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2006 Sustainable Development Action Plan Progress Report

Pesticides Safety Directorate
With SDC Commentary

November 2007

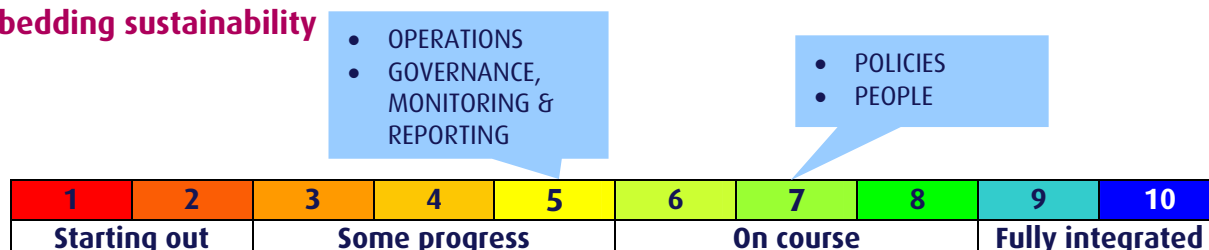Sustainable Development Commission

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PESTICIDES SAFETY DIRECTORATE'S SELF-ASSESSMENT SUMMARY

This is a summary of PSD's progress report; the full version begins on page 6.

As an Executive Agency of the Department for Environment, Food and Rural Affairs (Defra), the Pesticides Safety Directorate (PSD) is responsible for providing policy advice to Ministers and taking the lead on pesticide issues for Defra.

Progress against actions: PSD reported that 81% of actions were complete or on target.

Embedding sustainability

- OPERATIONS
- GOVERNANCE, MONITORING & REPORTING

- POLICIES
- PEOPLE

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

Procurement – Flexible Framework

- PEOPLE
- POLICY, STRATEGY & COMMUNICATIONS
- PROCUREMENT PROCESS
- ENGAGING SUPPLIERS
- MEASUREMENTS & RESULTS

Not met Level 1	Level 1	Level 2	Level 3	Level 4	Level 5
-	Foundation	Embed	Practice	Enhance	Lead

SDC'S SUMMARY COMMENTS

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

PSD reported a good level of progress against the actions in its SDAP. However, progress on embedding sustainability across the organisation was less clear.

Strengths:

- Introduced a standardised approach to project management that included an SD assessment.
- Established an SD enthusiast group, with members in each management group.

Weaknesses:

- Did not provide the rationale to support the impact levels chosen for each of its actions
- Provided very little information to support the levels selected in the sections on embedding sustainability and on procurement.

Challenges for next year's SDAP progress report:

- Provide more detail in all sections of the progress report to demonstrate more clearly the level of progress being made
- Demonstrate how PSD has considered and improved the sustainability impacts of its procurement activities
- Provide details of the systems in place to measure and monitor operational impacts, and monitor progress on the SDAP.

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*,[1] 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:

- **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"[2] (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 Framework[3] 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 Pesticides Safety Directorate's (PSD's) full progress report.[4]

The SDC's commentary evaluates the progress reported by PSD, as well as the quality of its self-assessment.[5] 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*.[6]

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[2] 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.

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

[4] Reported progress against: *'Sustainable Development Action Plan',* PSD, December 2005.

[5] Please see SDAP Progress Report methodology paper – www.sd-commission.org.uk.

[6] *Off the Starting Block*, Sustainable Development Commission, November 2006.

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

SDC'S COMMENTARY

Progress against actions

PSD reported good progress against the actions in its SDAP:

- 81% of actions had either been completed or were on target
- Evidence was provided against most of the actions, and was readily available in the majority of instances
- PSD considered that its actions as a whole made a fair contribution to the SD shared priorities.

However, PSD did not provide any rationale for the impact levels selected. **PSD should be able to provide details of how it is considering the impact of its actions in future progress reporting.**

In the few cases where targets were not met, reasons were not provided. For example, the SDC would have liked to see the reasons for slow progress on investigating the affordability of carbon offsetting for business travel. Although it is positive that PSD intends to give high priority to reducing business travel emissions in its next SDAP, it does not say whether the action on carbon offsetting will be taken forward.

Several actions were reported to be "on target" when the target date had passed. In these instances, actions should have been reported as "complete" or "recoverable".

The SDC would have liked to have seen more commentary in some places, for example on the new enthusiast's network, skills training and the progress monitored on recycling. Further, the commentary did not always cover all parts of an action. For example, PSD confirmed that it had published its SDAP on the PSD website. However, it did not provide evidence for progress against the other parts of this action, including whether questions on SD were included in a customer satisfaction survey, or whether references to this were included in the annual report.

PSD reported that the SDAP had been on the agenda of quarterly PSD Board meetings during the plan period, but did not indicate whether the Board had reviewed SDAP progress as planned.

Embedding sustainability

PSD reported that it was "on course" for embedding SD into *policies* and *people*, and had made "some progress" on *operations* and *governance, monitoring and reporting*.

Overall, the reporting in this section of the report was poor, and did not illustrate how PSD was embedding sustainability into the organisation. However, from progress reported against the actions in the SDAP, it is clear that some progress had been made. This information could have been used to support the self-assessment ratings. For example, PSD reported that it had:

- Agreed a standardised approach to project management, supported by templates that include an SD assessment
- Carried out several Regulatory Impact Assessments (RIAs), using Defra Guidelines
- Held a week of activities to raise awareness on SD and energy use
- Appointed an "SD Enthusiast" in each management group, to promote SD activity amongst staff
- Implemented printing initiatives which resulted in a 25% reduction of paper usage between 2005-07
- Introduced recycling facilities across the estate, and successfully engaged staff in their use.

Some progress was also evident on operational performance, although PSD reported that it felt constrained by its building and shared site management. The SDC would have liked to have seen details of the systems in place to measure and monitor operational impacts, and strongly encourages PSD to establish an Environmental Management System (EMS). The SDC would also encourage PSD to explore opportunities for working with its site manager on operations

issues, for example combining efforts to address a shared problem.

The SDC would also have liked information to have been provided about PSD's progress in the following areas:

- On *policies*: how PSD had aligned its decision making with SD goals and principles, signalled SD in external relationships, and engaged with stakeholders
- On *people*: to what extent PSDs active approach to staff training and development had resulted in the embedding of SD capability in all its staff, and ensured they had the knowledge and skills required to support delivery of the SDAP
- On *governance, monitoring and reporting*: what systems were in place to monitor progress on the SDAP, and structures to drive delivery and continual improvement.

Procurement

PSD used the Flexible Framework to report progress on procurement, and assessed itself as being at the ''Foundation'' level for each theme.

As procurement activity is limited, with most going through Defra or OGC frameworks, PSD felt that the Framework was not directly applicable to its own circumstances. As such, very little information was provided to support the levels selected.

Even if procurement activity is limited, the SDC would still encourage PSD to work towards the criteria of the Framework, to ensure sustainability is reflected in all purchasing decisions, irrespective of whether this is done directly or though other mechanisms. In particular, the SDC encourages PSD to:

- Provide basic training on sustainable procurement principles to those staff who do make procurement decisions
- Identify a champion for sustainable procurement
- Communicate Defra's sustainable procurement policy to all staff and key direct suppliers

- Undertake an expenditure analysis and identify key sustainability impacts
- Include sustainability criteria in its own contracts when procuring directly
- Ensure sustainability is considered in procurement specifications when purchasing through Defra or OGC
- Adopt Quick Wins and award contracts on the basis of value-for-money, not lowest price.

Taking stock

PSD reported that the following helped it to deliver its SDAP:

- Existing culture and role regarding the sustainable use of pesticides
- High priority of SD reinforced through its relationship with Defra
- SD enthusiasts group
- SD awareness week.

However, progress was hindered by conflicting work priorities and reduced levels of funding. PSD felt that expectations need to be realistic; there is no resistance to change, but embedding SD will take time. To this end, it added that the bureaucracy around SD needed to be minimised.

Summing up

PSD reported good progress against its actions, giving examples of how it was tackling the sustainability of its operations and policies, and beginning to engage staff on SD issues. However, very little detail was provided in the remainder of it's report. As such it is difficult to establish the level of progress made on embedding sustainability across the organisation, and activity on sustainable procurement appeared to be minimal.

The SDC encourages PSD to provide more information in future reporting to demonstrate the level of progress made. This would include, for example, making links between the SDAP actions and how they contribute to embedding sustainability, and providing more detail to support the self-assessment ratings.

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2006 Sustainable Development Action Plan Progress Report

Pesticides Safety Directorate's Self-Assessment

16th July 2007

1 EMBEDDING SUSTAINABILITY

PSD 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, PSD 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	

PSD's response

Level: 7	Policies: On course	PSD's comments in support of this rating:
	Criteria: - 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.	PSD's policy role is mainly operational, but recent work on "Pesticides and the Environment: A Strategy for the Sustainable Use of Plant Protection Products" under Defra's Sustainable Farming and Food Strategy places us in a good position. The Strategy provides a framework for plant protection product legislation, policies and initiatives and contributes to goals promoting sustainable development. It will do this by helping to protect the countryside and natural resources, supporting sustainable food and farming and sustainable consumption and production. It will help minimise the adverse environmental impacts of using plant protection products. We have an active SD enthusiasts group.

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Level: 7	People: On course	PSD's comments in support of this rating:
Criteria: SD is greatly reflected in: • 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.		We recognise that strong leadership is essential to the delivery of our business and maintenance of relevant specialist capacity is vital to both our approvals work and our ability to develop pesticide policy effectively. We are committed to retaining our Investors in People status, for which we will be re-appraised in Autumn 2007, maintaining the relevant technical skills, including succession planning which is proactively managed at Board and Specialist level. We have identified learning needs for staff against our future targets. We actively encourage staff to develop skills that will facilitate flexible deployment across the agency to meet changing workloads and demands. We also provide opportunities for short term secondments to stakeholders and volunteering in the community. We value diversity; we provide access to nursery facilities, flexible working and support for staff on development, equality and diversity issues. Our Diversity Champion is a PSD Board member.

Level: 5	Operations: Some progress	PSD's comments in support of this rating:
Criteria: Some structure around the Framework for Sustainable Development on the Government Estate including elements such as: • 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.		We do a great deal in this area, but we are constrained by the building and the shared Defra site management. It is planned that Defra will refurbish PSD's building during 2008 and this will bring significant benefits through more efficient heating, lighting and water. IT is the only other main user of energy and while most of this is already very efficient (e.g. low voltage PCs, flat panel screens, duplex printer at a 1:12 ratio), we continue to seek further improvements especially in the server room (which also requires mechanical cooling). International travel is a significant part of our business and we will seek to make improvements during the next planning period. Procurement is limited to IT and office consumables. We use Defra or OGC contracts for most of this. We have made significant reductions to paper usage over the last few years. Our active enthusiasts are encouraging staff to reduce the impact of operations e.g. recycling, energy saving etc.

Level: 5	Governance, Monitoring and Reporting: Some progress	PSD's comments in support of this rating:
PSD scored 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.		We are doing better, but many systems do not currently make it easy to monitor SD matters. For example, energy usage is difficult to attribute to particular areas and functions. Travel records do not make it easy to extract estimates of carbon emissions. We have had successes in some areas e.g. paper usage and using power monitors to check office equipment. We have included regular reports on progress at Board level and also in our annual report and accounts.

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*[7]) 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, PSD identified the level it has reached, and provided information in support of this self-assessment.

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[7] *Procuring the Future*, The Sustainable Procurement Task Force National Action Plan. Defra, June 2006.

PSD's response

PEOPLE	
Level 1: FOUNDATION	
Criteria: Sustainable procurement champion identified. Key procurement staff have received basic training in sustainable procurement principles. Sustainable procurement is included as part of a key employee induction programme.	**PSD's comments:** The table doesn't really have any relevant choices for us. We do not have procurement professionals and do very little procurement. Our procurement is very limited: office consumables and IT in the main. Most procurement is done through Defra or OGC frameworks and any significant work outside this (which is rare) would be put through Defra's procurement people

POLICY, STRATEGY & COMMUNICATIONS	
Level 1: FOUNDATION	
Criteria: Agree overarching sustainability objectives. Simple sustainable procurement policy in place endorsed by CEO. Communicate to staff and key suppliers.	**PSD's comments:** Staff are aware of the need to use approved frameworks unless this is unavoidable. Most of the limited procurement will use such frameworks. PSD has signed up to follow Defra's Procurement Policy unless there are over-riding business reasons to do otherwise. Energy efficiency is considered during IT procurement.

PROCUREMENT PROCESS	
Level 1: FOUNDATION	
Criteria: Expenditure analysis undertaken and key sustainability impacts identified. Key contracts start to include general sustainability criteria. Contracts awarded on the basis of value-for-money, not lowest price. Procurers adopt Quick Wins.	**PSD's comments:** Frameworks used or Defra guidelines followed.

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ENGAGING SUPPLIERS
Level 1: FOUNDATION

Criteria:	**PSD's comments:**
Key supplier spend analysis undertaken and high sustainability impact suppliers identified. Key suppliers targeted for engagement and views on procurement policy sought.	Limited engagement with supplier, but for example Dell were confronted re energy efficiency of an IT purchase and more efficient HP kit bought instead.

MEASUREMENTS & RESULTS
Level 1: FOUNDATION

Criteria:	**PSD's comments:**
Key sustainability impacts of procurement activity have been identified.	Limited impact from PSD procurement activities as these are at a low level.

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3   TAKING STOCK

SDC asked PSD a series of questions designed to reflect on the success, barriers and progress of its SDAP, and to identify what helped or hindered. PSD'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.**

PSD's culture and role, using sound science to regulate the sustainable use of pesticides, have helped as has being an Agency of Defra which has kept the priority of SD high. The local enthusiasts have provided a focus to improve operations. The SD week held in Nov 2006 further added to staff appreciation of SD issues.

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

As with most organisations, we face many conflicting priorities and reducing levels of funding. The main hindrance is unrealistic expectations. Changes and embedding takes time. There is no resistance to what needs to be done, but the associated bureaucracy must be minimised to allow time to actually deliver the change.

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 (RIAs).**

RIAs are published. We are seeking to improve record keeping in some areas e.g. travel as although much of what we need is captured it is not possible to extract and analyse the data. Energy usage is available from billing information and paper usage from both purchase orders and detailed printing logs. Training is recorded in the HR system.

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

No.

4   PROGRESS AGAINST ACTIONS

The tables that follow report PSD'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, PSD 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.* [8] These are:

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

Column H contains PSD'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

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

Pesticides Safety Directorate's self-assessment of progress towards SDAP actions

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
1	Finalise the National strategy for the sustainable use of plant protection products and put in place Action Plans in support of sustainable pesticide use.	March 2007	Director of Policy	**Complete**	Published http://www.pesticides.gov.uk/environment.asp?id=70	✓	3	5 action plans in place. Strategy being extended and re-consulted at present.
2	Regulatory Impact Assessments (RIAs) on all new legislation being developed will be tested against Defra's 'Stretching the Web' model to ensure that environmental, economic and social impacts are minimised. We will also use this model to test new guidance where appropriate.	March 2007	Director of Policy	**Complete**	RIAs are published http://www.pesticides.gov.uk/environment.asp?id=1939	✓	2	Several RIAs were carried out during the plan period. Defra guidelines have been followed and therefore cover minimisation of environmental, economic and social impacts.

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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
3	All business cases for new project work being commissioned by PSD will include a paragraph assessing the aims of the project and the approach to be taken against the five Guiding Principles set out in the Government's Sustainable Development Strategy.	Mar 2007	All Directors	On target	Standardised project management templates	✓	1	A standardised approach to project management has been agreed and this is supported by templates that include an SD assessment. Projects are usually small so the overall impact is low, but it does ensure that SD is not ignored.
4	The UK's negotiating position in Brussels on changes to EC legislation will take account of the five Guiding Principles set out in the Government's Sustainable Development Strategy.	Mar 2007	Director of Policy	Complete	Defra principles followed during negotiation leading to an RIA before legislation is implemented. Reports of meetings record UK position.	✗	1	Difficult to provide evidence for this during the process of negotiation.

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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
5	Monitor use of paper and set objectives to reduce paper usage by 20% by March 2007.	Mar 2007	Director of Finance	**Complete**	Records of purchases show a reduction of 25% from 2005 to 2007 (333,000 sheets saved).	✓	2	Monitored paper purchases Replaced single sided printers Reduced number of printers Allow printing to copiers (A3) Encouraged electronic methods e.g. EDRM Provided dual screens
6	Follow Defra's lead on sustainable procurement and in particular ensure that packaging is recycled/reused and that electrical equipment is disposed of in accordance with the provisions of the EC Directive on Waste Electrical and Electronic Equipment (WEEE).	Mar 2007	Director of Finance	**Complete**	Records of equipment disposed through approved channels.	✓	1	Procurement is limited to stationery and IT equipment.

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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
7	Prepare a green transport plan in conjunction with other Kings Pool users, particularly in the light of the proposed building refurbishment.	Mar 2007	Director of Finance	**Recoverable**		✘	1	Although there is a plan for the site, this is not felt to be very effective. PSD are considering having our own plan as part of the new SDAP.
8	Investigate the affordability of offsetting carbon emissions for our business travel.	Mar 2007	Director of Finance	**Behind target**		✘	1	Haven't made acceptable progress with this. Reducing the carbon emissions from business travel will be a high priority in the new SDAP.
9	Encourage staff to sort office waste to maximise the ability to recycle by providing suitable containers and guidance. We will monitor the success of recycling initiatives and give regular feedback to staff.	Mar 2007	Director of Finance	**On target**	Facilities are now in place for paper, glass, cans, plastic bottles and CDs and are well used.	✓	2	Recycling of office waste has provided a good focus for staff. Facilities are now in place for paper, glass, cans, plastic bottles and CDs. Enthusiasts network has encouraged staff and management to improve recycling facilities (and at times taken personal responsibility for taking waste to the depot).

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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
10	Appoint a Sustainable Development Enthusiast in each of the Agency's management groups to promote SD activity amongst staff.	Mar 2006	Director of Finance	**Complete**	Enthusiastic enthusiasts in place.	✓	2	
11	Ensure that our scientific staff have the appropriate skills and expertise to deliver sound scientific decisions.	Mar 2007	Director of Approvals	**Complete**	Records of training and seminars held.	✓	2	
12	Work to improve the quality of life and work-life balance for our staff through flexible working arrangements.	Mar 2007	All Directors	**Complete**	Various flexible working patterns and practices in operation.	✘	2	

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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
13	Give staff the opportunity to comment on the SDAP when it is next revised. Invite staff to view the Defra DVD '*The Bigger Picture – Putting Sustainable Development into Practice*' at the time it is published and encourage them to take personal responsibility for integrating sustainable development principles into their work.	Nov 2006	Director of Finance	On target	Sustainability week held.	✓	2	A week of activities was held to raise awareness of SD and energy usage. This included a fun foot-painting event (photo in annual report) and displays including energy usage, energy monitors connected to IT equipment and showing the Defra DVD.
14	Make SDAP available on the PSD website. Include questions on SD in the next customer satisfaction survey and include references in the next annual report. Take account of comments when it is next revised.	Dec 2005	Director of Finance	Complete	Published http://www.pesticides.gov.uk/corporate.asp?id=1746	✓	2	

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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
15	Included SD as a standing agenda item at quarterly PSD Board meetings - owned by the Director of Finance, IT and Corporate services. The Board will review progress being made on the Action Plan and formally agree any changes.	Dec 2005	Director of Finance	Recoverable	Minutes and agendas published internally.	✓	2	SDAP has been on the agenda of PSD Board meetings during the plan period.
16	Report performance in delivering the commitments made in this action plan in PSD's Annual Report for 2006/07 that will be published in July 2007. Report annually on subsequent SDAPs.	July 2007	Director of Finance	Complete	Published http://www.pesticides.gov.uk/corporate.asp?id=2165	✓	2	

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Sign-off date: 23/10/2007