

Driving Standards Agency
**Sustainable Development Action
Plan 2009-10**

Published March 2009

The Department for Transport SDAPs

The UK Government Sustainable Development Strategy 'Securing the Future' (March 2005) requires all central government departments and their executive agencies to produce sustainable development action plans. The Department for Transport (DfT) and its seven agencies have produced individual action plans which set out our commitments and strategy for implementing sustainable development.

Links to all of the plans can be found on the DfT's website at:

<http://www.dft.gov.uk/about/howthedftworks/sda/>

The SDAPs were developed after a joint workshop attended by all parts of DfT where it was decided broadly how we would proceed. The Plans were then reviewed by DfT, circulated for best practice and then approved by each business unit. This process also included a review by the Sustainable Development Commission who work to assist and critique Government's progress towards Sustainable Development.

The DfT family of Plans should be seen in the context of the Departments goals which are explained below. Also explained is the scope of DSA's business so our sphere of influence can be understood.

Delivering a Sustainable Transport System

In November 2008 DfT published Delivering a Sustainable Transport System (DaSTS) which sets out five goals for our transport system:

- Supporting economic growth;
- Tackling climate change;
- Contributing to better safety, security and health
- Promoting equality of opportunity; and
- Improving quality of life and a healthy natural environment.

We expect to make progress against all five of our goals, but we are aware that there can be tensions between them. In particular, supporting economic growth while reducing greenhouse gas emissions is likely to be the most challenging to deliver in parallel, at least in the short term. That said, we do expect there to be a strong synergy between different goals and there is no reason why we cannot tackle emissions and achieve continued economic growth.

More detail on DaSTS is available on our website at:

<http://www.dft.gov.uk/about/strategy/transportstrategy/dasts/>

The Scope of DSA's Business

The Driving Standards Agency exists to promote road safety through improving driving standards and testing drivers, motorcyclists and driving instructors fairly and efficiently. In order to achieve this we run a mixed estate of over 400 sites spread around England, Scotland and Wales. Through administering the driving test and other activities we seek to encourage road users to be safe, considerate of others and to minimise their effect on the environment.

All previous DSA SDAPs and Progress Reports can be found at www.dsa.gov.uk > About DSA > [Sustainable Development](#). This Plan covers the period from April 2009 to March 2010.

Foreword

In times of economic uncertainty there is inevitably a temptation to focus on monetary cost, to the detriment of other considerations. However, we strive to achieve the best value for our money and that empowers us to make intelligent sustainable decisions which, in the long term, will help the Agency and its partners weather any economic situation.

This year we will start to see the fruit of many projects which have been active for some time. These have formed themes running through our previous Plans which illustrate a promising direction of travel. Firstly, our work in sustainable procurement has been recognised by an independent audit as pushing forwards on all five strands of the Flexible Framework. Also, from a standing start at the end of 2007 the Environmental Management System is now fully functioning at our headquarters and upgrading work has started at a number of the least energy efficient test centres as part of our Carbon Management Programme. Many of these activities cannot be achieved quickly but we now have the momentum to propel us forwards.

I continue to be proud of our progress in these areas and I see this Plan as another significant stepping stone towards achieving sustainable development.

Rosemary Thew
Chief Executive
Driving Standards Agency

Introduction

The UK Government strategy clearly defines the aim of Sustainable Development:

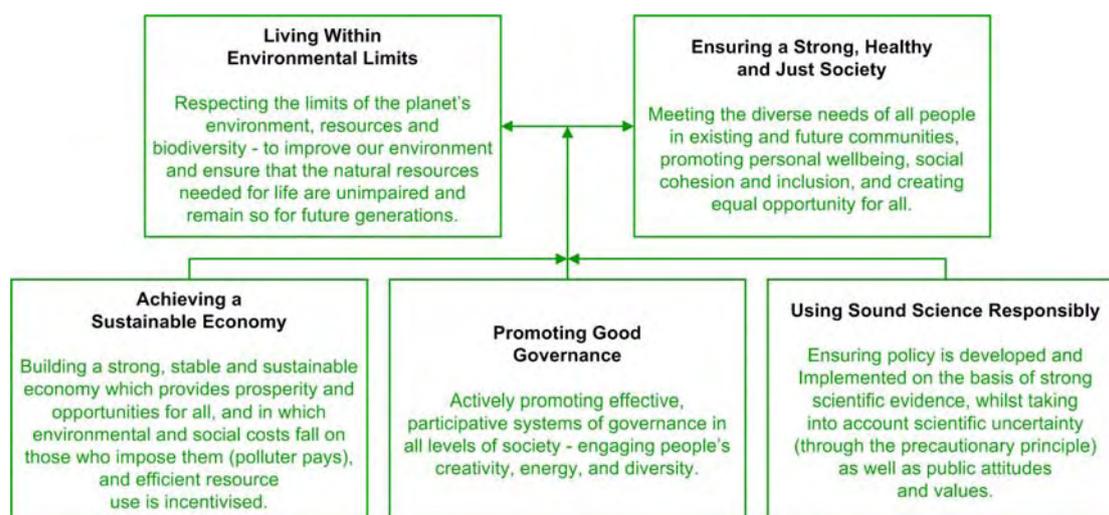
'To enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life, without compromising the quality of life for future generations'

The Sustainable Development Commission guidance elaborates on this definition in a way which we felt clearly showed the benefits of adopting a Sustainable Development approach:

'Sustainable Development is an internationally recognised approach that seeks to simultaneously progress economic, social and environmental goals across generations and across the globe. A sustainable development approach can help tackle the difficult features of our current development – the challenges of social cohesion, climate change, environmental destruction, over-consumption and economic inequality – and build a secure future that realises a just society and a strong economy, and that functions within environmental limits.'

In pursuit of this goal the strategy details five guiding principles designed to underpin policy making across the UK.

Figure 1: Shared UK guiding principles



To focus Government on the key challenges the Strategy defined four priority areas. This includes Climate Change and Energy which continues to increasing in prominence as the evidence builds that the global response is not of the magnitude required to curb emissions. However, the priority areas also concern the need to support greater social cohesion and encouraging economic prosperity and equality. These challenges require a strong, cohesive approach from all sectors of all communities. With our work playing a part in the safety and attitudes of road users we recognise that DSA has a significant role to play in meeting these challenges. DSA's activities are mapped against all four priority areas for action on page 6.

This Plan shows how we aim to further embed sustainable development in the core of our business. It includes specific commitments through which we will be delivering practical progress in the 2009-10 financial year.

Our Vision for Sustainable Development

DSA is an executive Agency of the Department of Transport. We aim to contribute to the overall goals of the Department and this Plan demonstrates some of the ways in which we are assisting in the delivery of a sustainable transport system where it is within the scope of our remit.

At the Agency's Core

Every year a set of primary targets for DSA are agreed (See Annex C) to underpin the Departmental Strategic Objectives. Many of these targets contribute to our wider social role of encouraging positive attitudes in driving, ensuring fairness and improving road safety. We believe that successfully influencing driver attitudes will lead the way to a reduction in carbon emissions, increased health from reduced pollution and improve social cohesion by safer roads. In addition, each year we define a target which is directly focussed on DSA's own sustainability. This year we are focussing on extending our Environmental Management System and further embedding sustainability in our procurement practices. We identified these areas as priorities because they both form frameworks for improvement which generate benefits that will be realised across the organisation and out to our partners.

These targets flow down from the Departmental Strategic Objectives. The chart below shows how these support the principles of sustainable development.

Figure 2: Departmental Strategic Objectives related to Sustainable Development Principles

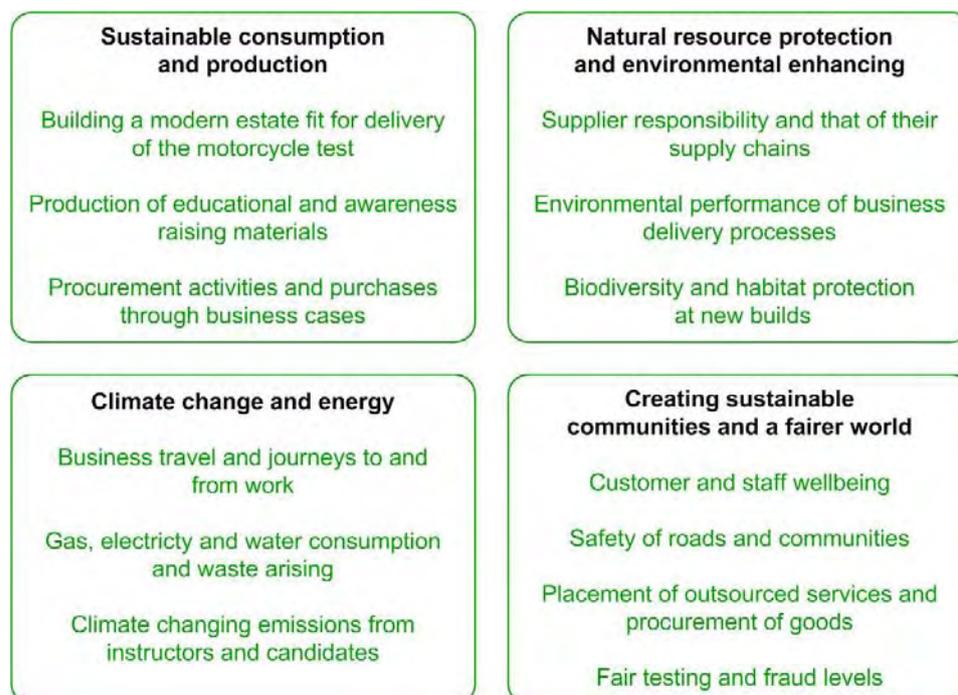
DfT Strategic Objective	SD principles supported
Tackle climate change	Living within environmental limits
	Using sound science responsibly
Contribute to better safety, security, and health	Ensuring a strong, healthy, and just society
	Using sound science responsibly
Promote equality of opportunity	Ensuring a strong, healthy, and just society
	Promoting good governance
Improve quality of life	Ensuring a strong, healthy, and just society
	Using sound science responsibly
Support economic growth	Achieving a sustainable economy
	Ensuring a strong, healthy, and just society

Note: The DSA Business Plan shows the flow from SD principles through DfT Objectives to Agency targets.

The Priority Areas

In order to identify the areas on which we need to focus we have mapped our primary aspects against the four priority areas from Securing the Future.

Figure 3: DSA's main aspects against the UK Shared Priorities for immediate action



In order to ensure that we are adequately managing these impacts we have shown them in relation to our control measures below:

Figure 4: DSA's main aspects and existing control measures (this year's actions in brackets)

Impact	DSA control
Building a modern estate fit for delivery of the motorcycle test	Energy and water efficient test centre design consistent with the latest building regulations (8)
Production of educational and awareness raising materials	Use of the recycled paper framework
	Trialling the use of less carbon intensive DVDs
Procurement activities and purchases through business cases	Sustainable Procurement strategy in place with priority areas covered by Guidance Notes (13)
	Using Flexible Framework to track progress (linked to Environmental Management System)
	Business cases evaluated for environmental and social implications
Supplier responsibility and that of their supply chains	Supplier engagement programme initiated with major suppliers (14/15)
	Contract Management Action Plan seeking to ensure effective management of key contracts

Environmental performance of business delivery processes	Many process have become electronic such as leave requests and payslips
Biodiversity and habitat protection at new builds	Wildlife including varieties of newts and bats are protected when discovered on new build sites
	MPTC grounds use local varieties of plants to enhance eco-systems
	Our training centre has greatly enhanced the grounds based on RSPB advice
Business travel and journeys to and from work	Travel Plans for major sites
	Travel policies advocate safe, economical and more sustainable forms of transport
	Green Fleet Review process completed and reviewing recommendations (11)
Gas, electricity and water consumption and waste arising	Our Carbon Management Programme is working on a number of strands to improve consumption
	We are investigating if a national recycling scheme would be beneficial (12)
	Major office refits have removed personal bins and increased waste segregation (9/10)
Climate changing emissions from instructors and candidates	Safe Driving for Life Programme looking at the learning regime and its environmental impact (1)
	Syllabus updated and Eco Safe Driving introduced into all licence acquisition tests (2)
Customer and staff wellbeing	Recruitment and selection is impartial and transparent
	Equality Impact Assessments on new policies and Equality and Diversity training available (6)
	Personal Development System used by all staff to ensure dialogue with line manager
	DSA possesses both Charter Mark and Investors in People
Safety of roads and communities	Testing taxi drivers, and evaluating fleet drivers and vocational drivers (3)
	Education of pre-drivers through Arrive Alive and experienced drivers through official publications
	Safe Driving for Life Programme looking at improving the existing learning regime (1)
Placement of outsourced services and procurement of goods	European Union directive on fair and open procurement applied rigorously
	Professional procurement personnel involved on all procurements over £20k
Fair testing and fraud levels	Fraud and integrity team prosecuting impersonators and illegal instructors
	Quality Assurance of test delivery and variance investigation teams

This year's Plan seeks to enhance or adjust our processes in those areas in which we feel the impacts can be better managed or further reduced. The numbers in brackets show how many of the SDAP targets relate to the current control measures.

Projected benefits

There are many benefits of adopting a Sustainable Development approach, but based on the experience gained from our previous action plans, the most notable benefits to DSA are:

- **Efficiency savings** – Physical improvements to our sites will generate a reduction in running costs. Challenging existing methods will remove or reduce the reliance on natural resources including DVD production and paper.
- **Reputation** – Our staff demand that DSA are at the forefront of sustainable development and in fulfilling this aspiration we can all be proud of the Agency. Demonstrating our commitment to our stakeholders and customers also improves our standing in a climate where all organisations are expected to take action and Government has committed to leading the way.
- **Social progression** – We hope that delivering a modern learning and testing system will contribute to a reduction in accidents and an improved driving attitude which is a building block for a fair and safe society.

Accountability and Monitoring

As with the previous SDAPs, Directors have continued to champion the commitments within the Plan. We monitor our progress against these commitments in the following ways:

- **Monthly reporting** – This frequent reporting through the Operational Performance Group is used to demonstrate progress and resolve or escalate issues relating to operations.
- **Quarterly internal reporting** - Updates are gathered from 'process owners' (those tasked by Directors to deliver the commitments) and sent to the lead Directors. Where appropriate, the Executive Board meetings will be used to table recommendations or further escalate issues highlighted by the monthly reports.
- **Quarterly external reporting** – A summary report detailing the quantitative elements such as utilities and mileage is reported to the Department for Transport to help track Departmental trends.
- **Annual external reporting** – At the end of the financial year The Annual Report 2008-09 will include a short commentary regarding notable developments. A full stand alone Progress Report will be published detailing progress in the main areas of policy, operations, people and procurement in addition to an update on each target.
- **Annual SDiG questionnaire** – After the close of the financial year we will submit the annual questionnaire which covers all aspects of Sustainable Development in Government.

Building Capability

The diagram below shows how we are seeking to integrate the ability to deliver the goals of sustainable development into the Agency's structure:

Figure 5: DSA's key posts which support the embedding of sustainable development



We are continuing to build on this structure and will be developing the knowledge and skills of nominated staff members within the key internal teams during 2009-10 (see Commitment 5). With this structure we have ensured an improved breadth of representation from across the Agency and have visibility at all levels. The result should be increased ownership within each branch and directorate.

Co-ordination through a Sustainable Development Team

At the beginning of 2007 we appointed a Sustainable Development Manager (centre of *Figure 5*) who has co-ordinated and reported on progress across the agency. The number of initiatives underway and the increased demand for reporting have led to the need to recruit a dedicated Sustainable Development Officer. This post was filled at the beginning of 2009 by a new member of staff holds a masters degree in Environmental Management. This central team will continue to be instrumental in coordinating efforts across the Agency and to lead the SD Network and EMS Steering Group.

Cross Department Co-ordination

DSA benefits from its strong relationship with the Department for Transport (DfT) and the other Agencies as this creates an atmosphere of collaborative working. This has proved especially beneficial in areas where we face similar challenges such as shared procurement needs and dispersed estates. The Central Department coordinate the family of SDAPs and host annual events aimed at enhancing this process. In addition, we attend events such as the Estates and Fleet forums where we share best practice with the other areas of DfT and seek to understand how future development will affect the department and present opportunities for improvement.

DSA Values

During 2007-08 DSA adopted four organisational values. We aim to be seen by our staff, customers and partners as an Agency which embodies these concepts and we believe that adopting a Sustainable Development approach will assist in achieving this. The values are shown below with a short explanation of how they relate to sustainable development and the five guiding principles:

- **Achieving the Best** – Our pioneering Eco-safe Driving initiative would save significant quantities of harmful emission if all learner drivers adopted these practices. We have successfully embedded the principles of fuel efficient driving in the ADI qualification process and our drive to achieve the best is clear to see in our inclusion of Eco-safe Driving in all licence acquisition tests which in many ways puts us at the forefront of the industry.
- **Looking Outwards** – Through the Learning to Drive consultation we reached out to as many members of the public as possible to gain their views on our proposals. We are also building relationships with major employers and insurance companies, whilst working more closely with representatives from the driver training profession, educational experts and other interested parties to achieve our shared aim of making our roads safer for everyone.
- **Respecting People** – Wherever possible we work to make what we do open and fair. Through our Equality Impact Assessments we engage with representatives of those groups who may be disadvantaged by proposed decisions and through our recruitment process we try to reach people from all backgrounds. We value equality and diversity and actively strive to treat everyone fairly and with respect.

- **Making a Difference** – Driving Test Centres are in many ways the face of DSA. Making a difference here is about practical, visible change and this can be seen in the new Multi-Purpose Test Centres (MPTCs) and our work to upgrade the least energy efficient Driving Test Centres. With energy consumption identified as a priority for action we have made the MPTCs up to seven times more energy efficient than the old centres they are replacing.

The following sections outline our commitments for 2009-10 including owners, priorities (see Annex A) and timescales. Each section starts with a definition so that it is clear what we consider to be covered within the scope of each.

Performance and Review

In 2007 we published our first SDAP which signalled a step change in DSA's approach. It was an ambitious Plan with over thirty individual commitments. We cast the net wide to see where we should focus and many actions led on to the subsequent Plan and have now been expanded further in this Plan. The first year we delivered 60% of our commitment and during 2008-09 we delivered 69%. We aim to improve the proportion of the plan delivered every year while ensuring that they remain stretching.

In our first Progress Report we declared the following progress in embedding a sustainable development approach.

Figure6: Where DSA was in June 2008

Policies	People	Operations	Governance, Monitoring and Reporting
Some Progress	On Course	On Course	Some Progress

In order to keep staff in touch with these developments we will continue to draw highlights from the monitoring process to publish on the sustainable development section of the intranet, in our in-house magazine and other channels. This, coupled with the local Sustainable Development Network representatives (see Figure 5) producing electronic newsletters detailing ground level developments and the planned capacity building should maintain a high level of visibility. However, we acknowledge that staff and other stakeholders need to be able to feedback and help to shape the plan. During 2008 we actively sought feedback through the above communication and the Team Talk (undertaken by all staff) was particularly successful as we received suggestions for improvement from forty teams. We used this to inform this year's actions as is demonstrated by the commitment to investigate a national recycling scheme.

We will repeat the lessons learned exercise undertaken in 2008 each year. We will use this information to explore further commitments for delivery next year during the life of this Plan and anticipate publishing in the next SDAP in March 2010.

Policy

Definition: Embedding sustainability in the core remit of DSA. How does this inform and change the services we exist to deliver?

A Sustainable Development approach is increasingly adopted in Policy development. This process has been aided in part by the successful introduction of Impact Assessments which cover sustainable development. We are also working towards ensuring all teams knowledge and skills to allow them to apply the principles of sustainable development as standard practice and checkpoints such as Business Cases and the Change Board are used to check this approach.

The Future Face of Learning to Drive

Evidence shows that those most at risk of being involved in a road accident are newly-qualified drivers. It is clear that there are opportunities to improve the current driver learning and testing process to prepare these drivers for the challenges of driving alone.

DSA initiated the Safe Driving for Life (SDfL) Change Programme to address concerns around the adequacy of the current learning and testing process and in May 2008 a key milestone was the launch of the Learning to Drive consultation. The primary driver behind the SDfL Programme is to support the DfT 'Transport Story' by making our roads safer, which will deliver economic benefits through fewer casualties and delays. Improved driving standards will also help to reduce the environmental impact of driving throughout Great Britain.

No	Target	Timescale	Ownership	Priority
1	Safer Roads – The new Safe Road User qualification will raise young people's awareness of the financial and ecological impacts of different modes of transport before they go on to learn to drive. We will also continue to ensure that the principle of eco-safe driving forms an integral part of our improvements to the learning and testing processes.	March 2010	Director of Strategy and Performance	4*

* See Annex A for a definition of priority levels.

Sustainable Driving

With the development of the new learning to drive syllabus there is an opportunity to encourage learner drivers to think more about the options when travelling and to be aware of the responsibility that comes with driving. Being aware of the benefits and impacts of travelling options empowers road users to take informed choices which include optimising their own safety and managing their environmental impact.

No	Target	Timescale	Ownership	Priority
2	Driving Syllabus – In developing the new learning to drive syllabus and underpinning knowledge, we will ensure that the knowledge required to make responsible decisions about how to manage the environmental impact of travel and the skills required to minimise the impact of driving will form key components.	March 2010	Chief Driving Examiner and Director for Safer Driving	3

The style employed by a driver can have a significant effect on the fuel consumption and safety of their journeys. In September 2008 we introduced Eco Safe Driving into the licence acquisition tests. However, DSA's unique position in the driving industry also means we have the opportunity to influence those who deliver driver training.

No	Target	Timescale	Ownership	Priority
3	Eco Safe Driving – Influencing experienced drivers, including those involved in work related driver training and development programmes is central to changing habits and helping to reduce emissions. We will ensure that when accrediting industry training we will require the inclusion of driving techniques which, when applied, will result in reduced emissions.	March 2010	Chief Driving Examiner and Director for Safer Driving	2

Planning for Sustainability

It is rare that any change plan can be delivered without resource and budget. Sustainable Development is no different and there is a need to ensure we fall into step with the key decisions which drive the Agency's direction.

No	Target	Timescale	Ownership	Priority
4	Sustainable Planning - The skeleton 2010-11 SDAP including draft commitments will be circulated ahead of the deadline for local plans to allow bids for budget and resource to take future commitments into account.	September 2009	Director of Finance and Corporate Services (Sustainable Development and Business Planning)	2

People

Definition: Promotion and support of a sustainable development approach in terms of our staff and the communities in which we operate.

Taking ownership

During 2007-08 we built our capacity through an improved and extended SD network, including responsibilities in the new 'Test Centre Manager' roles. In 2008-9 we implemented an Environmental Management System which included a steering group, developed our

sustainable procurement capability and rolled out a new management deliverable which includes sustainable development. This year we will continue this process through developing members of staff from critical teams who have been nominated to champion sustainable development in their own areas.

No	Target	Timescale	Ownership	Priority
5	Building Capacity - We will give those members of staff identified as Team Champions the tools to embed a sustainable approach within their area of responsibility.		Director of Finance and Corporate Services and Director of Human Resources (Learning and Development)	2
	Evaluate the information required, training options available and define the package to be delivered.	August 2009		
	Deliver the training to the Team Champions and provide a resource pack to support them in implementing their learning.	March 2010		

Our staff and our communities

Our culture is to respect everyone, whether they are a member of the public or an employee. Many previous SDAP commitments sought to support and reinforce this message. We regularly survey our customers to ensure that we are delivering an efficient and effective service and one that meets their needs and leaves them feeling that they have been treated fairly. Internally we have robust systems to support our staff. Starting from our fair and open recruitment process and comprehensive induction, through to regular performance development meetings, staff are supported and have the opportunity to discuss anything openly.

To remove unintentional discrimination from our policy and decision making process we introduced Equality Impact Assessments. Training was delivered at the time but there is a need to ensure staff continue to build their knowledge.

No	Target	Timescale	Ownership	Priority
6	Respecting People – In order to enable and encourage a workforce which values Diversity and upholds DSA's Dignity at Work principles we will:		Director of Human Resources (Equality and Diversity)	2
	Deliver face to face diversity training to all staff to give them a clear understanding of equalities legislation and DSA's own policies.	March 2010		
	We will develop and install a permanent, intranet-based diversity e-learning tool to ensure that all future new starters have a clear understanding of equalities legislation and DSA's own policies.	June 2009		

Operations

Definition: The management of our estate and supporting activities including travel and waste.

Estate Management

In our first Plan we said we would assess how to approach Environmental Management, and in the second we pledged to implement a system at our Headquarters. In 2008 we took great strides forwards and now have a certified system. This year we plan to extend the EMS to our Training Centre and once this is complete we will look at extending to our northern area office, probably during 2010-11.

No	Target	Timescale	Ownership	Priority
7	Environmental Management – We will achieve a certified Environmental Management System which covers Headquarters and our Cardington site.	March 2010	Director of Finance and Corporate Services (Sustainable Development) and Director of Human Resources (Learning and Development)	1

This target has also been recognised as a DSA Business Target in order to raise the profile and ensure the wider organisation mobilises to deliver this improvement.

Although the Sustainable Operations on the Government Estate targets (SOG E) do not represent a complete sustainable development approach, they are a considerable building block. The commitments below define significant steps in either working towards, or continuing to comply with the targets.

Our Carbon Management Programme is working across a number of strands. All refurbishments now observe a set of minimum environmental standards and a package of works is now underway. However, improving efficiency is not just about improving our buildings, but also ensuring new ones meet high standards and ensure staff behave in a way that maximises the effect of these improvements.

No	Target	Timescale	Ownership	Priority
8	Energy Efficiency – We will improve efficiency across the estate to achieve a 15% reduction against 2002-03 levels through these main channels:	March 2010		3
	We will upgrade the estate through a package of works targeted at poor performing sites.		Director of Finance and Corporate Services (Estates)	
	Continue to roll out the MPTC programme ensuring that the new buildings are considerably more energy efficient than the buildings they are replacing.		Chief Operating Officer (MPTC)*	
	Improve the running of the estate including the behavioural traits of staff.		Chief Operating Officer (Testing and Assessment)	

* The ownership of this action is likely to change as the project becomes business as usual.

Now that we have completed the reassessment of our energy baseline we can be far more confident in comparing present energy efficiency levels with the 2002-03 baseline.

The successfully delivered commitments in the previous plan mean that we are now experiencing better segregation and recycling at major offices. Other measures including multi functional printers and removal of personal bins at head office should lead to a reduction in overall waste. However, other options such as anaerobic digestion for organic waste at the training centre still need to be evaluated.

No	Target	Timescale	Ownership	Priority
9	Waste – We will reduce waste by at least 5% based on 2004-05 at our main sites:	March 2010		1
	Headquarters		Director of Finance and Corporate Services (Estates and Facilities)	
	Northern Area Office		Chief Operating Officer (Operations)	
	Training Centre		Director of Human Resources (Learning and Development)	

No	Target	Timescale	Ownership	Priority
10	Recycling – We will increase recycling to 40% of waste arising at our main sites:	March 2010		2
	Headquarters		Director of Finance and Corporate Services (Estates and Facilities)	
	Northern Area Office		Chief operating Officer (Operations)	
	Training Centre		Director of Human Resources (Learning and Development)	

These targets focus on the major buildings for a number of reasons. Firstly, we can influence the waste streams more effectively where the quantities are larger. Secondly, the situation at the smaller sites varies greatly and means that monitoring waste and recycling levels is extremely difficult. We are attempting to resolve this through site managers collecting information and submitting this to the area teams for collation but we do not yet have complete coverage.

We aspire to supporting the smaller sites in recycling their waste and we know from the Team Talk that this is an important issue for many of our staff. A national contract to manage our recycling would offer a possible solution, but this comes with obvious risks around excessive transport so we need to thoroughly investigate the options before committing ourselves.

No	Target	Timescale	Ownership	Priority
11	National Recycling – Re-examine the options for recycling at Driving Test Centres including evaluating local authority services and whether a national recycling contract would be beneficial for the network.	March 2010	Director of Finance and Corporate Services (Procurement)	2

Encouraging Sustainable Travel

The various factors which affect travel are owned by different functions within DSA. In order to recognise this, ownership is split among the appropriate parties.

No	Target	Timescale	Ownership	Priority
12	Travel Policy - Work to reduce the carbon resulting from business travel by progressing the recommendations within the Green Fleet Review.	March 2010	Director of Finance and Corporate Services (Travel and Subsistence) and Chief Driving Examiner and Director for Safer Driving (WRRS)	2

This builds on existing work with the Travel and Subsistence Code and Work Related Road Safety policies. The Green Fleet Review was finalised in mid 2008 and this document will form the basis of our approach.

Note: The Green Fleet Review was commissioned by DfT and covers all areas of car and motorcycle transport such as 'greyfleet' (private cars used for business journeys), short term hire, owned fleets and the practices and policies which control their use.

Making green spaces better

Our Cardington site is still undergoing a transformation and there are signs of increased biodiversity as a result of the tree and shrub planting. In addition, the areas surrounding the MPTCs are also designed with due consideration to the local eco-systems.

Procurement

Definition: The purchasing of goods and services necessary to deliver our services.

We recognise that procurement is a powerful tool which can be used to ensure we act in a responsible way and manage our impacts. At the end of 2007 we were assessed to establish how successfully we had embedded the principles of sustainable procurement (using the Sustainable Procurement Taskforce's Flexible Framework). Our considerable efforts in this area ensured that we were rated as being at the leading edge within the Department. In the following review at the end of 2008 we showed significant progress and were again rated as being at the forefront of the Department.

In 2008-09 we published our Sustainable Procurement Action Plan. This led to sustainable procurement deliverables being included in the personal development of key staff, training on whole life costing and the comprehensive application of the DfT Sustainable Procurement Strategy.

No	Target	Timescale	Ownership	Priority
13	Flexible Framework - Reach level 3 across the Flexible Framework with one category in level 5	December 2009	Director of Finance and Corporate Services (Procurement)	3

This target has also been recognised as a DSA Business Target in order to raise the profile and ensure the wider organisation mobilises to deliver this improvement.

Our highest value contract is for the delivery on the Theory Test which involves running nearly 150 sites around Scotland, England and Wales. This contract was rated as having a high sustainability risk and we have built a strong relationship with our supplier to help manage this risk.

No	Target	Timescale	Ownership	Priority
14	Complementary Plans - Work with our Theory Test provider to develop and publish their own Sustainable Development Action Plan.	April 2009	Director of Strategy and Performance	2
	Support them in the delivery of the commitments within the plan making use of the existing management systems to monitor progress.	March 2010		

Our Information Technology Services partner is our second largest contract in terms of value and was recognised during the development of the DfT Sustainable Procurement Strategy as have a significant climate change contribution. Indeed, a 2007 Gartner estimate put ICT on a par with aviation in terms of carbon emissions.

No	Target	Timescale	Ownership	Priority
15	Greening ICT – Work with our IT service provider to deliver the Greening ICT Government Strategy.	March 2010	Director of Business Modernisation (ICT)	2
	Report back demonstrating how ICT is helping to reduce the carbon footprint of the Agency.	December 2009		

Governance

The existing governance system which works primarily through the Operational Performance Group has worked well over the past two years. However, having tackled many of the easier areas we are now moving on to tackle more complex challenges and we need to assess whether the existing system needs to be changed or expanded. One option we will examine is setting up a sustainable development steering group, but we need to assess the benefits and risks to this and other approaches before defining the future system.

No	Target	Timescale	Ownership	Priority
16	Governance – We will reassess the governance around Sustainable Development and adopt improvements where appropriate. This will include evaluating the possible membership and terms of reference for a steering group.	June 2009	Director of Finance and Corporate Services (SD)	1

Annex A – Summary of commitments 2009-10

No	Target	Timescale	Ownership	Priority
1	Safer Roads	March 2010	Strategy and Performance	4
2	Driving Syllabus	March 2010	Chief Driving Examiner	3
3	Eco Safe Driving	March 2010	Chief Driving Examiner	2
4	Sustainable Planning	September 2009	Finance and Corporate Services Strategy and Performance	2
5	Building Capacity	August 2009	Finance and Corporate Services	2
			Human Resources	
		March 2010	Finance and Corporate Services	
			Human Resources	
6	Respecting People	March 2010	Human Resources	2
		June 2009	Human Resources	
7	Environmental Management	March 2010	Finance and Corporate Services	1
			Human Resources	
8	Energy Efficiency	March 2010	Finance and Corporate Services	3
			Chief Operating Officer	
			Chief Operating Officer	
9	Waste	March 2010	Finance and Corporate Services	1
			Chief Operating Officer	
			Human Resources	
10	Recycle	March 2010	Finance and Corporate Services	2
			Chief Operating Officer	
			Human Resources	
11	Travel Policy	March 2010	Finance and Corporate Services	2
			Chief Driving Examiner	
12	National Recycling	March 2010	Finance and Corporate Services	2
13	Flexible Framework	December 2009	Finance and Corporate Services	3
14	Complementary Plans	April 2009	Strategy and Performance	2
		March 2010	Strategy and Performance	
15	Greening ICT	March 2010	Business Modernisation	2
		December 2009	Business Modernisation	
16	Governance	June 2009	Finance and Corporate Services	1

Assigning a Priority

The table below shows the Sustainable Development Commission's definitions of the levels of contribution to the shared priorities. We have assigned a number to each commitment in the Plan based on these definitions. This can be found in the right hand column of each commitment and the summary table above.

Priority	Definition
1	Action has a zero or small contribution to one or more of the shared priorities
2	Action has a fair contribution to one or more of the shared priorities
3	Action has a good contribution to one or more of the shared priorities
4	Action has an outstanding contribution to one or more of the shared priorities

Annex B - Abbreviations and Terms

Abbreviations

DSA	Driving Standards Agency
DfT	Department for Transport
MPTC	Multi-Purpose Test Centre
SAP	DSA's finance, HR and procurement system
SDC	Sustainable Development Commission
SOGE	Sustainable Operations on the Government Estate
SSC	Shared Service Centre
WRRS	Work Related Road Safety

Definition of Terms

Eco-Safe Driving	The Eco-Safe Driving style has been developed through examining hazard perception and awareness skills, gear selection, accelerator use, speed, engine braking and cruise control. According to our tests carried out on a variety of drivers, adopting this style can save 5-17% in fuel usage.
Flexible Framework	A framework designed by the Sustainable Procurement Taskforce to aid the process of embedding sustainable procurement practices.
SAP	A finance system which has been used by DSA for several years. In April 2007 we went live with a significantly changed new version of SAP in order to support the move to the Shared Services Centre.
SSC	The Department for Transport (DfT) have consolidated many back office services including finance and human resources which are now provided by a Shared Services Centre.
SDC	The body responsible for supporting and critiquing progress towards adopting a sustainable development approach in Government.
SOGE	Current details of the targets can be at www.sustainable-development.gov.uk/government/estates/targets.htm
Multi-Purpose Test Centre	A network of new test centres currently being planned and built around Great Britain brought about by European legislation for motorcycle testing. They are replacing some of the existing network of test centres.

Bibliography

Securing the Future	Published in 2005, this constitutes the UK Sustainable Development strategy.
Procuring the Future	Published in 2006, this constitutes the UK Sustainable Procurement strategy.

Annex C – Secretary of State, Service and Business Targets for 2009-10

Secretary of State

Maintain the integrity and quality of the driving test by supervision of 95% examiners including delegated examiners and conducting a rolling programme of 120 quality assurance visits.
Make appointments available within 9 weeks at permanent car driving test centres - 90%
Introduce the EU Compliant CPC qualification for lorry drivers on 10 September 2009
Take forward the agenda set out in the Learning to Drive consultation by a) introducing case studies into the theory test and b) launching a trial to assess the effectiveness of the proposed new learning to drive syllabus and process by March 2010.
Deliver the customer service promises as set out in the agency business plan by March 2010
Achieve £4 million financial efficiency savings during 2009/10
Deliver agreed financial plan for 2009/10.
Ensure delivery of the dangerous goods driver training and safety advisor training in line with the Memorandum of Understanding agreed with DfT

Business Targets

Maintain or improve customer satisfaction for Candidates - 90%
Maintain or improve business customer satisfaction - 73%
Complete 80% of Freedom of Information requests within 20 working days
Provide answers to 85% of parliamentary questions by due date
Respond to 85% of MP's correspondence within 7 working days
Respond to 80% of official correspondence within 20 working days
By March 2010, take forward two key actions from the Sustainable Development Action Plan by 1) maintaining at least level 3 across the board and reach level 5 in one category of the flexible framework recommended by the Sustainable Procurement Taskforce; and 2) maintaining ISO 14001 certification for the DSA head quarters and extending the certificated Environmental Management System to the Training Centre.
Achieve payment of undisputed and settled invoices within 30 working days of receipt at 98%
Achieve agency headcount of no more than 2650 at 31 March 2010
Reduce average number of days absence to 10.0 days per employee
Achieve customer take up of transactions to 73% for existing online services by March 2010
Introduce a syllabus for the Direct Access Scheme (DAS) and pre-test training by 31 March 2010 that will improve standards of training and contribute to the Governments Motorcycle Strategy
To progress to conclusion 650 investigations in relation to impersonation/ID fraud and 150 investigations in relation to illegal driving instruction and actively seek prosecution where applicable

Feedback

If you have any comments about anything in this Action Plan or would like more information please contact:

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