

Green Dreams: a Decade of Missed Targets

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In 1997, Labour promised to “put concern for the environment at the heart of policy-making.” This research note reveals instead that **the Government looks likely to miss over half of the green targets it has set since 1997**. A full list of these targets is at the end of this note.

- **Of 138 high level targets surveyed**, 60% of targets have been missed; are unlikely to be achieved or are worded so vaguely as to make meaningful analysis impossible.
- **The area with the greatest success has been waste**, where 67% of targets (18 out of 27 targets) have been or are likely to be met.
- **The areas with the least success have been rural affairs and biodiversity**. For example, the Government has set over 436 sub-targets for biodiversity and 88% of these have been missed (383 out of 436).
- **Targets on climate change are also a serious concern**, with almost two thirds of targets looking unlikely to be met.

This note also criticises the UK culture of target setting:

- **Targets are set without the policy drivers needed to meet them**. Waste targets have been a clear success because of the Landfill Tax Escalator and the Landfill Allowance Trading Scheme. By contrast, biodiversity targets have not been matched with sufficient financing.
- **Targets are chopped and changed, confusing industry when certainty is needed**. Energy is the clearest example of this, with the Government continually dithering between nuclear and renewables. The Government had an original commitment to source 5% of electricity from renewable sources by 2003—a commitment it still hasn't met in 2008, and which has since been forgotten.
- **Some targets are all but meaningless**. Over 22% of all high-level targets were so vaguely worded or set so far ahead that they were unable to be examined.
- **Far from being an honest motivator of achievement where failures are acknowledged and lessons learnt, a pattern of “creative accounting” has emerged where targets are in danger of being failed**. One example is the original target to reduce carbon by 60% by 2050. This target, set by the Royal Commission on Environmental Pollution, implicitly included aviation as it was based on giving the UK a finite total carbon budget, irrespective of the sources of that carbon. However, when the target was adopted by the Government, aviation was explicitly excluded.

Results Breakdown

Policy Exchange examined 132 Government White Papers, speeches and publications published between 1997 and 2008. A full list of targets is included as an Appendix.

We evaluated only high-level targets: i.e., targets set by central Government, and which central Government saw itself as accountable for delivering. There are thousands of more targets set at a devolved level, with over 436 sub-targets for biodiversity alone.

138	High Level Targets
52 (38%)	Failed/Unlikely to be met
31 (22%)	Unable to be examined
55 (40%)	Met/Likely to be met

66	Climate Change and Energy Targets	6	Transport Targets
25 (38%)	Failed/Unlikely to be met	2 (33%)	Failed/Unlikely to be met
18 (27%)	Unable to be examined	3 (50%)	Unable to be examined
23 (35%)	Met/Likely to be met	1 (17%)	Met/Likely to be met
27	Waste Targets	6	Water Targets
5 (19%)	Failed/Unlikely to be met	4 (67%)	Failed/Unlikely to be met
4 (15%)	Unable to be examined	1 (17%)	Unable to be examined
18 (67%)	Met/Likely to be met	1 (17%)	Met/Likely to be met
16	Rural Targets	4	Biodiversity Targets
10 (63%)	Failed/Unlikely to be met	2 (50%)	Failed/Unlikely to be met
1 (6%)	Unable to be examined	1 (25%)	Unable to be examined
5 (31%)	Met/Likely to be met	1 (25%)	Met/Likely to be met

Which targets have been met, and why?

Targets are not necessarily bad in themselves. The area with the second highest number of high level targets has been waste—one of our most successful areas, with and over two thirds of targets having been met.

The key differences between waste and other less successful policy areas are that:

- *Targets were set well in advance, and on an escalating scale.*
- *Targets were underpinned by a clear and powerful policy commitment* in the form of the Landfill Tax Escalator. Indeed, targets only started to be met when this Escalator dramatically increased. Established in 1996 it aims to reduce the amount of waste sent to landfill by putting a tax on the tonnes disposed of in landfill sites that increases every year. Starting at £10/tonne this has risen to £24/tonne with an increase of £8/tonne per year from 2008 to 2010. This strong incentive to find other means of disposal, coupled with clear targets, has seen

the amount of household waste recycled or composted in the UK increase from just 6% in 1995/96 to 26% in 2005/06.

Why the high failure rate in other areas?

A few clear patterns emerge across all environmental areas.

- *Failed targets were set far in advance with no interim steps to monitor progress.* For example, a pledge was made in 1997 to reduce emissions of carbon dioxide by 20 per cent on 1990 levels by 2010. There were no interim steps to monitor progress and, as a result, this target was simply dropped in 2006 when the 2010 deadline became all but impossible. The recent Climate Change Bill, with its suggestion of annual carbon reports and formal carbon budgets set every five years, makes it clear the Government has learnt the need for interim measurement and reporting.
- *Failed targets were not underpinned by genuine policy commitment:* In 2006 a target was set for “all new homes to be zero carbon within a decade”. Yet there is little evidence this has been backed up by meaningful policy. Two years on, a study by the charity WWF states that “without a radical shift in Government policy, the housing sector will not achieve its emissions reduction target of 31% by 2020”. In the first month of this year, just 3 zero carbon homes were built.
- *Failed targets were chopped and changed:* Targets can have a meaningful role in setting a firm, long-term framework to give business the confidence it needs to invest. Unfortunately, key green targets have continually been dropped, chopped or changed, undermining business confidence instead of supporting it. Energy has been one of the worst hit areas, with seven major policy realignments in almost as many years. Starting in 2000, the Energy Sector saw the publication of:

2000	The Renewables Obligation Preliminary Consultation, which promoted renewable energy.
2003	Energy White Paper 2003, which ruled out nuclear on cost grounds
2004	Combined Heat and Power Strategy
2005	Amendment to Energy White Paper 2003
2006	The Energy Challenge Review, which put nuclear back on the table
2007	Energy White Paper 2007
2008	White Paper on Nuclear Power

With so much change, effective long-term plans cannot be made nor objectives met.

- *Failed targets were not backed up with financial commitment:* Biodiversity, an area that according to DEFRA “provides many of the essentials of life” is just one example. In planning terms the UK is a world leader being one of the first countries to publish a strategy after the Convention on Biodiversity was signed at the Rio Earth Summit in 1992. However, the Government is not putting its money where its mouth is. The RSPB estimates : “a shortfall of at least £300 million per annum in current resources for implementing the UK Biodiversity Action Plan... Without proper funding to current conservation efforts, it will be much harder, if not impossible, to address the new challenges of climate change.”
- *Failed targets were so vague as to be meaningless:* 22% of targets surveyed can't be measured. These

These included pledges to “secure a healthy natural environment for today and the future” and to achieve “the modernisation of agriculture”.

- *Failed targets are those over which no one government department has clear responsibility:* For example, the need to improve homes to a “decent standard”, above all in tackling fuel poverty, is jointly shared by DEFRA; the DCLG and DBERR. Tackling fuel poverty was one of the Government’s clearest commitments, and has become one of its most high profile failures. Another problem has been over energy, with DEFRA and the then DTI publically arguing about the level of emission reductions the UK should aim to achieve under the EU Emissions Trading Scheme. And a looming future problem is, ironically, waste —currently one of the few areas of success. Whilst the Government has picked the low hanging fruit when it comes to recycling, a more integrated strategy is urgently needed in order to double this figure. Unfortunately, responsibility is currently fragmented between the DCLG; DEFRA; parts of DBERR and with Local Authorities. The LGA has warned that “we are still not getting coherent, joined-up strategic thinking”, and the CBI has argued that split responsibility for waste “has caused confusion and has made it difficult for Government to develop a coherent waste strategy”.

As targets have been missed, a disturbing new trend has emerged: *targets are being used not as a measure of action, but in lieu of it.*

New targets are either so vague as to be meaningless or so aspirational as to be unrealistic. Meanwhile, old targets have been cunningly reformulated so that the public does not realise these targets have been failed.

How are Government targets presented to the public?

1. New targets are vague or aspirational

Since the 1998 Comprehensive Spending Review, the Government has relied on Public Service Agreements (PSAs) as the showcases for high level targets. To quote the Treasury,

“PSAs are a clear commitment to the public on what they can expect for their money and each agreement sets out explicitly which minister is accountable for delivery of targets underpinning that commitment.”

To begin with, many of these targets were narrow and measurable, for example the target to “reduce UK fishing effort in those sectors of the fleet with most overcapacity to 20% below the 1997 level by end-2001.”

As time has passed and targets failed more often than not, the Government has found it politically convenient to set increasingly nebulous objectives. This culminated in the PSAs contained within the 2007 Comprehensive Spending Review. These included a “Vision” of clean, healthy, safe, productive and biologically diverse oceans and seas” and a laudable ambition to “reduce the impact of conflict through enhanced UK and international efforts” with one of the measurable indicators being “a downward trend in the number of conflicts globally”.

2. The failure of old targets is disguised.

Targets have been presented as met or almost met through creative accounting

One clear example is in the field of climate change. Although the Government’s formal pledge is to “accept the Royal Commission on Environmental Pollution’s (RCEP’s) recommendation that the UK should put itself on a path towards a reduction in carbon dioxide emissions of some 60% from current levels by about 2050,” they have ignored how the RCEP came to the 60% conclusion by omitting aviation emissions. The RCEP 60% target was based on contraction and convergence. This means that the 60% figure is the total UK budget for all carbon emissions, irrespective of source.

In other words, aviation was implicitly included – but has now been excluded by the Government. Given that aviation as the fastest growing source of CO2 emissions in the UK, this omission would seem to seriously undermine the credibility of the target.

Another example is the use of the EU Emission Trading Scheme. The Government has counted emission credits purchased through this scheme as being the same as emission reductions—even though Phase 1 of the scheme has actually not led to any reductions at all.

The atmosphere does not care about accounting tricks: it cares about the amount of carbon in the air. Trying to take some of the UK's carbon emissions off our carbon balance sheet is fundamentally dishonest—and potentially very dangerous in the fight to tackle climate change.

3. Targets have been manipulated through language games

When Creative Accounting doesn't work, playing with the language of the targets themselves has long been a favoured method of misdirection. The Government has three illusionary tactics, all of which were utilised on the following target.

1) *Word Substitution*

In the 1999 Pre-Budget Report the Government said it was going to: “reduce emissions of carbon dioxide by 20 per cent on 1990 levels by 2010.”

In 2003 this became an aspiration to “*move towards* a 20 per cent reduction in carbon dioxide emissions below 1990 levels by 2010” beginning the process of backing away from the commitment. The next stage is:

2) *Sleight of Hand*

In 2005: “UK carbon dioxide emissions will be about 14 per cent below the 1990 level, and emissions of all greenhouse gases will be around 20 per cent below 1990 levels by 2010.”

The Government has a commitment to cut carbon emissions by 20% by 2010.

It also has a separate commitment under the Kyoto Protocol to cut all Greenhouse Gases by 12.5% by 2012.

This sentence deliberately conflates the two in order to confuse the public into thinking the 20 per cent carbon goal is still well on track.

3) *Silence*

Now the Government talks only of the much looser Kyoto Target:

“Already we are on track to achieve double our Kyoto target, a record no other country in the world can match.”

In actual fact, the Kyoto target was already met in 1997, when the Government came to power. This was precisely why the tougher 20% carbon target was introduced in the first place—a target which is no longer discussed.

The Way Forward

That targets can be useful in providing an organisation with clear direction and sense of purpose is not disputed. Yet as has been seen above, attempts to manage through targets alone have, and continue to be, doomed to failure. The underlying factor in the failure of many target driven enterprises is a lack of a strong policy commitment to turn plans into action. The sheer number and complexity of targets also makes them easy to forget or miss and hence they lose much of their motivating force. In light of this, we recommend the following:

- Reduce the number and complexity of targets.
- Ensure they are worded clearly with specific and attainable goals, set far in advance but measured continually.
- Adopt a more open and transparent approach to reporting.
- Increase awareness of targets as a means to an end rather than an end in themselves. Include this point in any performance appraisals.

A future Policy Exchange report will examine how we can move towards a more outcome orientated approach to environmental regulation and target setting.

Appendix: Note on Methodology

Policy Exchange examined 132 Government White Papers, speeches and publications published between 1997 and 2008. Due to the scale of the enterprise the authors freely admit that it is by no means a comprehensive survey of all government activity and that many more targets may well exist. However, the authors stand by the utility of the survey in providing a robust snapshot of government work and in the interests of probity reproduce some of the source material below.

A full Excel spreadsheet, with information on how the targets were judged, can be obtained from tara.singh@policyexchange.org.uk

Key to targets on the following page:

Y = Yes, target met

N = Target failed

L = Target likely to be met

U = Target unlikely to be met

N/A = Target too vague or set too far in advance to measure

Name of Target	Date	Met?
Over time, the Government will aim to reform the tax system to increase incentives to reduce environmental damage. That will shift the burden of tax from "goods" to "bads";	02-Jul-97	N
Doubling cycle journeys within six years, and doubling them again by 2012	20-Jul-98	
To improve water quality further so that at least 91 per cent of rivers meet the objectives by the year 2005;	09-Nov-99	Y
Reduce emissions of carbon dioxide by 20 per cent on 1990 levels by 2010;	09-Nov-99	N
Reducing the amount of industrial and commercial waste land filled to 85 per cent of 1998 levels by 2005	09-Nov-99	U
and recovering 40 per cent of municipal waste by 2005;	09-Nov-99	N
A 10% increase in bus passenger journeys by 2010 (increased to 12% in SR 2004: "By 2010, increase the use of public transport (bus and light rail) by more than 12% in England compared with 2000 levels, with growth in every region.")	21-Jul-00	N/A
Light rail passenger journeys at least doubled by 2010	21-Jul-00	N/A
For people in rural areas, a one-third increase in the proportion of rural households living within around ten minutes walk of an hourly or better bus service by 2010	21-Jul-00	N
To reduce road congestion in large urban areas in England below current levels	21-Jul-00	N
We must 'recover value' from 45% by 2010, and from 67% by 2015.	01-May-00	L
We must recycle or compost 25% of household waste by 2005	01-May-00	Y
We must recycle or compost 30% of household waste by 2010, and 33% by 2015.	01-May-00	L
Enable 17% of household waste to be recycled or composted by 2004	18-Jul-00	Y
Open up public access to mountain, moor, heath and down and registered common land by the end of 2005.	18-Jul-00	Y
Bring into favourable condition by 2010 95% of all nationally important wildlife sites, compared to 60% of sites currently estimated to be in such condition.	18-Jul-00	N
60% of new housing should by 2008 be provided on previously developed land and through conversion of existing buildings. Brownfield will be reclaimed at a rate of over 1,100 hectares per annum by 2004 (reclaiming 5% of current brownfield land by 2004 and 17% by 2010). (Also contributes to Objective VIII).	18-Jul-00	Y
Care for our living heritage and preserve natural diversity by reversing the long term decline in the number of farmland birds by 2020, as measured annually against underlying trends.	18-Jul-00	U
Secure agreement by March 2004 to reforms which reduce the cost of the CAP to consumers and taxpayers.	18-Jul-00	N
Achieve the agriculture strategy, the modernisation of agriculture, and an increase in the competitiveness and consumer focus of the food chain as measured by the real food price index and sustainable competitiveness indicators to be developed by March 2001.	18-Jul-00	n/a
Deliver the environmental and economic benefits envisaged in the England Rural Development Plan by 2004 including an increase in the area farmed organically and development of the rural economy under the new Rural Enterprise Scheme.	18-Jul-00	N
Achieve a reduction of 10% in the unit cost of administering CAP payments by March 2004, and 95% electronic service delivery capability for such payments by March 2004 (this is also the value for money target)	18-Jul-00	N
Reduce UK fishing effort in those sectors of the fleet with most overcapacity to 20% below the 1997 level by end-2001. A further target reduction for 2004 will be set following EU negotiations in 2001.	18-Jul-00	N
Our objective is that, by the end of 2003, 5% of UK electricity requirements will be met by renewables	01-Feb-00	N
Reduce the time taken to clear up cases of poor welfare in farmed animals by 5% by March 2004.	18-Jul-00	Y
Electricity suppliers will be obliged to generate 10% of their energy from renewable sources by 2010.	06-Mar-01	U
And we have set a target of at least doubling combined heat and power, also by 2010.	06-Mar-01	U
European-level agreements with car manufacturers will cut average vehicle CO2 emissions by at least 25% by 2008-2012, backed up in the UK by changes to vehicle excise duty and reform of company car taxation."	06-Mar-01	N
Between now and 2003 we will be doubling expenditure on energy efficiency.Scheme - expected to help 800,000 households by 2004.	06-Mar-01	Y
Reduce the gap in productivity between the least well performing quartile of rural areas and the English median by 2006, and improve the accessibility of services for rural people.	15-Jul-02	N
Deliver more customer-focused, competitive and sustainable food and farming as measured by the increase in agriculture's gross value added per person excluding support payments;	15-Jul-02	N

By 2012, 10% of all new car sales will be cars emitting 100g/km CO ₂ or less at the tailpipe	31-Jul-02	U
By 2012, 600 or more buses coming into operation per year will be low carbon, defined as 30% below current average carbon emissions	31-Jul-02	U
Sales of ultra-low carbon cars by 2020	31-Jul-02	n/a
The Government aims to develop targets for light goods vehicles, as better data on the carbon performance of these vehicles becomes available.	31-Jul-02	n/a
The EU Landfill Directive requires the UK to reduce the volume of biodegradable municipal waste sent to landfill by 2010, with further reductions in 2013 and 2020. Failure to meet these targets could result in fines of up to £180 million per year	01-Nov-02	L
50% of households carrying out home composting by 2006	01-Nov-02	N
A target of at least 35% of household waste being composted or recycled by 2010 and at least 45% of household waste being composted or recycled nationally by 2015	01-Nov-02	Y
An absolute reduction in the amount of municipal waste going to landfill annually from 2007	01-Nov-02	Y
30% of collection authorities to have tried incentive based schemes to encourage sound management of household waste by 2005/6	01-Nov-02	N
reducing the rate of household waste growth to 2% per annum by the end of 2006	01-Nov-02	Y
For aggregates, a target of at least 10% recycled (by weight) by 2003/4, rising to 20% by 2006/7.	01-Nov-02	Y
For all other construction materials, a target of at least 10% (by value) by 2003/4, rising to 25% by 2005/6	01-Nov-02	Y
the EU Water Framework Directive, transposed in the UK in 2003, requires Member States to aim to achieve 'good ecological and chemical status' in surface waters and 'good chemical and quantitative status' in groundwaters by 2015.	01-Jan-03	U
We therefore accept the Royal Commission on Environmental Pollution's (RCEP's) recommendation that the UK should put itself on a path towards a reduction in carbon dioxide emissions of some 60% from current levels by about 2050.	23-May-03	n/a
A new national energy research centre will be established by the Research Councils,	23-May-03	Y
On that basis, our aspiration is by 2020 to double renewables' share of electricity from our 2010 target and we will pursue policies to achieve this.	23-May-03	n/a
the Rural White Paper aspiration to deliver around 9,000 affordable homes annually in rural districts by 2003/04, including 3,000 in small settlements.	01-Jan-04	Y
significant progress towards the joint Defra/Department of Trade and Industry Service Delivery Agreement target for Envirowise 'to stimulate resource productivity savings to industry of £400 million per year by 2005-06', and the long-term aim of raising this to £585 million per year by 2015.	29-Apr-04	Y
By 2008, no more than 10 per cent of local authorities nationally, or 10 per cent of local authorities in receipt of NRF, to be assessed as 'poor' for the Comprehensive Performance Assessment (CPA) of their Environment Services Block	12-Jun-04	Y
Reduce the percentage of local authority districts nationally judged to have unacceptable levels of litter and detritus by a statistically significant amount	12-Jun-04	Y
Reduce the number of abandoned vehicles nationally by 25%, and within local authority districts in receipt of NRF by 25%, compared to the baseline year 2002-03.	12-Jun-04	Y
By 2008, Increase to 60% the proportion of local authority districts nationally, and to 60% the proportion of local authority districts in receipt of NRF, with at least one park or green space that meets Green Flag Award standard.	12-Jun-04	N
By 2008, to reduce the percentage of households living in poor quality environments by two percentage points nationally, and by three percentage points within the group of local authorities in receipt of NRF.	12-Jun-04	N
By 2008, to increase the percentage of residents satisfied with local parks and open spaces by four percentage points nationally and by six percentage points for residents in local authorities in receipt of NRF	12-Jun-04	N
By 2008, to increase the percentage of households identifying no problem with six liveability factors (vandalism & hooliganism, graffiti, dog mess, litter & rubbish, noise, and traffic) where they live by three percentage points nationally and by five percentage points overall for households located within local authorities in receipt of NRF.	12-Jun-04	N
Voluntary agreements between car manufacturers and the European Commission on average new car CO ₂ emissions reaching 140g/km by 2008/9	12-Jun-04	N
The UK's National Allocation Plan cap for Phase II of the EU ETS means that the UK will reduce carbon emissions by 8 million tonnes below projected emissions during the 2008-12 period	12-Jun-04	N
Achieve a better balance between housing availability and the demand for housing, including improving affordability, in all English regions while protecting valuable countryside around our towns, cities and in the green belt and the sustainability of towns and cities.	12-Jul-04	N

Reduce the civil nuclear liability by 10% by 2010, and establish a safe, innovative and dynamic market for nuclear clean-up by delivering annual 2% efficiency gains from 2006-07; and ensure successful competitions have been completed for the management of at least 50% of UK nuclear sites by end 2008.	12-Jul-04	N/A
Establish a safe, innovative and dynamic market for nuclear cleanup by delivering annual 2% efficiency gains from 2006-07	12-Jul-04	N
Defra will manage flood and coastal erosion risk so as to contribute to sustainable development, including minimising loss of life and improving the standard of protection for at least 100,000 households using efficiency savings to maintain outputs at equivalent levels to 2005-6.	12-Jul-04	N
Our renewables obligation has been extended to achieve a 15.4% contribution from renewables to the UK's electricity needs by 2015 PM Speech on Climate Change http://www.number10.gov.uk/output/page6333.asp 14-Sep-04	14-Sep-04	n/a
In 2002 we raised the minimum standard for the energy performance of new buildings by 25%. And next year we'll raise it by another 25%."	30-Nov-04	Y
eradicate fuel poverty amongst vulnerable households by 2010	30-Nov-04	N
By 22 November 2016 no person in England should have to live in fuel poverty	30-Nov-04	N/A
...all social housing to reach the decency standard by 2010	30-Nov-04	U
By 2008 we will have... De-coupled waste produced from economic growth and got more from what is left, by reuse, recycling or composting and the recovery of energy.	08-Dec-04	N
The administrative burden from Defra regulation will be reduced by at least 25% over the next five years.	08-Dec-04	U
implementation of international fisheries agreements and action plans in order to tackle problems such as overcapacity and illegal, unregulated and unreported (IUU) fishing, and the commitment to establish a representative network of marine protected areas by 2012.	08-Dec-04	U
Draft Marine Bill suggested by the Government at the time of the 2005 Queens Speech	01-May-05	N
A Bill to modernise the management of common land will be introduced.	17-May-05	Y
a target for Government departments to source 15 per cent of their electricity from CHP by 2010.	01-Mar-06	U
We will put in place measures to take us towards our long-term ambition of making all new developments carbon neutral. These measures will provide strong support for the use of on-site electricity generation, such as solar panels or mini wind turbines.	11-Jul-06	L
First, we will increase the level of the RO. At present, it is due to rise to about 15% in 2015-16 and remain at that level till the Obligation ceases at the end of 2026-27. We now plan to ensure that the level of the Obligation always stays above the level of renewables actually installed, up to a 20% obligation.	11-Jul-06	L
We also intend that the level of the Renewable Transport Fuel Obligation should rise above 5% after 2010/11.	11-Jul-06	L
We are proposing to establish a new Office of Climate Change, which will monitor progress towards our carbon goals and ensure coherence of action across Government departments to achieve them.	11-Jul-06	Y
"We must agree new EU energy efficiency standards and launch a new initiative to make all new coal power stations carbon neutral."	30-Oct-06	U
My Government will publish a Bill on climate change as part of its policy to protect the environment, consistent with the need to secure long-term energy supplies	15-Nov-06	Y
An increase in all rates of air passenger duty, with effect from 1 February 2007, in recognition of the environmental costs of air travel;	06-Dec-06	N
An ambition for all new homes to be zero carbon within a decade with a time-limited stamp duty exemption for the vast majority of new zero-carbon homes;	06-Dec-06	U
Set a new Europe-wide emissions reduction target of 30 per cent by 2020 and then at least 60 per cent by 2050, providing greater long term certainty for business;	06-Dec-06	n/a
A reduction of 40 per cent in the prevalence of scrapie infection (from 0.33 per cent to 0.20 per cent) by 2010	15-Dec-06	U
Reduction in the number of cases of Bovine Spongiform Encephalopathy (BSE) detected by both passive and active surveillance to less than 60 in 2006 with the disease being eradicated by 2010.	15-Dec-06	L
A reduction in the spread of Bovine Tuberculosis to new parishes to below the incremental trend of 17.5 confirmed new incidents per annum by the end of 2008.	15-Dec-06	L

Public Service Agreement target 9, indicator: 90 per cent of livestock holdings to have an auditable farm health plan by 2014.	15-Dec-06	L
Improving energy efficiency by 20% by 2020	02-May-07	n/a
Raising the share of renewable energy to 20% by 2020	02-May-07	n/a
Increasing the level of biofuels in transport fuel to 10% by 2020	02-May-07	n/a
The draft Climate Change Bill creates a new legal framework for the UK achieving, through domestic and international action, at least a 60% reduction in carbon dioxide emissions by 2050, and a 26-32% reduction by 2020, against a 1990 baseline.	23-May-07	n/a
We are working with retailers and manufacturers to phase out energy inefficient light bulbs by around 2011	23-May-07	L
Real time displays will be provided with any new meters fitted from 2008	23-May-07	L
(and a separate binding minimum target for...) biofuels of 10% of all petrol and diesel consumed by 2020	23-May-07	n/a
A greater focus on waste prevention will be recognised through a new target to reduce the amount of household waste not re-used, recycled or composted from over 22.2 million tonnes in 2000 by 29% to 15.8 million tonnes in 2010 with an aspiration to reduce it to 12.2 million tonnes in 2020 – a reduction of 45%.	24-May-07	L
recycling and composting of household waste – at least 40% by 2010, 45% by 2015 and 50% by 2020	24-May-07	L
recovery of municipal waste – 53% by 2010, 67% by 2015 and 75% by 2020.	24-May-07	L
reducing single use shopping bags through a retailer commitment to a programme of action to reduce the environmental impact of carrier bags by 25% by the end of 2008	24-May-07	U
To secure an 80,000 tonne per year reduction in packaging waste and an accumulated 340,000 tonne reduction by 2010	24-May-07	L
Deliver absolute reductions in packaging waste by 2010	24-May-07	L
The Government is proposing a possible new target of halving the amount of CD&E waste going to landfill by 2012 as a result of waste reduction, re-use and recycling	24-May-07	N/A
Reducing greenhouse gas emissions from waste management by at least 9.3 million tonnes carbon dioxide equivalent per year by 2020 compared to 2006/07	24-May-07	n/a
Moving first, in 2010 to a 25 per cent improvement in the energy/carbon performance set in Building Regulations	23-Jul-07	L
In 2013, to a 44 per cent improvement	23-Jul-07	L
The Government wants to secure an improvement (in punctuality) to 92.6 per cent by 2014.	24-Jul-07	L
The Government also wants to see a 25 per cent reduction in the number of delays over 30 minutes.	24-Jul-07	n/a
The Government wants the industry to be able to accommodate a 22.5 per cent increase in passenger demand by 2014.	24-Jul-07	N/A
RDAs have committed to set carbon reduction targets in their corporate plans, publish an estimate of the carbon they expect to save from their policies and programmes by 2010 and 2020, and update these estimates at least annually as they develop new programmes.	01-Sep-07	L
Lead the global effort to avoid dangerous climate change	01-Oct-07	N/A
Secure a healthy natural environment for today and the future	01-Oct-07	N/A
The Department of Communities and Local Government expects 95% of all social housing in England to meet this standard by 2010, and for social landlords to agree specific deadlines for the remaining 5%.	01-Dec-07	U
The Government aims to have 70% of vulnerable households in decent homes by 2010.	01-Dec-07	L
Strengthening of the Renewables Obligation, increasing the Obligation to up to 20% and introducing banding	10-Jan-08	L
Strengthening the EU Emissions Trading Scheme (EU ETS) to build investor confidence in the long-term future of the carbon market	10-Jan-08	n/a
Running a competition for a demonstrator project for Carbon Capture and Storage (CCS)	10-Jan-08	Y
Lowering planning barriers to the installation of domestic microgeneration of electricity	10-Jan-08	n/a
Raising building standards and the energy efficiency standards of the appliances we use in our homes and other buildings	10-Jan-08	n/a
We will bring forward appropriate measures, beyond those set out in the Energy White Paper to increase the share of renewable energy in our mix by 2020	10-Jan-08	n/a

Reduce carbon emissions from offices by 12.5% by 2010/11, relative to 1999/2000 levels.	18-Mar-08	N
Reduce carbon emissions from offices by 30% by 2020, relative to 1999/2000 levels.	18-Mar-08	n/a
Reverse the current upward trend in carbon emissions by April 2007.	18-Mar-08	Y
Departments to increase their energy efficiency per m2 by 15% by 2010, relative to 1999/00 levels.	18-Mar-08	Y
Departments to increase their energy efficiency per m2 by 30% by 2020, relative to 1999/00 levels.	18-Mar-08	n/a
Departments to source at least 10% of electricity from renewables by 31 March 2008.	18-Mar-08	Y
Departments to source at least 15% of electricity from Combined Heat and Power (CHP) by 31 March 2010 (this target is not applicable if more than 85% of electricity is sourced from renewables).	18-Mar-08	L
Reduce carbon emissions from road vehicles used for government administrative operations by 15% by 2010/11, relative to 2005/06 levels.	18-Mar-08	N
Departments to reduce their waste arisings by 5% by 2010, relative to 2004/05 levels.	18-Mar-08	Y
Departments to reduce their waste arisings by 25% by 2020, relative to 2004/05 levels.	18-Mar-08	n/a
Departments to increase their recycling figures to 40% of their waste arisings by 2010	18-Mar-08	L
Departments to increase their recycling figures to 75% of their waste arisings by 2020	18-Mar-08	n/a
Departments to meet or exceed the aim of having 95% of Sites of Special Scientific Interest (SSSIs) in sole ownership or control in target condition by 2010.	18-Mar-08	Y
Reduce water consumption by 25% on the office and non-office estate by 2020, relative to 2004/2005 levels.	18-Mar-08	N/A
Reduce water consumption to an average of 3m3 per person/year for all new office builds or major office refurbishments	18-Mar-08	N
Departments to adopt the Carbon Trust's Carbon Management Programme and/or Energy Efficiency Accreditation Scheme.	18-Mar-08	U
Departments to apply BRE's Environmental Assessment Method (BREEAM) excellent standards or equivalent, to all new builds/major refurbishments.	18-Mar-08	N
All departments to conduct sustainability appraisals of office relocations.	18-Mar-08	Y
Departments to work towards an accredited certified environmental management system (EMS) such as ISO 14001 or EMAS.	18-Mar-08	N
Departments to set out the actions they are taking to ensure procurement practice helps to achieve their sustainable operations targets in their departmental Sustainable Development Action Plans (SDAPs).	18-Mar-08	Y
As a department we have a joint target with the Department for Education and Skills, that by March 2010 all schools in England will have a school travel plan.	28-Mar-07	L
All new non-domestic buildings should be 'zero carbon' by 2019	12-Mar-08	U
The UK Biodiversity Action Plan has: 391 Species Action Plans and 45 Habitat Action Plans	27-Jun-05	N