national school curriculum instead of smaller programmes.

A Ref	B Action	C Target	D Responsibility	E Progress (RAG analysis)	F Evidence/crosscheck used to measure action	G Readily available?	H Impact (1-4)	I Comments
PT2	Work with external partners to develop schools liaison materials that can be used in a broad range of educational environments to promote environmental sustainability agenda through looking at food, food production and nutrition.	Dec 2006	Schools Liaison Unit External partners e.g. NYBEP and potential commercial partners	On target as objective changed due to findings of PT1	- Meetings held with external partners	✓	3	<p>The review (PT1) identified that it would be more beneficial to sustainable development and scientific knowledge transfer to focus CSL's expertise on producing science guidance that follows the national school curriculum specifically, instead of a single teacher's pack for the local schools.</p> <p>Due to this CSL will now develop and produce guidance packs directly linked to the national science curriculum, not solely the local schools, but therefore the time scale has been extended for this action due to these changes.</p> <p>Awaiting advice on the school curriculum, then liaison with the 'National Science Learning Centre' at York and CSL's scientists to develop teacher guidance packs.</p>
PT3	Use Professional Skills in Government agenda and revised CSL competencies to integrate sustainable agenda into Training and Development activities.	April 2006	Training Team	Complete	<ul style="list-style-type: none"> - Set programmes of group talks - Set agendas for mini workshops 	✓	1	<ul style="list-style-type: none"> - Completed April - Programmes have been set up, to include sustainability issues. - Implemented mini workshops and group talks. - Ongoing review of programmes and continuous adaptation.

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
PT4 a	Provide awareness raising opportunities for existing staff through training such as the Environmental Management course.	April 2006	Training Team and Facilities team	Complete	<ul style="list-style-type: none"> - Environmental Awareness Training Seminars provided - Personnel Training records - Awareness posters 	✘	2	<ul style="list-style-type: none"> - Environmental Awareness Training seminars provided to all staff as part of ISO 14001 certification. - Site wide emails, posters and internal newsletter articles also implemented. - Hard target to quantify its effectiveness.
PT4 b	Review induction provision to ensure that new starters are made aware of CSL and Defra's role in supporting the sustainability agenda and are clear on where our business aims fit with this.	July 2006	Induction working group	Complete	<ul style="list-style-type: none"> - Induction programme – including Environmental and Sustainability issues 	✓	1	<ul style="list-style-type: none"> - New induction programme from April 07 - Induction is now more business focussed. - Includes specific section on environmental and sustainability issues. - Process is now spread over 2 days to ensure more effective dissemination of information.
PT5	Promote personal wellbeing initiatives and work-life balance through the attainment of the liP Work Life balance model and the associated publicising of CSL's initiatives in this area.	April 2006	Corporate Services Director Personnel Team HoGs and TLs	Complete	<ul style="list-style-type: none"> - Work Life Balance Strategy - Investors in People Accreditation 	✓	3 / 4 For social inclusion	<ul style="list-style-type: none"> - Achieved the Investors In People (liP) Work Life Balance (WLB) Model accreditation. - One of the first companies to achieve this model from liP - Implementation and creation of a complete WLB Strategy.

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
PT6	Provide more support for working parents through the introduction of a salary sacrifice scheme. Scheme to benefit greater range of parents than current nursery provisions.	Dec 2005	Corporate Services Director Payroll Team TUS	Complete	- Details of new Salary Sacrifice Scheme	✓	2 / 3	<ul style="list-style-type: none"> - The scheme is now complete and is operational. - Has to be in place for 2 years before it can be financed by the treasury. - Requires further internal marketing in order to continue to publicise the scheme.

Central Science Laboratory response signed by:

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Sign-off date: 05-10-07