



MINISTRY OF DEFENCE

Ministry of Defence

The Sustainable Development Report and Action Plan 2008

Annex A

Annex A

Sustainable Development Action Plan Key Targets and Actions

Contents

Section 1

1. Sustainable Consumption and Production

1.1 Procurement - PRIORITY AREA	1
1.2 Waste - PRIORITY AREA	4
1.3 Design and Construction	7

Section 2

2. Climate Change and Energy

2.1 Climate Change Mitigation - PRIORITY AREA	9
2.2 Climate Change Adaptation	14

Section 3

3. Natural Resource Protection and Environmental Enhancement

3.1 Water - PRIORITY AREA	15
3.2 Biodiversity	17
3.3 Land Quality	19
3.4 Heritage	20

Section 4

4. Creating Sustainable Communities and a Fairer World

4.1 Sustainable Development and Global Stability - PRIORITY AREA	22
4.2 Veterans	23
4.3 Young People	25
4.4 Equality and Diversity	26
4.5 Health and Safety	27
4.6 Community Engagement	29

Section 5

5. Delivery

5.1 Embedding Sustainable Development - PRIORITY AREA	32
5.2 Planning for Delivery and Measuring Success - PRIORITY AREA	35
5.3 Accountability and Responsibility	38

Table Key

Impacts:

- 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.

Progress colour code:

	<i>Complete</i>		<i>NEW / Not known / Not applicable</i>
	<i>On target</i>		<i>Superseded</i>
	<i>Recoverable</i>		<i>Discontinued / Suspended</i>
	<i>Behind target</i>		

Government shared priority areas:

- 1. Sustainable Consumption and Production
- 2. Climate Change and Energy
- 3. Protecting Our Natural Resources and Enhancing the Environment
- 4. Creating Sustainable Communities and a Fairer World

1. Sustainable Consumption and Production

1.1 Procurement – PRIORITY AREA

This is a priority area because procurement drives the delivery of sustainable development in the Department.

High level objective

To become a national leader in sustainable procurement (by 2009)¹

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment (see main body of report for details)	Impact on Government priority area Sustainable Consumption and Production
● We will achieve Level 3 of the Sustainable Procurement Task Force National Action Plan's Flexible Framework in all themes (and Level 5 in Engaging Suppliers) (Government target)	December 2009	MOD SP Champion – Defence Equipment & Support Chief of Corporate Services	On target	Met the first target in the Sustainable Procurement Task Force Flexible Framework – being at Level 1 in all five themes by April 2007 – and in March 2008 were at Level 2 in People and Engaging Suppliers.	4
● Agree a 4 year MOD/industry action plan on sustainable procurement (existing action)	March 2008	MOD SP Champion – Defence Equipment & Support Chief of Corporate Services	Superseded	Superseded by target below in order to provide a set of actions required to move MOD along all five themes of the SPTF Flexible Framework, not just Engaging Suppliers.	3
● Publish an MOD Sustainable Procurement Strategy (revised action)	December 2008	MOD SP Champion – Defence Equipment & Support Chief of Corporate Services	On target	Work is on-going, due for publication by the end of the year.	4

¹ The 2007 priority action has been adopted as the High Level Objective of the Procurement area.

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Sustainable Consumption and Production
<ul style="list-style-type: none"> Continue to roll-out Project Oriented Environmental Management Systems (POEMS) to all new equipment projects and implement lessons learned by sharing best practice (revised action) 	March 2009	MOD SP Champion – Defence Equipment & Support Chief of Corporate Services	On target	MOD continues to roll-out the Project Orientated Environmental Management System (POEMS) that ensures projects take account of relevant SD issues. In March 2008 80 DE&S project teams were using POEMS.	3
<ul style="list-style-type: none"> Embed sustainable procurement principles into all commercial standards, guidance, processes and procurement strategy and policy (new action) 	December 2009	MOD SP Champion – Defence Equipment & Support Chief of Corporate Services	On target	An MOD Sustainable Procurement Champion has been appointed who oversees a Sustainable Procurement Programme. An SP Strategy and Delivery Plan will be published by December 2008. An Estate SP action plan has been developed. Workshops on SP held for senior procurement staff. SD principles will be reflected in the Defence Industrial Strategy when it is revised.	4
<ul style="list-style-type: none"> Embed sustainable development principles into our relationships with suppliers and all new contracts that ensure we achieve the Government's environmental minimum standards (Quick Wins) (existing action) 	On-going	MOD SP Champion – Defence Equipment & Support Chief of Corporate Services	Superseded	Superseded by the target below.	3
<ul style="list-style-type: none"> Ensure that all new contracts comply with appropriate sustainability standards, such as OGC's 'Buy Sustainable' (previously Quick Wins) minimum requirements (revised action) 	On-going	MOD SP Champion – Defence Equipment & Support Chief of Corporate Services	On target	A suite of workshops is being rolled out to look at specific aspects of SP, such as at terms and conditions of contracts. This approach is being shared with the Government's Centre for Expertise in Sustainable Procurement (CESP) to help other Government Departments.	3

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Sustainable Consumption and Production
<ul style="list-style-type: none"> Agree a charter that commits MOD and our suppliers to deliver more sustainable, lower carbon solutions to meet defence needs 	March 2008	MOD SP Champion – Defence Equipment & Support Chief of Corporate Services	Complete	To deliver more sustainable, lower carbon solutions, a voluntary Sustainable Procurement Charter has been drawn up in conjunction with sectors of Industry. The Charter is being made available for the use of other Government Departments through the CESP.	4
<ul style="list-style-type: none"> Continue to roll out the SP Charter with Defence Suppliers (new action) 	On-going	MOD SP Champion – Defence Equipment & Support Chief of Corporate Services	On target	The charter is in the process of being signed between MOD and initially at least the top 33 key suppliers. The aim is to encourage acceptance of the principles of the charter (and perhaps signature) as far down the supply chain as is practicable.	4
<ul style="list-style-type: none"> Ensure only recycled paper is used in desktop printers and copiers (existing action) 	March 2008	MOD SP Champion – Defence Equipment & Support Chief of Corporate Services	Superseded	A new contract was let in October 2007 to provide paper. In March 2008 22% of copier paper was from recycled sources. This action is not strategic enough for inclusion in the SDRAP as a separate target, but is covered by the OGC's Buy Sustainable - Quick Wins target.	2
<ul style="list-style-type: none"> Reflect sustainable development principles in our Defence Industrial Strategy (existing action) 	March 2008	MOD SP Champion – Defence Equipment & Support Chief of Corporate Services	Suspended	The Government remain committed to the DIS, and SD principles will be reflected in the DIS when it is reviewed. The action is suspended until the timelines for DIS review are confirmed.	3

1.2 Waste – PRIORITY AREA

This is a priority area because of the challenge MOD faces in implementing more sustainable waste management practices.

High level objective

Become a zero waste to landfill organisation (by 2020)¹

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Sustainable Consumption and Production
<ul style="list-style-type: none"> ● Reduce total waste arisings 5% relative to the 2004/05 baseline (SOGE target) ● Reduce total waste arisings by 25% relative to the 2004/05 baseline (SOGE target) 	2010 2020	Safety, Sustainable Development and Continuity Division	Recoverable	<p>Work on the reporting of accurate Departmental waste management data is progressing with more sites than ever before providing waste management figures.</p> <p>Our difficulty is that in addition to offices, our waste arisings are generated by diverse and geographically spread activities across thousands of sites.</p> <p>The ongoing tempo of Operations also has a significant effect. The MOD is also obliged to deal with waste arisings from the foreign vessels and aircraft that use its bases and we 'recycle' military equipment e.g. warships and tanks, which are not in consistent quantities year on year.</p> <p>Because of this variability between years we don't think it is appropriate for all of our waste to be judged against the Government's waste arisings target and we are working with the SD Commission and the CESP to identify what should be included against the target in future.</p>	4

¹ This 2007 SDAP priority action has been adopted as the High Level Objective of the Waste area.

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Sustainable Consumption and Production
<ul style="list-style-type: none"> ● Increase recycling levels to 40% of total waste (SOGE target) ● Increase recycling levels to 75%(SOGE target) 	2010 2020	Safety, Sustainable Development and Continuity Division	On target	In 2007/08 MOD recycled and reused 34% of its total waste arisings. ²	4
<ul style="list-style-type: none"> ● Work with the National Industrial Symbiosis Programme to implement local pilot schemes to improve resource efficiency and the trading of waste as an asset (existing action) 	On-going	Safety, Sustainable Development and Continuity Division	On target	Work with the National Industrial Symbiosis Programme is on-going.	2
<ul style="list-style-type: none"> ● At sea, implement waste reduction and segregation programmes, and commence the implementation of NATO's waste management practices as standard in operations (existing action) 	On-going	CESO Permanent Joint HQ	Superseded	MOD has developed an Integrated Waste Management System for surface ships, including the Future Aircraft Carrier, to improve the segregation of waste at sea and reduce the volume of waste.	2
<ul style="list-style-type: none"> ● Implement NATO's waste management practices as standard in operations (revised action) 	December 2009	CESO Permanent Joint HQ	On target	Although prioritisation issues have hindered recent progress so target has been amended to December 2009, several initiatives are currently being examined by our contractors in Iraq and Afghanistan, such as collection and shipment of recyclable materials to the UK where practicable and cost effective.	2

² This figure includes waste that was re-used in its original form and waste which was consigned to recycling operations. It consists of data gathered from measured, calculated and extrapolated data.

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Sustainable Consumption and Production
<ul style="list-style-type: none"> Sustainable Waste Management Strategies, Implementation Plans, Directives (or similar) to be published by each TLB / TFA (new action) 	March 2009	Safety, Sustainable Development and Continuity Division	On target	Army and Navy have implemented Sustainable Waste Management Strategies (SWMSs), RAF's SWMS is complete but awaiting approval.	3
<ul style="list-style-type: none"> Publish the findings of the Waste Improvement Project and commence the implementation of agreed recommendations by Dec 2007 in order to reduce costs and obtain waste data (existing action) 	December 2007	Safety, Sustainable Development and Continuity Division	Complete	Findings have been published and the action has been revised accordingly – see target below.	2
<ul style="list-style-type: none"> Implement findings of MOD waste management improvement project (revised action) 	December 2009	Disposals Services Authority	On target	Recommendations of a Waste Management Improvement Project with independent waste consultants are being implemented.	3
<ul style="list-style-type: none"> Work with WRAP to stop half of our construction waste going to landfill (new action) 	2012	Defence Estates Property Directorate	On target	Worked with WRAP to increase amount of reused and recycled building waste. 98% of construction waste reused on site in Project Allenby Connaught.	2

1.3 Design and Construction

High level objective

To deliver sustainable Defence buildings

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Sustainable Consumption and Production
<ul style="list-style-type: none"> ● Ensure that all new buildings comply with "Planning Policy Statement 22: Renewable energy" so a percentage of our energy requirements are from on-site renewable sources (aiming for 10%) and, wherever possible, carbon neutral (by means of energy efficiency, self generation and carbon offsetting) (existing action) 	On-going	Defence Estates Property Directorate	Superseded	Superseded by target below, which is a more comprehensive sustainability measure.	2
<ul style="list-style-type: none"> ● All new build and major refurbishment construction projects will be designed to achieve an excellent rating against the Defence Related Environmental Assessment Methodology (DREAM), the Building Research Establishment's Environmental Assessment Method (BREEAM) or equivalent (SOGE mandate) 	On-going	Defence Estates Property Directorate	On target	100% of new build and 78% of refurbishment projects met the target rating in 2007/08, compared to 50% in 2006/07.	4

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Sustainable Consumption and Production
<ul style="list-style-type: none"> Participate in OGC's Property Benchmarking Scheme – aimed at improving the efficiency and effectiveness of corporate estate management (SOGE mandate) 	On-going	Defence Estates Property Directorate	On target	MOD continues to participate in OGC's Property Benchmarking Scheme with 26 offices in MOD included during Summer 2008.	4

2. Climate Change and Energy

2.1 Climate Change Mitigation – PRIORITY AREA

This is a priority area for MOD because we are a large energy user producing around two thirds of central Government CO₂ emissions from the estate and a significant amount from military fuel use.

High level objective

Ensure that the effect of emissions from the GHGs that result from Defence activities are continually reduced, such that Defence will eventually not be a significant contributor to the causes of climate change

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Climate Change and Energy
<ul style="list-style-type: none"> ● Reverse the current upward trend in carbon dioxide emissions (SOGE target) 	April 2007	Defence Estates Property Directorate	Complete	Carbon dioxide emissions are continually being reduced. See below.	4
<ul style="list-style-type: none"> ● Reduce carbon dioxide emissions from buildings across the non operational estate by 12.5%, relative to 1999/2000 baseline (SOGE target) ● Reduce carbon dioxide emissions from buildings across the non operational estate by 30%, relative to 1999/2000 baseline (SOGE target) 	2010/2011 2020	Defence Estates Property Directorate	On target	For the financial year 2007/08 MOD has reduced carbon dioxide emissions from the MOD estate by around 10% from the 1990/2000 baseline.	4

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Climate Change and Energy
<ul style="list-style-type: none"> ● Source at least 15% of our total non-operational electricity needs from good quality Combined Heat and Power Systems (SOGE target) 	2010	Defence Estates Property Directorate	On target	In 2007/08 we were sourcing around 6% of our energy from combined heat and power sources.	4
<ul style="list-style-type: none"> ● Departments to increase their energy efficiency per m² by 15% relative to 1999/2000 levels (SOGE target) ● Departments to increase their energy efficiency per m² by 30% relative to 1999/2000 levels (SOGE target) 	2010 2020	Defence Estates Property Directorate	On target	In 2007/08 we had increased our energy efficiency by 12% relative to the baseline.	4
<ul style="list-style-type: none"> ● Ensure all new buildings comply with "Planning Policy Statement 22: Renewable energy" so a percentage of our energy requirements are from on-site renewable sources (aiming for 10%) and, wherever possible, carbon neutral (by means of energy efficiency, self generation and carbon offsetting) 	On-going	Defence Estates Property Directorate	Superseded	Superseded by target below and by BREEAM and DREAM action in objective 1.3 Design and Construction	3
<ul style="list-style-type: none"> ● Source at least 10% of our total electricity needs from renewable sources (SOGE target) 	2010 - MOD has an extension to 2010 from the 2008 target due to size and complexity of the Defence Estate.	Defence Estates Property Directorate	On target	In 2007/08 we were sourcing around 8% of our energy from renewable energy sources.	4

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Climate Change and Energy
● Report operational Fuel Use and F-Gases (MOD commitment)	On-going	Defence Estates Property Directorate, Safety, Sustainable Development and Continuity Division	Superseded	Operational Fuel Use is reported in the Defence Footprint. Data on some F-Gases from across the MOD estate is available. We are currently working on collecting more extensive F-Gases data. This action has been absorbed into the actions on improving data quality in section 5.2. Also see Climate Change Strategy.	2
● Roll out Smart automated gas and electricity metering using IMServ contract with priority going to top 220 sites (existing action)	March 2010	Defence Estates Property Directorate	On target	By March 2008 1342 smart meters had been installed.	2
● Ensure the MOD Office Estate and all TLB Head Offices are carbon neutral by 2012 (MOD commitment against SOGE)	2012	Defence Estates Property Directorate	On target	The MOD has developed a strategy to achieve carbon neutrality of the Office Estate and has extended the target to include Top Level Budget Holders' headquarters. MOD is working with the Carbon Trust Carbon Management Programme on the MOD Office Estate.	4
● Gain accreditation to the Energy Efficiency Accreditation Scheme across the MOD estate	December 2009	Defence Estates Property Directorate	Superseded	Action revised (see target below) due to the Energy Efficiency Accreditation Scheme (EEAS) being replaced by the Carbon Trust Standard.	3

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Climate Change and Energy
<ul style="list-style-type: none"> ● Validate MOD TLB energy management structures through accreditation to the Carbon Trust Standard (previously the Energy Efficiency Accreditation Scheme) (revised action) 	March 2010	Defence Estates Property Directorate	On target	The RAF already has successfully gained the EEAS and is on course to upgrade to the Carbon Trust Standard and other TLBs have confirmed they are on target for March 2010.	3
<ul style="list-style-type: none"> ● Audit the top 220 non operational energy consuming sites (revised action) 	December 2008	Defence Estates Property Directorate	On target	By March 2008, 29% of the top 220 non-operational energy consuming sites had received recommendations having completed energy audits.	2
<ul style="list-style-type: none"> ● Reduce carbon dioxide emissions from administrative road vehicles by 15%, relative to 2005/06 levels (SOGE target) 	2010/11	General Service Vehicle Integrated Project Team	Recoverable	In 2007/08 we had made around a 5% reduction in CO ₂ emissions from administrative road transport, since the 05/06 baseline.	3
<ul style="list-style-type: none"> ● New car fleet average of 130g/km CO₂ for cars used for administrative purposes (Government target) 	2010/11	General Service Vehicle Integrated Project Team	On target	The average CO ₂ emissions from all our administrative road transport in 2007/08 was 135g/km compared to 151 g/km in 2006. We are on course to meet the target of 130g/km of CO ₂ emissions for new administrative cars by 2010/11, having achieved 133g/km	3
<ul style="list-style-type: none"> ● Produce a sustainable travel and transportation strategy (new action) 	March 2009	Defence Equipment and Support Chief of Corporate Services	NEW	New target	3
<ul style="list-style-type: none"> ● Continue to offset carbon dioxide from our head office non-operational flights (existing MOD commitment) 	On-going	Safety, Sustainable Development and Continuity Division	On target	We have offset around 16900 tonnes of carbon dioxide from our head office non-operational flights for 2007-08.	2

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Climate Change and Energy
<ul style="list-style-type: none"> ● Understand the contribution to MOD's carbon footprint of key Defence suppliers and their supply chains (new action) 	December 2009	Sustainable Procurement Champion	NEW	New action	1
<ul style="list-style-type: none"> ● Be ready to report on the progress of ICT towards Carbon Neutrality (new target) 	2010	Director General Information	NEW	One of our project teams is currently trialling the Government's Green ICT Scorecard tool to measure behaviour, policies, equipment optimisation, equipment eco labelling and disposals.	2
<ul style="list-style-type: none"> ● Develop Green ICT Roadmap to deliver Government targets (new target) 	January 2009	Director General Information	NEW	We helped develop the Government's Green ICT strategy. We will develop our own Green ICT Roadmap by January 2009 which will build on the Government strategy.	2

2.2. Adaption

High level objective

Agree and implement an effective process to enable Defence activities to continually adapt to a changing climate, such that Defence capability is not compromised and any potential benefits from the future climate are realised

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Climate Change and Energy
<ul style="list-style-type: none"> ● Publish a revised Defence Climate Change Strategy to ensure that there is a common understanding of the relevance for climate change to Defence business and a common approach is taken to mitigating our actions and adapting to the implications of climate change (existing action) 	March 2008	Safety, Sustainable Development and Continuity Division	Complete	The revised MOD Defence Climate change Strategy was published in 2008.	3
<ul style="list-style-type: none"> ● The creation of a new senior appointment within the MOD – a climate envoy responsible for furthering co-operation and understanding on climate security between the UK and its partners (new action) 	March 2009	Directorate Defence Policy Planning	NEW	New action	2
<ul style="list-style-type: none"> ● The number of construction projects scoring credits against the adaptation question in the DREAM Assessments to provide a baseline for future work (new action) 	March 2009	Defence Estates Property Directorate	NEW	New action	2
<ul style="list-style-type: none"> ● Deliver UK Estate Climate Change Risk Assessment Methodology (new action) 	December 2009	Defence Estates Property Directorate	NEW	New action	3

3. Natural Resource Protection and Environmental Enhancement

3.1 Water – PRIORITY AREA

This is a priority area for MOD because as such a large water user, we can make a large impact on water conservation in the UK by improving our water efficiency.

High level objective

Ensure all our sites become more water efficient to comply with Government and MOD targets

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Protecting Our Natural Resources and Enhancing the Environment
● Reduce water consumption by 25% on the office and non-office estate, relative to 2004/2005 levels (SOGE target)	2020	Defence Estates Director General Operations	On target	In 2007/08 there was a 23% reduction in water consumed, due to leakage reduction.	4
● Reduce water consumption to an average of 3m ³ per person/year for all office builds or major office refurbishments (SOGE target)	On-going	Defence Estates Director General Operations	Not applicable	There were no office builds or major office refurbishments in 07/08.	4
● Reduce water use (from consumption and leakage) by 6 million cubic metres from 2005/06 (MOD commitment)	December 2020	Defence Estates Director General Operations	Complete	Target has been met; between 2004/05 2007/08 MOD reduced water consumption by 7.6 million cubic metres.	3

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Protecting Our Natural Resources and Enhancing the Environment
<ul style="list-style-type: none"> Publish, monitor water consumption and leakage data for the top 20 sites on Package A of the Aquatrine estate and establish a Consumption Reduction Plan (existing action) 	December 2007	Defence Estates Director General Operations	Complete	We collected comprehensive measured water consumption and leakage data in Package A (South West, Midlands and Wales) by December 2007 and established a consumption reduction plan.	2
<ul style="list-style-type: none"> Provide information about the water used for the entire AQUATRINE estate (existing action) 	March 2009	Defence Estates Director General Operations	On target	The water consumption baseline for 04/05 was established at 33.5Mm ³ . Data for package A was available in December 2007. Measured data from Package B was available in March 2008. We aim to have measured data from Package C by March 2009.	3
<ul style="list-style-type: none"> Ensure all new builds and major refurbishments are designed in line with water efficiency best practice through adherence to BREEAM/DREAM standards (new action) 	On-going	Defence Estates Director General Operations	On target	Adherence to BREEAM/DREAM standards is reported in 1-3 Design and Construction.	2
<ul style="list-style-type: none"> Conduct water audits across our whole estate and implement recommendations (existing action) 	2012	Defence Estates Director General Operations	On target	11 sites have carried out water audits and water conservation devices are being installed which has the potential to save approximately 75,000m ³ in 08/09	4
<ul style="list-style-type: none"> 2007 baseline to be established with a view to comparing total consumption, in cubic meters (existing action) 	December 2008	Defence Estates Director General Operations	Complete	The water consumption baseline for 04/05 was able to be established at 33.5Mm ³ .	1

3.2

Natural Resource Protection and
Environmental Enhancement

3.2 Biodiversity

High level objective

Conserve and enhance biodiversity, as part of estate stewardship, and to contribute to Government biodiversity objectives

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Protecting Our Natural Resources and Enhancing the Environment
● 95% of Sites of Special Scientific interest (SSSI's) in sole ownership or control in target condition (SOGE target)	2010	Defence Estate Property Directorate	On target	85% of Sites of Special Scientific Interest in 2007/08 in target condition in England.	4
● We will increase the percentage of our SSSIs recorded in favourable/ unfavourable recovering condition to 85% by the end of 2007, and determine the feasibility of achieving 90% by end of 2008 and 95% by 2010 (existing action)	2007/2008	Defence Estate Property Directorate	Complete	MOD has met the target from SDAP 2007 for 85% of Sites of Special Scientific Interest in 2007/08 in target condition in England. We have set ourselves a new action (below) to increase the number of SSSIs in target condition working towards the Government target.	4
● Through the use of a costed, capital works and maintenance programme ensure that 90% of SSSIs in sole ownership or control are in target condition, on the way to meeting the Government target (new action)	April 2009	Defence Estate Property Directorate	NEW	MOD have in place a costed, capital works and maintenance programme through which we will ensure that 90% of our SSSIs are in favourable or non favourable recovering status by April 2009 and that we continue to work toward achieving the Government target of 95%.	4

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Protecting Our Natural Resources and Enhancing the Environment
<ul style="list-style-type: none"> 80% of all MOD establishments with a significant biodiversity interest to have an integrated land/rural management plan (MOD commitment) 	December 2008	Defence Estate Property Directorate	Complete	85% of establishments in March 2008 with significant biodiversity interest had an integrated land/rural management plan, against 2007 action for 80%. Work in this area will continue as part of MOD's Environmental Management Systems (see section 5.2 Planning for Delivery and Measuring Success).	4

3.3

3.3 Land Quality

High level objective

Establish a complete picture of risks associated with land quality across the Defence Estate and have in place robust mechanisms for managing those risks to an acceptable level

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Protecting Our Natural Resources and Enhancing the Environment
<ul style="list-style-type: none"> Complete an inspection of the MOD estate through Land Quality Assessments and publish updated policy and guidance on land contamination (SDAP 2007) 	December 2007	Defence Estate Property Directorate	Superseded	Policy, guidance and procedures reviewed and updated in July 2008. Superseded by action below.	2
<ul style="list-style-type: none"> Establish an estate-wide Land Quality Assessment programme to make sure resources are prioritised effectively and to allow improved reporting in this area (new action) 	2010	Defence Estate Property Directorate	On target	We have prioritised resources on sites being rationalised and the highest risk sites, but have not achieved the above target. However, approximately 75% of the UK built defence estate has been assessed for land contamination, covering some 59,600 ha.	2

3.4 Heritage

High level objective

Conserve and enhance the historic environment for the benefit of future generations and to reflect the ethos and heritage of the MOD

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Protecting Our Natural Resources and Enhancing the Environment
<ul style="list-style-type: none"> Remove MOD Buildings at Risk against baseline reported in English Heritage Biennial Conservation Report (previous SDiG Framework target) 	On-going	Defence Estates Property Directorate	On target	Three MOD Buildings at Risk have been removed against the baseline of the English Heritage Biennial Conservation Report (2005-07)	3
<ul style="list-style-type: none"> Promote the ethos and heritage of the Services and wider MOD through the sustainable management of MOD's heritage assets (existing action) 	On-going	Defence Estates Property Directorate	On target	MOD is now considered to be an exemplar of best practice in the management of its historic environment in many sectors. For example Historic Scotland and Scottish Executive identified MOD as having robust policies and procedures and the National Trust recognised that MOD appropriately considers its cultural and natural heritage.	1
<ul style="list-style-type: none"> Continue to strengthen system of condition inspections for historic buildings and archaeology (existing MOD commitment) 	On-going	Defence Estates Property Directorate	On target	There has also been an increase in the reported condition of listed buildings on the estate - 89% of listed buildings are either in good or fair condition as compared to 70% in 2006-07 (due to the reduction in those in unknown condition).	1

3.4

3.4

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Protecting Our Natural Resources and Enhancing the Environment
● Publish MOD Heritage Report 2007-09 (new action)	Summer 2009	Defence Estates Property Directorate	On target	MOD Heritage Report 2005-07 published in August 2007.	2
● Have no listed buildings or scheduled monuments in an "unknown condition" (SDAP 2007)	March 2008	Defence Estates Property Directorate	Complete	Action completed on time.	2
● Produce practitioner guidance. (existing action)	February 2008	Defence Estates Property Directorate	Complete	Guidance published.	2

4. Creating Sustainable Communities and a Fairer World

4.1

4.1 Sustainable Development and Global Stability – PRIORITY AREA

This is a priority area for MOD because sustainable development is interdependent with the Defence vision – global stability is key to achieving sustainable development, whilst sustainable development is key to achieving global stability.

High level objective

Help create the conditions for sustainable development overseas

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Creating Sustainable Communities and a Fairer World
<ul style="list-style-type: none"> Public Service Agreement 30: Reduce the impact of conflict through enhanced UK and international efforts (PSA) 	On-going	Director of Policy Planning	On target	MOD contributes to disaster relief and counter-drugs operations across the world, and are helping to fund the creation of an African Standby Force. Working with FCO on a cross-Whitehall climate security plan, and with FCO and DfID funding £112 million for the Conflict Prevention Pool and other peacekeeping and stabilisation efforts.	4

4.2

4.2 Veterans

High level objective

Provide high quality support to Armed Forces Veterans

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Creating Sustainable Communities and a Fairer World
<ul style="list-style-type: none"> Continue to promote and embed into the national calendar the UK annual Veterans Day (existing action) 	On-going	Deputy Chief Defence Staff (Pers)/ Defence Services Secretariat - Veterans Policy Unit	On target	Successful Veteran's Day held in 2007 and 2008. More than £700K has been allocated in veteran's Day grants to communities across the UK over last 2 years.	2
<ul style="list-style-type: none"> Discharge the UK Government's duty of care to Veterans as outlined in the 2006 Veterans Strategy, specifically by providing support during and after transition to civilian life (existing action) 	On-going	Deputy Chief Defence Staff (Pers)/ Defence Services Secretariat - Veterans Policy Unit	On target	MOD provides an enhanced re-settlement package for those leaving the Armed Forces including specific arrangements for Early Service Leavers and those that are medically discharged.	3
<ul style="list-style-type: none"> Ensure that full advantage is taken of Veterans transferable skills and their position as a role model for the young (existing action) 	On-going	Deputy Chief Defence Staff (Pers)/ Defence Services Secretariat - Veterans Policy Unit	On target	Veterans actively demonstrate their skills and capture the imagination of the young both at Veterans Day events and outreach events run by ex-Service organisations and charities.	2
<ul style="list-style-type: none"> Implement within published timelines the commitments made in the Nation's Commitment Command Paper as they affect veterans (new action) 	On-going	Deputy Chief Defence Staff (Pers)/ Defence Services Secretariat - Veterans Policy Unit	NEW	New action	3

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Creating Sustainable Communities and a Fairer World
<ul style="list-style-type: none"> Consider the recommendations of the National Recognition Study as they affect veterans by Summer 08 and take forward agreed actions in accordance with published timelines (existing action) 	Summer 08	Deputy Chief Defence Staff (Pers)/ Defence Services Secretariat - Veterans Policy Unit	On target	MOD's Command Paper is the first ever cross-Government strategy for supporting Service personnel, families and veterans.	2

4.3

4.3 Young People

High level objective

Help build the skills of young people

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Creating Sustainable Communities and a Fairer World
<ul style="list-style-type: none"> Continue to support the Cadet movement, by providing a range of opportunities for young people across the country including those in socially deprived areas, to help them meet life's challenges and realise their potential (existing action) 	On-going	Director of Reserve Forces and Cadets	On target	The Cadet Forces continue to be the largest operating authority for the Duke of Edinburgh Award. Membership also gives young people the opportunity to gain many nationally recognised qualifications, with some 5000 cadets gaining the BTEC vocational diploma last year.	3
<ul style="list-style-type: none"> Work with other Departments and external partners on initiatives for young people and activities for school curricula to build skills (existing action) 	On-going	Director of Reserve Forces and Cadets	On target	MOD has produced an on-line resource that offers teachers a range of education materials for 14-16 year olds. The site has received over 100,000 hits a month.	2
<ul style="list-style-type: none"> Develop a web-based learning tool linked to the national curriculum – Defence Dynamics (existing action) 	2008	Director General Media and Communication	Complete	Defence Dynamics website launched in November 2007 with almost 4,000 teachers registering for access.	2
<ul style="list-style-type: none"> Work closer with the Department for Children, Schools and Families to explore options for widening the reach of the Cadet Forces experience into a greater number of State schools/pupils (new action) 	On-going	Director of Reserve Forces and Cadets	NEW	A Ministerial exchange with the Schools Minister has taken place to strengthen our links with Department for Communities Schools and Families.	2

4.4 Equality and Diversity

High level objective

Create a workforce that is drawn from the breadth of society and ensure that the unique contribution of every individual in that workplace is respected and valued

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Creating Sustainable Communities and a Fairer World
<ul style="list-style-type: none"> Continue to review regularly the Armed Forces recruiting policies in consultation with the Commission for Racial Equality and other experts in the field with a view to engaging ethnic minority groups, raising awareness and promoting careers in the Services (existing action) 	On-going	Directorate of Service Personnel Policy; Director General Civilian Personnel	Superseded	Superseded by the wider Equality and Diversity Scheme action.	2
<ul style="list-style-type: none"> Publish annually a report against the Equality and Diversity Scheme (Existing MOD commitment) 	On-going	Directorate of Service Personnel Policy; Director General Civilian Personnel	On target	Revised Equality and Diversity Scheme (EDS) 2008-2011 published in April 2008. First Annual Report published in April 2008.	2
<ul style="list-style-type: none"> Reach 8% ethnic minority representation in the Armed Forces (new action) 	2013	Directorate of Service Personnel Policy; Director General Civilian Personnel	On target	Ethnic minority representation in the Armed Forces has risen from around 1% in 1999 to around 6% in April 2008	2
<ul style="list-style-type: none"> Reach 15% women representation in the Senior Civil service (SCS) (existing MOD commitment) 	2009	Directorate of Service Personnel Policy; Director General Civilian Personnel	On target	14.5 % of the SCS are women.	2

4.5 Health and Safety

High level objective

Provide a safe and healthy workplace

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Creating Sustainable Communities and a Fairer World
● Introduce an improved incident recording and information system (IRIS) to enable duty-holders to better understand the causes of harm and their elimination, linking event records to the follow-up investigations and lesson learning (existing target)	January 2008	Safety, Sustainable Development and Continuity Division	Complete	IRIS launched in December 2007.	3
● No fatalities attributable to Health and Safety failures (existing target)	On-going	Safety, Sustainable Development and Continuity Division	Behind target	13 safety related deaths in 2007/08, plus 3 still subject to boards of inquiry (21 safety related deaths in 2006/07)	4
● 10% reduction in the number of serious injuries against previous years' performance (existing target)	On-going	Safety, Sustainable Development and Continuity Division	Behind target	1,101 serious injuries in 2007/08, representing an increase of 12.5% on 2006/07. This increase is likely to be, at least in part, due to increased reporting of incidents due to the introduction of call centres.	3
● Reduce number of working days lost per 100,000 workers from work related injury by 30% against figures from 2000 (Government target)	2010	Safety, Sustainable Development and Continuity Division	Not known	We are currently not able to provide this data centrally.	3

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Creating Sustainable Communities and a Fairer World
<ul style="list-style-type: none"> ● Reduce the rate of fatal and major injury accidents by 10% between 2000 and 2010 (Government target) 	2010	Safety, Sustainable Development and Continuity Division	Recoverable	The number of non-combat fatalities decreased by 46% from 2006/7 to 2007/08, while the number of major injuries increased by 12.5%.	3
<ul style="list-style-type: none"> ● Reduce the rate of cases of work related ill health by 10% between 2000 and 201 (Government Target) 	2010	Safety, Sustainable Development and Continuity Division	Not known	We are currently not able to provide this data centrally.	3

4.6 Community Engagement

High level objective

Manage the social impacts of Defence activities on UK communities (civilian and Armed Forces)

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Creating Sustainable Communities and a Fairer World
● Promote and encourage volunteering to our staff by a targeted campaign (existing action)	July 2008	Director General Civilian Personnel	Superseded	Superseded by target below.	3
● Encourage staff to take an active role in volunteering in the community (SOGE target)	On-going	Director General Civilian Personnel	On target	We encourage our staff to take an active role in volunteering in the community through special paid and unpaid leave and through a range of flexible working patterns, which are advertised in our personnel guidance and on our intranet site.	4
● Look for opportunities to work with the Department of Communities and Local Government, Statutory Bodies and local communities to promote social cohesion (revised action)	On-going	Defence Estates Property Directorate	On target	We are working with cities and towns such as Portsmouth and Chatham to ensure military heritage can be used to attract visitors and improve facilities. We have implemented our access and recreation strategies.	2
● Ensure the development of Sustainable Communities and the management of social impacts is a key feature of estate planning and management (new action)	On-going	Defence Estates Property Directorate	NEW	New action	3

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Creating Sustainable Communities and a Fairer World
<ul style="list-style-type: none"> ● Ensure that all major establishments have appropriate formal liaison arrangements with local communities (new action) 	December 2009	Defence Estates Property Directorate	NEW	New action	2
<ul style="list-style-type: none"> ● Deliver high quality and efficient housing service to military families and liaise with Service personnel organisations and customer representatives (existing MOD commitment) 	On-going	Defence Estates Property Directorate	Discontinued	While work against this action continues, it is not considered a significant enough contributor to community engagement area to continue including in action plan.	1
<ul style="list-style-type: none"> ● Meet our declared presumption in favour of safe public enjoyment of the estate wherever this is compatible with military training and operational requirements, safety, security, conservation and the interests of our tenants (existing action) 	On-going	Defence Estates Property Directorate	On target	We have been implementing our access and recreation strategy by promoting public access to the defence estate and facilities (rural, heritage buildings, some barrack facilities) where this is compatible with military training and operational requirements.	2
<ul style="list-style-type: none"> ● Work with UK Health Departments to improve clinical support to the Armed Forces, their families, veterans and the public (existing action) 	On-going	Deputy Chief of Defence Staff (Health)	On target	Military medical personnel continue to contribute directly to the care of civilian patients at a number of centres around the country.	3

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Government priority area Creating Sustainable Communities and a Fairer World
● Providing assistance to the local community such as search and rescue, fishery protection, explosive ordnance disposal and maritime coastguard support where possible (existing commitment)	On-going	Army, Navy, RAF	On target	The Armed Forces have been involved in numerous activities in this area. For instance they were commended for their work helping communities during the Summer flooding in 2007.	4
● Implement the actions arising from MOD's social impacts and MOD's access and recreation strategies (existing target)	December 2008	Defence Estates Property Directorate	Complete	Access and recreation strategies implemented before 2008 deadline.	2
● Produce a UK Communities and Social Engagement strategy and delivery plan (new action)	Summer 2009	Safety, Sustainable Development and Continuity Division	NEW	New action	3

5. Delivery

5.1 Embedding SD - PRIORITY AREA

This is a priority area for MOD because the delivery of our sustainable development targets depends on embedding SD into everything we do.

High level objective

Embed SD into MOD leadership, decision-making and working culture

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Delivery
<ul style="list-style-type: none"> ● Reflect the high priority of sustainable development in Permanent Secretary and Board level objectives (existing action) 	March 2008	Permanent Under Secretary(PUS); 2nd PUS; Safety, Sustainable Development and Continuity Division	Complete	2nd Permanent Under Secretary, as MOD's Sustainable Development (SD) Champion, has personal SD objectives. Board level SD Champions appointed across the MOD.	4
<ul style="list-style-type: none"> ● Ensure SD is fully embedded in all decision-making throughout the MOD including new or revised policies, programmes, office relocations, new projects and training activities (revised action) 	On-going	Safety, Sustainable Development and Continuity Division	On target	Investment Approvals Board considers SD issues on major projects. Strategic Environmental assessment and Sustainability appraisal are an integral part of decision making.	4
<ul style="list-style-type: none"> ● Embed SD in our Human Resources processes (new action) 	March 2009	Director General Civilian Personnel	On target	New action.	3

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Delivery
● Provide SD training to our policymakers, specialists and generalists as appropriate (revised action)	On-going	Safety, Sustainable Development and Continuity Division	On target	RAF Halton provides specialist Environmental training to the MOD and there are a number of general SD courses available to staff. We also make use of the courses at the National School of Government. The Defence Academy is reviewing its portfolio to ensure that key SD messages are incorporated into relevant courses, including induction programmes, and will be developing specialist training. The Defence Equipment & Support Upskilling team are looking at how the SD and the environmental profession can be added to their programmes.	3
● Raise awareness of SD throughout the Department and externally by implementing our SD communication strategy (revised action)	On-going	Safety, Sustainable Development and Continuity Division	On target	SD Communication Strategy implemented, including events for UN World Environment Day, Veteran's Day and Energy Savings Week.	3
● Deliver clear sustainable development messages through UN World Environment Day events on 5 June 2007 and Energy Awareness week that make clear the relevance of SD to defence (existing action)	June 2007	Safety, Sustainable Development and Continuity Division	Complete	Successful World Environment Day and Energy Awareness week events held.	3
● All advice to Ministers will include relevant sustainable development issues (new action)	March 2009	Safety, Sustainable Development and Continuity Division	NEW	SD issues are currently being considered in some advice to Ministers and this will be extended to all advice.	3

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Delivery
<ul style="list-style-type: none"> ● Use staff reward schemes to reward innovative and good SD behaviours (existing action) 	On-going	Director General Management & Organisation	On target	The GEMS Scheme encourages all MOD civilian and Armed Forces personnel, ex-employees, MOD contractors and their staffs to contribute constructive ideas on environmental issues.	2
<ul style="list-style-type: none"> ● Work with other Government Departments and the Sustainable Development Commission to identify how conflict prevention and security considerations can be better integrated into our strategic work on sustainable development (existing action) 	March 2008	Director of Policy Planning	Complete	Working with the FCO and DfID we have recognised the significance of this through inclusion of Section 4-1: Sustainable Development and Global Stability in this year's Report and Action Plan.	3
<ul style="list-style-type: none"> ● Invite members of the Youth Parliament to scrutinise our approach to sustainable development and report to our Permanent Secretary (existing action) 	March 2008	Safety, Sustainable Development and Continuity Division	Complete	UK Youth Parliament commended our approach to SD on a 2 day visit.	2

5.2 Planning for Delivery and Measuring Success – PRIORITY AREA

High level objective

Ensure that MOD planning and reporting on SD is timely, relevant, comprehensive and of the highest quality

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Delivery
● Develop customised targets and interim milestones that recognise likely progress (existing action)	March 2008	Safety, Sustainable Development and Continuity Division; SD Policy leads	Complete	MOD worked with the Centre of Expertise for Sustainable Procurement (CESP) to develop Government Delivery Plan.	3
● Report annually in our own, data verified, sustainable development Report and Action Plan (revised action)	On-going	Safety, Sustainable Development and Continuity Division; SD Policy Leads	On target	Report published.	2
● Ensure The Defence Management Board, Top Level Budget Holders and Trading Fund Agencies embed sustainable development into the Defence Plan, Balanced Scorecard, and Service Delivery Agreements (existing action)	July 2007	Safety, Sustainable Development and Continuity Division	Complete	SD embedded in the Defence Plan, Department Strategic Objectives and Service Delivery Agreements. Progress monitored by the Defence Board.	3
● TLBs/TFAs to appoint their own SD champions at Board level (existing action)	March 2008	TLBs and TFAs	Complete	SD Champions appointed at Board level.	3

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Delivery
<ul style="list-style-type: none"> ● Top Level Budget areas and Trading Fund Agencies to review and revise their SDAPs annually (revised action) 	On-going	TLBs and TFAs	On target	The majority of TLB/TFAs produced their own SD Action Plans. This revised action reflects that these need to be updated annually.	3
<ul style="list-style-type: none"> ● Collect and report timely, accurate and comprehensive data from every MOD site. (existing action) 	2012	Safety, Sustainable Development and Continuity Division	Superseded	Superseded by action below which better reflects what we are going to achieve.	
<ul style="list-style-type: none"> ● Establish robust and rigorous data collection systems to collect and report timely, comprehensive and accurate data across the MOD Estate (revised action) 	2012	Safety, Sustainable Development and Continuity Division, SD Policy leads	On target	This action was revised to merge the actions on establishing data collection systems and to collect accurate data. Recommendations of Internal study into data quality being implemented.	4
<ul style="list-style-type: none"> ● Achieve 100% coverage of our estate activities by Environmental Management Systems (EMS) both in the UK and overseas which are based on ISO 14001 standards ● Certify MOD Main Building to ISO14001 (existing action) 	End of 2008 End of 2012	Safety, Sustainable Development and Continuity Division	On target	In March 2008, we had EMSs on 93% of sites that require one and covering around 96% of our people. 14 of these had been certified to ISO14001 standard.	3

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Delivery
<ul style="list-style-type: none"> ● Deliver advice and guidance on Regulatory Impact Assessments across the Department (existing MOD commitment) 	December 2007	Director General Management & Organisation	Complete	Guidance on carrying out Regulatory Impact Assessments was published in December 2006.	2
<ul style="list-style-type: none"> ● Work closely with the other “Big Four” Government Departments to share best practice and assess whether our joint performance is on the right trajectory and assess the potential for “trading” the delivery of targets across Whitehall (existing action) 	March 2008	Safety, Sustainable Development and Continuity Division	Complete	We worked closely with the Office of Government Commerce on the Government SD Delivery Plan. Given the size of the MOD and our resulting impact on Government performance we cannot trade the delivery of any targets with others. This sits comfortably with our view that we should be a leader in SD. We continue to work closely with the other “Big Four” Departments as an integral part of the Sustainable Procurement and Operations Board Practitioner Forum.	3

5.3 Accountability and Responsibility

High level objective

Ensure that responsibility for the development and delivery of SD strategy is clearly owned by different parts of the MOD

Key Actions and Targets	Date	Policy Owner	Progress	Comments in support of progress assessment	Impact on Delivery
<ul style="list-style-type: none"> We will continue to ensure Governance arrangements are fit for purpose (existing MOD commitment) 	On-going	Safety, Sustainable Development and Continuity Division	On target	Governance arrangements reviewed and revised in 2008 to better meet the needs of SD in Defence.	2
<ul style="list-style-type: none"> All areas of SD to have a designated policy owner(s) (new action) 	March 2009	Safety, Sustainable Development and Continuity Division	NEW	New action	3

Safety, Sustainable Development and Continuity Division

© Crown Copyright 12/08

Published by the Ministry of Defence UK

This document is being printed in limited copies as it is available on our website at www.mod.uk