



Highways Agency Sustainable development plan 2012 - 2015

Positive about the future



Mainstreaming sustainable development

The Highways Agency is proud of the steps it has taken in making sustainability an important consideration across the organisation. This sustainable development plan supports our strategic vision to be the world's leading road operator.

In particular:

- Strengthening our contribution to a sustainable transport system.
- Supporting national economic recovery.
- Meeting the diverse needs of all our customers.
- Promoting national wellbeing.
- Continuing to develop our sustainable approach.

Long term prosperity relies on protecting and enhancing environmental resources and maintaining a strong, healthy and just society. Sustainability is an approach which aims to find solutions that deliver benefits across and between all of these elements.

We must make sustainability 'business as usual' and this plan and its associated guide provides the tools for us all to make our contribution.

Our strategic view

Built on a set of three mainstreaming principles:

A sustainable Highways Agency

To make sustainability inform our business, we will embed it into our operations and contribute to a sustainable transport system. To add value we:

- Aim to contribute to social, environmental and economic objectives for the wider benefit of society.
- Reduce negative impacts associated with our network.
- Play a leading role in a sustainable future.
- Ensure we meet our spending review obligations.

Working with society

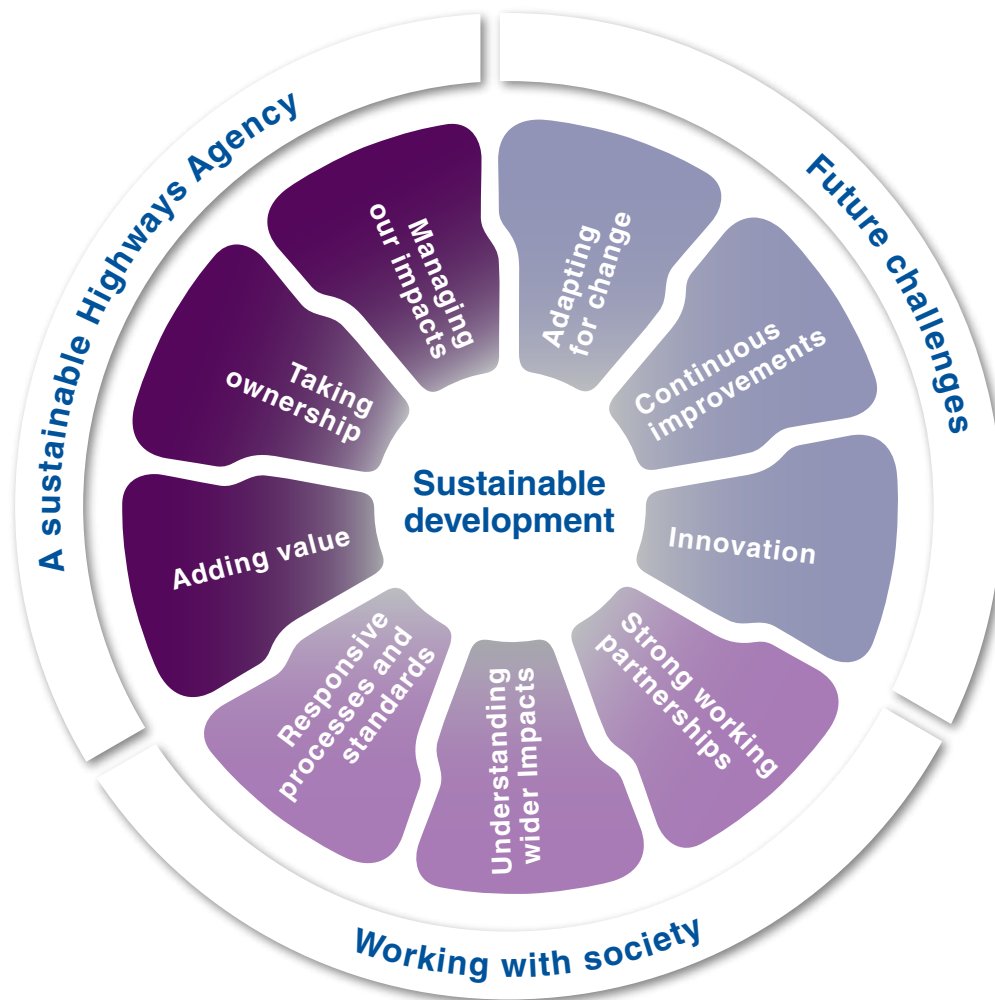
To understand the wider social and environmental impacts of our services, we will work with stakeholders and suppliers to achieve the best outcomes that meet the diverse needs of people and contribute to national well being. Our processes and standards will respond to the needs of society as these change over time.

Future challenges

To consider what we do now and plan to adapt to challenges, by continually improving our approach across all business areas and promoting innovation internally and across our supply chain.



The principles create a simple model of considerations that can be applied to all areas of our business. The three principles are reinforced and refined by nine performance aspects:



Sustainability is central to our future direction and decision making.

So we will:

- Be recognised as a leading organisation for our sustainable approach. **Taking ownership.**
- Maximise economic benefits while also delivering enhanced social and environmental outcomes. **Adding value.**
- Be a low footprint organisation, both in the services we deliver and in our workplace behaviours. **Managing our impacts.**
- Agree common sustainability goals with major suppliers. **Strong working partnerships.**
- Make positive impacts on quality of life for those using our network and those affected by it. **Understanding wider impacts.**
- Deliver sustainable and equitable outcomes. **Responsive processes and standards.**
- Ensure our network and buildings estate is resilient to environmental and societal changes. **Adapting to change.**
- Continuously improve the economic, environmental and social outcomes that our services deliver. **Continuous improvement.**
- Make innovation integral to everything we do in search of sustainable solutions. **Innovation.**

The following pages outline the activities we will undertake to make sustainability an integral part of our work and behaviours while delivering the Agency's responsibilities and objectives.

1 A sustainable Highways Agency

1.1 Taking ownership

Aim: To be recognised as a leading organisation for our sustainable approach.



Highways Agency sustainable development plan 2012-2015

2015 outcome	Agency activity/measure	What individuals can do
<p>Sustainability fully embedded as part of the Agency's corporate governance processes and central to future direction and decision making.</p>	<p>Publish a sustainability communications plan and mainstream sustainability into corporate documents.</p>	<p>Become an advocate or champion for sustainability and take opportunities to engage others.</p>
<p>Sustainability is everyone's business in the Agency and common goals established with our supply chain.</p>	<p>Develop requirements to fully integrate sustainability into monthly and annual corporate performance reporting.</p>	<p>Highways Agency staff can join the sustainability champions network and share best practice across the Agency.</p>
<p>Achieve independently verified recognition for public sector leadership on sustainable development.</p>	<p>Work to embed sustainability as a core part of staff appraisal.</p>	<p>Propose personal objectives that contribute to a more sustainable approach.</p>
<p>Achieve level five (lead) on the flexible framework for sustainable procurement and deliver the sustainability outcomes in our procurement strategy.</p>	<p>Develop a sustainability e-learning package.</p> <p>Celebrate sustainable achievements by staff and suppliers.</p> <p>Identify actions needed to achieve a recognised level of public sector leadership in sustainability.</p> <p>Develop an action plan to achievement of level five on the flexible framework for sustainable procurement.</p>	<p>Take part in discussion groups and share ideas with managers on what actions could be taken to deliver enhanced social and environmental outcomes.</p>

1 A sustainable Highways Agency

1.2 Adding value

Aim: To maximise economic benefits while also delivering enhanced social and environmental outcomes.



Highways Agency sustainable development plan 2012-2015

2015 outcome	Agency activity/measure	What individuals can do
<p>Our projects deliver improved social and environmental outcomes .</p>	<p>Within project appraisal, considering the overall programme of major projects, we aim to minimise adverse impacts and where able to improve social and environmental outcomes.</p>	<p>Challenge wasteful processes or use of resources / materials wherever you see it.</p>
<p>Reduced costs and improved efficiency in line with our spending review commitments.</p>	<p>Use Post Opening Project Appraisal to review outcomes from our projects to ensure they deliver value in economic, environmental and social terms.</p>	<p>Highways Agency staff can use available tools such as appraisal, managing down costs toolkit etc to make informed decisions on investments which offer the best economic, environmental and social outcomes</p>
<p>Value management outcomes deliver sustainable solutions.</p>	<p>Use Post Opening Project Appraisal to review outcomes from our projects to ensure they deliver value in economic, environmental and social terms.</p>	<p>Propose efficiencies in working practices as part of continual improvement.</p>
<p>Fewer deaths and serious injuries on our network.</p>	<p>Enhance the sustainability assessment element of the Managing Down Costs toolkit.</p>	<p>Ensure our behaviour as a Highways Agency employee or supplier is responsible and respectful to our customers and the environment.</p>
	<p>Develop a wider benefits realisation measure to build upon existing Lean processes.</p>	
	<p>Continue to develop Lean processes with the supply chain and internally.</p>	<p>Propose safety improvements to further reduce the risk to road users.</p>
	<p>Establish the future operating model for Traffic Officer Services and Major Projects hub.</p>	
	<p>Work to embed sustainability principles into the value management framework.</p>	
	<p>Support the safety framework to maximise opportunities to deliver safety benefits in all that we do.</p>	

1 A sustainable Highways Agency

1.3 Managing our impacts

Aim: Be a low footprint organisation, both in the services we deliver and in our workplace behaviours.



Highways Agency sustainable development plan 2012-2015

2015 outcome	Agency activity/measure	What individuals can do
<p>Deliver our contribution to the Greening Government commitments, from a 2009 -10 baseline</p> <p>Improve and publish data on supply chain impacts. Focusing on carbon, water and waste – setting baselines for reducing impacts.</p> <p>Embed the Government Buying Standards in departmental and centralised procurement contracts.</p> <p>We have a fuller understanding of our supply chain's use of resources (eg materials, water, energy and their associated carbon impacts) and confidence in the responsible sourcing of materials.</p> <p>Reduced carbon footprint of the Traffic Officer vehicle fleet.</p>	<p>Reduce greenhouse gas emissions by 25% from the whole estate and business-related transport.</p> <p>Reduce waste from our buildings by 25%.</p> <p>Reduce water consumption, and report on office water use against best practice benchmarks.</p> <p>A project to understand the water footprint associated with our supply chain and develop a plan to reduce.</p> <p>Incorporate Government Buying Standards requirements into all contracts and specifications.</p> <p>Review the principle sources of aggregates used on our projects, report on a baseline and establish a target to sustainably reduce use of virgin aggregates.</p> <p>Review sustainable timber use during 2012-13 and report on compliance with our purchasing requirements.</p> <p>Continually review the traffic officer vehicle fleet to reduce its overall operating costs and carbon footprint.</p>	<p>Highways Agency staff can follow the guidance on the Estates sustainability page on our Portal.</p> <p>Take a positive approach to reducing waste where possible, both in the office and through working with suppliers. Advice is available on the Materials, Resources and Waste pages of our website.</p> <p>Take up alternatives to travel in carrying out our duties. Further advice for staff can be found in the Agency travel plans. Complementary advice, accessible to all, can be found on DfT's sustainable travel pages.</p>

2 Working with society

2.1 Strong working partnerships

Aim: Agreed common sustainability goals with major suppliers.



Highways Agency sustainable development plan 2012-2015

2015 outcome	Agency activity/measure	What individuals can do
<p>Highways Agency recognised as a leading client for driving innovation and leading sustainability performance.</p> <p>Suppliers fully aligned with the Agency's values and strategic direction.</p> <p>Strong working relationships with our stakeholders / professional partners through memorandum of understanding and other forums.</p> <p>Continue to work closely with partners, sharing best practice, technical expertise to achieve improvements in road safety.</p>	<p>Facilitate collaboration and knowledge sharing across our supply chain, so that best practice in sustainability performance is shared freely with and between our suppliers.</p> <p>Ahead of next round of assessments review how StART has focused organisational development around sustainability.</p> <p>Understand the effectiveness and embedment of sustainability criteria on the Motivating Success Toolkit (MST).</p> <p>Continue to ensure we pay suppliers promptly throughout our extended supply chain. Continue the roll out and embedment of project bank accounts on new Highways Agency contracts.</p> <p>Work with the WRAP (Waste and Resources Action Programme) to engage industry partners and devolved administrations with the aim of developing a resource efficiency strategy.</p> <p>Deliver key actions within the safety action plan to support continued improvements in road safety.</p>	<p>In discussions with suppliers check to ensure a common understanding exists as to the most sustainable solution.</p> <p>Ensure you are comfortable that your suppliers can provide evidence that they act in accordance with the Agency's position on sustainability and its component parts such as equality and diversity.</p> <p>Ensure invoices are paid promptly.</p> <p>Engage with suppliers and learn from best practice in the supply chain.</p> <p>Where your role permits work with suppliers and partners to improve compliance and reduce risks that are caused by driver error.</p>

2 Working with society

2.2 Understanding wider impacts

Aim: To make positive impacts on quality of life for those using our network and those affected by it.



Highways Agency sustainable development plan 2012-2015

2015 outcome	Agency activity/measure	What individuals can do
<p>Outcomes of key Highways Agency strategies are delivered. Examples include the Environment Strategy, Aiming for Zero, the Safety Action Plan and Strategy for delivering our public sector equality duty.</p>	<p>Measures in specific strategies will support mainstreaming of sustainable development.</p>	<p>Consider the environmental and social implications of what we do and propose changes where improvements can be made.</p>
<p>Routinely assess the effect of our projects on people and communities to support better decision making.</p>	<p>Use the project appraisal process to understand the social and distributional impacts of our work and take action to mitigate.</p>	<p>Treat all people we come into contact with dignity and respect.</p>
<p>Our equality evidence base is becoming more complete and is being used to inform decisions.</p>	<p>Identify opportunities to promote and advance equality of opportunity and foster good relations between different groups in society.</p>	<p>Share experience of best practice with colleagues.</p>
<p>Traffic Officer Service recognised for the service provided to people in difficulties on the network.</p>	<p>Where relevant use equality impact assessments to build a robust evidence base to inform decision making.</p>	<p>Look out for opportunities to promote examples of best practice externally.</p>
<p>Minimise risk to road users of collisions which cause injury and impact on their own / their family's lives.</p>	<p>Develop a measure of the social benefits of the Traffic Officer Service to sit alongside the economic and network reliability driver.</p>	<p>Use your entitlement to up to 3 days special leave to undertake voluntary work in your community (See staff handbook annex E). Partner organisations may have similar schemes.</p>
<p>Our design standards are responsive to local needs as well as to meet national economic objectives and to reflect EU/national legislative requirements.</p>	<p>Reduce casualties through targeted interventions and refine the approach to safety risk management to further reduce risk to road users and workers.</p>	
<p>We will embed a sustainable approach to noise management into the HA business by adopting the principles set out in the Noise Policy Statement for England.</p>	<p>Identify key priority groups and work to target information and schemes with partners to improve compliance and road user behaviour.</p>	
	<p>Revise our noise policy and assessment procedures, adopting the principles set out in the noise policy statement for England.</p>	
	<p>Complete noise investigations and determine mitigation options at 2408 important areas identified in Defras 2008 noise action plans.</p>	

2 Working with society

2.3 Responsive processes and standards

Aim: To deliver sustainable and equitable outcomes.



Highways Agency sustainable development plan 2012-2015

2015 outcome	Agency activity/measure	What individuals can do
<p>Contracts and specifications clearly communicate our social and environmental expectations.</p>	<p>Provide advice to authors of standards, advice notes and specifications, on incorporating social and environmental factors.</p>	<p>Report to others if a process or standard does not lead to sustainable or equitable outcomes.</p>
<p>Sustainability and Equality is an integral part of all decision making processes.</p>	<p>Develop advice to clarify our expectations for sustainability for suppliers.</p>	<p>Make suggestions to improve the social and environmental benefits of a standard or advice note you use to deliver a service.</p>
<p>Ensure EU directive 2008/96/EC on road infrastructure safety management is followed with respect to road safety infrastructure management.</p>	<p>Review all of our major business processes to ensure sustainable and equality principles are embedded.</p>	<p>Owners of processes should review regularly to ensure they deliver sustainable outcomes.</p>
<p>A new approach to delivering sustainable pavement maintenance and construction.</p>	<p>Review the Project Control Framework to ensure alignment with our sustainability principles.</p>	
<p>Modernised technical advice to reflect new legislation arising from the floods and water management act.</p>	<p>Integrate sustainability into all our processes through Way we Work.</p>	
<p>Provide timely and reliable information to users of our network by all reasonable means.</p>	<p>Develop a safety action plan and regional road safety report guidance clearly identifying requirements.</p>	
	<p>Work to understand options for more sustainable pavement engineering.</p>	
	<p>Develop and issue a Highways Agency flood risk management strategy and disseminate/implement within the supply chain.</p>	
	<p>Continue to refine our approaches to communicating messages to the travelling public.</p>	

3 Future challenges

3.1 Adapting for change



Highways Agency sustainable development plan 2012-2015

Aim: Ensure our network and building estate are resilient to environmental and societal changes.

2015 outcome	Agency activity/measure	What individuals can do
<p>Sound process to manage the effects of climate change on the Agency's assets.</p>	<p>Monitor and review the Agency climate change adaptation risk assessment, and develop and maintain climate change adaptation action plan.</p>	<p>Use your own awareness of external influences that could affect our network to advise colleagues and influence Agency processes.</p>
<p>Graduates of the Roads Academy working in the highways sector act as catalysts for change in their own organisations.</p>	<p>Roads Academy cohorts to gain skills to contribute to sustainability by exploring new ways of working.</p>	<p>Be open to and embrace change to deliver sustainable and lean outcomes.</p>
<p>A strategy to manage our dependence on finite resources which are currently essential to our ability to deliver our services.</p>	<p>Investigate the pressures on resources (including rare earth elements) that could impact on the Agency's ability to deliver its objectives.</p>	
<p>The Safety Framework to facilitate change, to include managed motorways and speed limit reviews.</p>	<p>Develop strategies to make it easier for road users to understand and comply with the rules of the road.</p>	
<p>Plans are in place to ensure continuity of Agency business in the event of an incident affecting any part of our building estate.</p>	<p>Ensure all Highways Agency staff and facilities management contractors are aware of our business continuity policy and management process.</p>	
<p>Our contribution to coherent ecological networks, through management of our soft estate is understood and our priorities are documented ref: Natural Environment White Paper</p>	<p>We will work with key delivery partners in order to contribute to the creation of coherent and resilient ecological networks, supported by a biodiversity action plan. We will participate in a DfT led forum with other environmental stakeholders in order to inform future priorities for the enhancement of these green corridors.</p>	

3 Future challenges

3.2 Continuous improvement



Highways Agency sustainable development plan 2012-2015

Aim: To continuously improve the economic, environmental and social outcomes that our services deliver.

2015 outcome	Agency activity/measure	What individuals can do
<p>Measurable outcomes from defined baselines:</p> <ul style="list-style-type: none"> • Reduced carbon emissions from our operations. • Reduced waste to landfill from our operations. • Reduced use of finite resources. • Reduced water use. 	<p>Build carbon management into lean processes and consider resource impacts at design stages.</p>	<p>We all need to contribute our views on the Agency's sustainability performance.</p>
<p>Improved reliability of journeys as shown by the reliability measure.</p>	<p>Commit to industry initiatives such as voluntary agreements on resource efficiency (eg WRAPs halving waste to landfill commitments).</p>	<p>Challenge any process that you feel could be done better ie more sustainably and or more efficiently.</p>
<p>Improved customer satisfaction.</p>	<p>Use corporate performance reporting to measure sustainability benefits.</p>	<p>Make suggestions for positive improvement to processes when you see an opportunity for change.</p>
<p>Progressive improvement in delivery of our equality duty both internally and where suppliers deliver services on behalf of the Agency.</p>	<p>Seek external feedback on our sustainability performance and use this to drive future performance.</p>	
<p>Continuous improvement in Lean and Sustainable Development is being embedded as part of the culture of the Agency.</p>	<p>By 2014 review equality progress and outcomes and develop new objectives.</p>	
<p>On target to meet our goal of eliminating the need for workers to be on the live carriageway by December 2016.</p>	<p>Work towards embedding a continuous improvement culture where all staff seek to improve efficiency in a sustainable and consistent manner and are properly empowered to make this happen.</p>	
	<p>Support and enable the supply chain to adopt Lean techniques to achieve continuous performance improvement.</p>	
	<p>Work towards realising our Aiming for Zero vision; ensuring that as an employer, designer and leading client, nobody comes to harm as a result of working for us.</p>	

3 Future challenges

3.3 Innovation

Aim: Make Innovation integral to everything we do in search of sustainable solutions.



Highways Agency sustainable development plan 2012-2015

2015 outcome	Agency activity/measure	What individuals can do
<p>Be recognised as an exemplar for encouraging sustainable innovation in our work.</p> <p>Encourage and recognise our suppliers for innovative approaches that drive resource efficiency, cost savings and go beyond legal compliance.</p> <p>Our Knowledge programme is used to generate innovative solutions and to spread knowledge to the wider community.</p> <p>Continuing a leading role in pioneering intelligent transport systems to improve journeys and the environment.</p> <p>Progressive improvement in sustainability performance and clear direction on further steps on our transformational journey.</p> <p>Our network is responsive to demographic and other societal changes.</p>	<p>Encourage supply chain to develop innovative solutions and remove internal barriers to sharing ideas from our suppliers.</p> <p>Recognise staff and suppliers for innovative ideas.</p> <p>Deliver the key objectives of the knowledge programme.</p> <p>Use intelligent transport systems to support the deployment and future exploitation of Managed Motorways, and contribute towards meeting carbon emission targets.</p> <p>Plan and develop a new sustainable development plan and vision for the period 2015 to 2020.</p> <p>Identify and exploit opportunities to enhance and use new innovative technologies to meet the network's current and future needs.</p>	<p>Make suggestions that could improve sustainability performance of our processes or our suppliers.</p> <p>Suppliers to take opportunities to propose innovative ideas to the Agency.</p>

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