

sustainable development commission

2006 Sustainable Development
Action Plan Progress Report

Department for Constitutional Affairs
With SDC Commentary

November 2007

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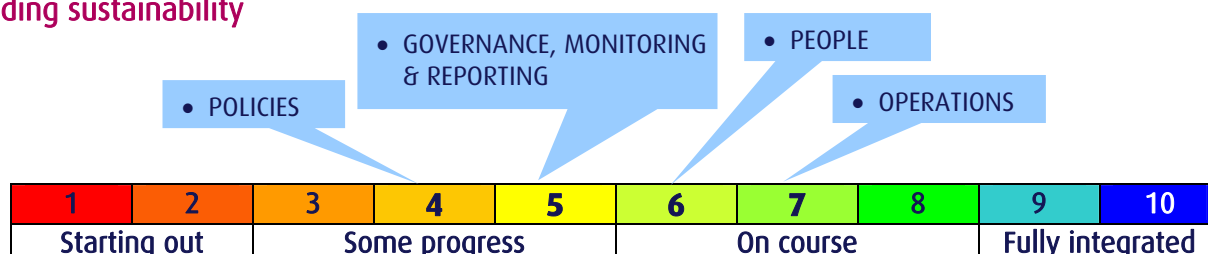
DCA'S SELF-ASSESSMENT SUMMARY

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

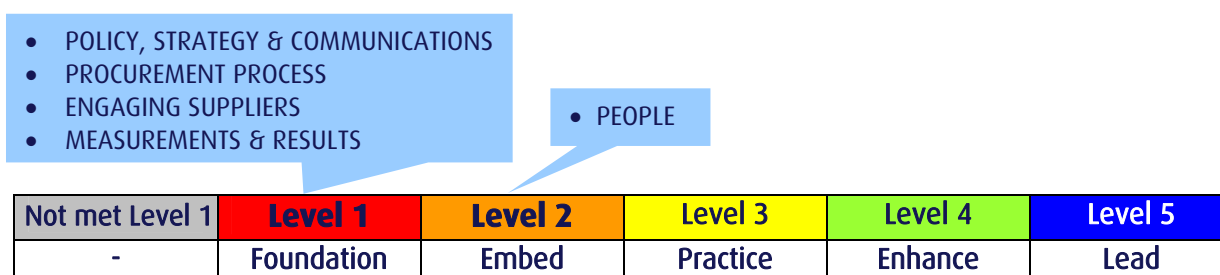
The former Department for Constitutional Affairs (DCA) was responsible for upholding justice, rights and democracy. Responsibilities included: running the courts and improving the justice system; human rights and information rights law; and policy on running elections and modernising the constitution. This document reports progress made by DCA and its Executive Agencies¹ prior to the formation of the Ministry of Justice (MoJ) in May 2007. The new MoJ took on the responsibilities of DCA, along with the National Offender Management Service (including the Prison and Probation Services), which was previously a component of the Home Office (HO).

Progress against actions: 67% of actions were reported as complete or on target.

Embedding sustainability



Procurement – Flexible Framework



SDC'S SUMMARY COMMENTS

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

DCA reported fair progress towards the commitments in the SDAP, but it appeared that progress in some areas had been very slow.

Strengths:

- Good progress towards embedding SD in operations
- Produced a Sustainable and Environmental Purchasing Policy, and supported Executive Agencies in preparing Regional Procurement Strategies.

Weaknesses:

- Reasons for slow progress against some SDAP commitments were not always provided
- Commentary did not always provide sufficient rationale for the levels selected
- Not clear how DCA considered the impact of its actions.

Challenges for MoJ (the Department which replaced DCA) in next year's SDAP progress report:

- Demonstrate how MoJ has considered and assessed the sustainable development impacts and other effects of its policies and activities
- Demonstrate progress towards staff engagement on SD issues, and reduction of operational travel
- Ensure that progress towards embedding SD across the Department gets back on track, following the restructuring which created the new Ministry of Justice.

¹ Her Majesty's Court Service; HM Land Registry; National Archives; Public Guardianship Office; and the Tribunals Service

INTRODUCTION

Government has made it clear that it wants the public sector to be a leading exponent of sustainable development (SD). The UK SD strategy, *Securing the Future*,² requires all central government Departments and their Executive Agencies (EAs) to produce Sustainable Development Action Plans (SDAPs) and report progress on them regularly. An SDAP sets out the strategic actions that the organisation intends to take to integrate sustainable development into its decision-making and everyday operations. It thereby helps the organisation make its required contribution to the delivery of the Government's commitments and goals set out in *Securing the Future*.

Securing the Future also empowers the Sustainable Development Commission (SDC) to act as the Government's watchdog for sustainable development. This includes "scrutinising and reporting on Government's performance on sustainable development".

Most Departments published their first SDAP in 2006. These plans contained commitments for 2006/07, and the SDC is now reporting on progress made by Departments against those commitments.

The purpose of progress reporting is three-fold:

1. To see what progress had been made against the first plans
2. To encourage Departments and others to evaluate the quality, purpose and contribution of their SDAPs, as well as the individual actions and policies, in regards to the UK's SD goals
3. To strengthen the quality of future SDAPs and reporting by identifying strengths, weaknesses and priority areas for improvement.

To help Departments and EAs produce quality progress reports, the SDC designed a self-assessment guidance tool. The tool covers the following areas:

- **Progress against actions:** Report progress against 2006/07 commitments and against any significant actions that did not feature in the original SDAP

² *Securing the Future – Delivering the UK Sustainable Development Strategy*, HM Government, March 2005.

- Consider the impact of actions and the contribution these actions would make to the SD "shared priorities for immediate action"³ (from here on referred to as the "SD shared priorities")
- **Embedding sustainability:** Consider how well SD had been embedded into policies, people, operations and reporting mechanisms
- **Procurement:** Gauge progress on sustainable procurement against the criteria in the Flexible Framework⁴ or a suitable alternative
- **Taking stock:** Identify what had helped and hindered the organisation in delivering its SDAP.

This report comprises the SDC's commentary on the Department for Constitutional Affairs' (DCA's) progress report, followed by DCA's full progress report⁵. This report refers to the activities undertaken by DCA, although the SDC expects that the recommendations it contains will be considered by the new Ministry of Justice (MoJ), which replaced DCA in May 2007.

The SDC's commentary evaluates the progress reported by DCA, as well as the quality of its self-assessment.⁶ All ratings/levels reported are the organisation's own judgement of performance, and there was no process of external verification by the SDC.

The commentary does not review the content of the original SDAP. As such, comments should not be taken as an endorsement of actions and policies pursued. The SDC has already commented on Departments' first SDAPs and provided summarised assessments in the 2006 report *Off the Starting Block*.⁷

³ The SD shared priorities for immediate action, as outlined in *Securing the Future*, are: sustainable consumption and production, climate change and energy, natural resource protection and environmental enhancement, and sustainable communities.

⁴ *Procuring the Future*, Defra, June 2006 – see Section 2 for more details.

⁵ Reported progress against: *Sustainable Development Action Plan*, DCA, February 2006.

⁶ Please see SDAP Progress Report methodology paper – www.sd-commission.org.uk.

⁷ *Off the Starting Block*, Sustainable Development Commission, November 2006.

SDC'S COMMENTARY

Progress against actions

DCA reported fair progress against the commitments in its SDAP.

- DCA considered that its actions as a whole would make a fair contribution to the SD shared priorities. However, none of its actions was considered to have a good or outstanding impact rating on the Government's SD shared priorities
- 67% of actions were reported as complete or on target
- Evidence was provided against the majority of actions, but was not always readily available
- More commentary describing progress made would have been useful against some actions
- Where targets were not met, reasons were not always provided
- Two actions had been discontinued without a clear explanation. The SDC expects all actions in the SDAP to be reported against, and reasons given for any deletions.

Areas where DCA reported slow progress or delays, included actions relating to:

- Staff engagement and training in SD issues
- Operational travel
- SD coverage in RIAs.

Rationale was not provided for the impact levels chosen for each action. **In future progress reports the SDC would like the Ministry of Justice (Moj), as the new Department in place of DCA, to provide evidence of how the Department assesses the impacts of its actions.**

Many of the actions had no target dates for completion, which may have made it difficult for DCA to report progress against them. **The SDC encourages organisations to set SMART⁸ sustainable development actions, including specific timescales for delivery to enable effective measurement of progress.**

⁸ SMART = Specific, Measurable, Achievable, Realistic and Time-related.

Some actions were reported as being "on target" when the target date had passed. In these cases, the actions should have been assessed as "complete" or "recoverable".

Embedding sustainability

DCA reported that it had made "some progress" towards embedding SD in *policies and governance, monitoring and reporting, and considered itself to be "on course" for embedding SD in *people and operations.* However, the SDC would have liked more commentary to have been provided to support these ratings.*

Although the Department felt it had progressed well from a standing start on *policies*, it was not clear what had been achieved. DCA recognised that much more needed to be done to embed SD in Regulatory Impact Assessments (RIAs) and stakeholder and public engagement.

Plans to develop an SD-focused checklist to accompany RIA guidance were put on hold, following the announcement of Cabinet Office's RIA review. The SDC would have liked to see more commentary on other criteria in this theme, such as:

- Alignment of its policies with the Government SD Strategy
- How it had joined up policy goals under the SD umbrella
- How it had signalled SD in external partnerships and relationships.

The SDC is keen to see further progress within the new Moj SDAP over the next year at the policy as well as the operational level, including on linking SD and constitutional reform.

In terms of *people*, DCA had undertaken a complete pay and grading review and had introduced various initiatives aimed at improving working conditions for its staff, including flexible working and diversity awareness. However, it was not clear to what extent SD was included in these processes, and whether developing staff skills to

deliver SD had been targeted. Slow progress was reported against actions in the SDAP which related to staff development, for example:

- SD was not yet included in the staff induction process (action 46)
- Plans to undertake awareness-raising workshops had been put on hold (actions 47, 54).

The SDC looks forward to seeing how MoJ engages with staff throughout the organisation, to ensure that they have the knowledge and skills required to support delivery of the SDAP.

DCA considered itself to be “on course” for embedding SD in *operations*. Progress had been made in many areas, e.g.

- Increased coverage of Environmental Management Systems (EMS)
- New sustainable procurement policy and strategy
- Stakeholder and community liaison in all refurbishments and construction projects.

However, mechanisms for reducing the SD impacts of operational travel were not mentioned. Indeed, DCA reported that it had made no progress on the action to develop a departmental travel plan (action 31). The SDC is pleased to see that the Department aims to address this.

A brief commentary about *governance, monitoring and reporting* highlighted that mechanisms for reporting still needed to be developed. DCA reported that sustainable development was considered a “key risk” and appeared on the Estates Risk Register. The SDC would have liked more information to have been provided, such as the level and frequency of monitoring through the Risk Register, and whether this only related to operational activities.

DCA did not provide information about monitoring and governance structures surrounding the SDAP and the SD impacts of policies.

Procurement

DCA reported progress against the Flexible Framework, and assessed itself as being at the “foundation” level for all themes except *people*, which was at the “embed” level. However, the SDC would like to have seen more information in places to support the levels selected against the Flexible Framework.

DCA provided commentary against all criteria in the *policy, strategy and communications* theme, and demonstrated progress towards achieving the next level (“embed”). The SDC was pleased that DCA had:

- Approved a Sustainable and Environmental Purchasing Policy
- Incorporated this policy into a tender document (awaiting senior management approval)
- Supported its Agencies in preparing Regional Procurement Strategies.

The SDC would have liked to see more information in support of DCA’s self-assessment for the *engaging suppliers* and *measurement and results* themes. Information about engagement with some specific suppliers was provided, regarding paper procurement and recycling, but it was not clear whether a key supplier spend analysis had been undertaken.

Some key criteria required for the levels selected in the *procurement process* and *people* themes had not been completed at the time of reporting, although activity in these areas was underway:

- Expenditure analysis and identification of key sustainability impacts (“foundation” level)
- Provision of sustainable procurement training for staff (“embed” level).

The SDC would also have liked to have seen Information relating to other criteria in these themes, for example:

- Adoption of Quick Wins
- Sustainability clauses in key contracts
- Sustainable procurement champion
- Inclusion of sustainable procurement in induction training.

Overall, the SDC considers that DCA reported a number of positive developments on procurement, but that it clearly had some way to go.

Taking stock

DCA felt that senior-level support and the interest of staff had helped it to progress against its SDAP. However, recent changes in the Department's structure (the creation of MoJ from DCA, and taking on the Magistrates Courts) had hindered progress. DCA did not report whether any other factors hindered progress before the organisational change.

The SDC considers that the creation of the new Department presents MoJ with a significant opportunity for identifying a structured way forward (through an effective and strategic SDAP), and ensuring that sustainable development is embedded in working practices.

DCA did not collect information relating to the SD impacts of its policies and activities centrally, but it reported that this will be considered in the forthcoming internal review. The SDC welcomes the fact that this will be reviewed, and stresses the importance of fully appreciating the organisation's impacts as a precursor to embedding SD and improving performance.

Summing up

Overall, DCA demonstrated fair progress towards the commitments in its SDAP, but progress in some areas was slow. The SDC would have liked DCA to provide more commentary to support the self-assessment levels selected on embedding SD and sustainable procurement.

However, some examples of good practice were reported, and the SDC hopes that the new MoJ will build on these strengths. For example, DCA had progressed well with embedding mechanisms to reduce the SD impacts of its operations, and had produced a sustainable procurement policy and strategy.

The changes that have taken place within the Department have created opportunities to improve progress towards sustainable development, both at the operational end (in light of having many more buildings on its estate) and at the policy end (through constitutional reform). **The SDC looks forward to seeing how MoJ reflects these opportunities in its new SDAP, and to seeing progress made.**

sustainable development commission

2006 Sustainable Development
Action Plan Progress Report

Department for Constitutional Affairs'
Self-Assessment

31st May 2007

1 EMBEDDING SUSTAINABILITY

DCA was asked to consider whether the activities arising from its SDAP enabled it to capture the opportunities of sustainable development for its customers, partners and staff and, if so, how.

Regarding the work programme outlined in its SDAP, and based on progress towards actions, DCA rated itself out of 10 for its

performance on embedding sustainable development in its:

- Policies
- People
- Operations (i.e. operations policy)
- Governance, monitoring and reporting.

The following scale was used:

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

DCA's response

Level: 4	Policies: Some progress	DCA's comments in support of this rating:
<p>Criteria:</p> <ul style="list-style-type: none"> • Some alignment of policy with Government SD Strategy, UK Framework and related guidance • Some joining-up policy goals under the SD umbrella • Some signalling SD in external partnerships and relationships • Some embedding SD in policy approval processes / Regulatory Impact Assessments (RIAs) • Some effective stakeholder engagement • Some building SD capacity among delivery partners. 		<p>The department has progressed well from a standing start. The Departments first action plan has performed the task of highlighting the need to include SD work within all our activities and has started this progress within policy processes. A hindrance to this has been the Cabinet Office review of the RIA checklist but new information is now being developed into training and procedures. A complete internal review of the action plan will highlight the need to further embed these principles into the RIAs and stakeholder engagement.</p>

Level: 6	People: On course	DCA's comments in support of this rating:
<p>Criteria: SD is greatly reflected in:</p> <ul style="list-style-type: none"> • Core vision and values • Training and development (e.g. core skills, induction, leadership development) • Performance management (e.g. competency framework) • Recruitment • Career planning and placements • Internal communications • Volunteering • Fund raising. 		<p>The action plan has proved valuable in capturing the extensive work being undertaken in this issue. A complete pay and grading review has been carried out alongside developing, introducing and communicating new initiatives for example, future leaders scheme, staff training, monitoring, diversity awareness and promoting flexible working and childcare support.</p> <p>The completion of the pay and grading review will enable further progress to be made. Once such initiative worthy of note is the inclusion of SD into induction training and increased communications from HR on a range of topics.</p>

Level: 7	Operations: On course	DCA's comments in support of this rating:
<p>Criteria: Much structure around the Framework for Sustainable Development on the Government Estate including elements such as:</p> <ul style="list-style-type: none"> • Management systems (e.g. EMS) • Energy, water, waste (resource efficiency, recycling etc.) • Travel • Sustainable procurement (e.g. efficient, green, fair, local, healthy) • Construction and refurbishment. • Biodiversity • Positive social and community impact. 		<p>Steady progress has meant that the department is currently on course with its progress to embed sustainability into its operational systems. The introduction of further EMS's, increased monitoring and targeting of water and energy and the current development and implementation of a revised work strategy has placed the department in a good overall position. A new sustainable procurement policy and strategy has been introduced and new chapters included in both the Court Standard Design Guide and the Estate management Manual. Increased Stakeholder and community liaison in all new builds has produced a better understanding of our effects and led to improved consideration during refurbishment and construction projects.</p>

<p>Level: 5</p>	<p>Governance, Monitoring and Reporting: Some progress</p>	<p>DCA's comments in support of this rating:</p>
<p>DCA scored itself based on how it felt it is progressing on creating and embedding the appropriate mechanisms and processes to record and report progress of SDAPs, and sustainable development generally. This was a subjective assessment, with no pre-defined criteria.</p>		<p>Reporting – All department and agencies are aware but mechanisms still need development.</p> <p>Maintaining – Continued maintaining of basics like energy and water introduction of EMS and site by site awareness and maintaining progress.</p> <p>Governance – Sustainable Development is now considered a key risk and appears on the Estates Risk Register.</p>

2 PROCUREMENT

Procurement is an area of key importance to delivering sustainable development. Sustainable procurement (policy, processes and operations) should be embedded into all areas of organisations, and should be incorporated in the whole SDAP process.

The Flexible Framework (detailed in *Procuring the Future*⁹) identifies five key themes which are, in effect, the key behavioural and operational change

programmes that need to be delivered in each public sector organisation to deliver sustainable procurement. For each theme, compliance criteria for five levels are detailed.

For each theme in the Flexible Framework, DCA identified the level it has reached, and provided information in support of this self-assessment.

⁹ *Procuring the Future*, The Sustainable Procurement Task Force National Action Plan. Defra, June 2006.

DCA's response

PEOPLE	
Level 2: EMBED	
<p>Criteria: All procurement staff have received basic training in sustainable procurement principles. Key staff have received advanced training on sustainable procurement principles.</p>	<p>DCA's comments: Procurement Division (PD) has just held the first of a series of Master Classes, for all the staff within the Division, to promote, provide support and guidance on Sustainable Development/Procurement in the procurement process. This will help to embed the need for sustainability to be considered at each stage of the procurement process.</p>

POLICY, STRATEGY & COMMUNICATIONS	
Level 1: FOUNDATION	
<p>Criteria: Agree overarching sustainability objectives. Simple sustainable procurement policy in place endorsed by CEO. Communicate to staff and key suppliers.</p>	<p>DCA's comments: A Sustainable and Environmental Purchasing Policy has been agreed and approved and placed on the website, this will form part of the future tender documentation for those wishing to do business with the Department. A Strategy has also been drafted and is currently with Senior Managers for "sign off". When approved it will follow the policy onto the website. The Division also has Regional Procurement Strategies with HMCS and Tribunal Services and has taken the step to include Sustainability within each of these strategies. The next step is for engagement with Key suppliers.</p>

PROCUREMENT PROCESS

Level 1: FOUNDATION

Criteria:

Expenditure analysis undertaken and key sustainability impacts identified. Key contracts start to include general sustainability criteria. Contracts awarded on the basis of value-for-money, not lowest price. Procurers adopt Quick Wins.

DCA's comments:

A work stream is underway to look at developing Management Information across all commodities. This will include analysis of spend and the impact Sustainable Procurement on the supplier and customer. Also the reaction of suppliers and customers to the inclusion of SD at each stage of the procurement process.

ENGAGING SUPPLIERS

Level 1: FOUNDATION

Criteria:

Key supplier spend analysis undertaken and high sustainability impact suppliers identified. Key suppliers targeted for engagement and views on procurement policy sought.

DCA's comments:

CONFIDENTIAL WASTE - after engagement with suppliers PD now has in place with 11 suppliers throughout the country arrangements that all confidential waste is to be shredded and re-cycled.
PHOTOCOPY PAPER - PD's contract with OFFICE DEPOT now offers brand paper at 80% re-cycled on its core list. It also offers 100% re-cycled Evolve copier paper on its core list.
PHOTOCOPIERS - All products purchased shall substantially meet the requirements of the appropriate Nordic Swan eco-label standard. All products must perform acceptably and reliably on 100% post consumer waste re-cycled paper. These contracts are being monitored for spend analysis and suppliers engaged regarding feedback.

MEASUREMENTS & RESULTS

Level 1: FOUNDATION

Criteria:

Key sustainability impacts of procurement activity have been identified.

DCA's comments:

At the moment a Management Information system/formula is being developed for key accounts to measure the sustainability impact of procurement on the supply chain activity.

3 TAKING STOCK

The SDC asked DCA a series of questions designed to reflect on the success, barriers and progress of its SDAP, and to identify what helped or hindered. DCA's responses to these questions are detailed below.

1. **What has helped your organisation to deliver its SDAP? e.g., capacity, funding, culture, leadership, policies, procedures and/or organisational arrangements.**

Support from management and the interest of staff to take forward sustainability issues has been of significant assistance. In addition the tenacity of key personnel has ensured continued momentum.

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

The significant changes in the department have slowed progress towards sustainability. The take on of the Magistrates Courts and the newly created Ministry of Justice has meant that new operational and policy procedures have been required before sustainability can be furthered.

3. **What information do you hold and collect relating to the sustainable development impact of your organisation's overall policies/projects/activities? e.g., Regulatory Impact Assessments (RIAs).**

This is not something we collect centrally at present but will be considered and included within the forthcoming internal review.

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

The department made no key updates or changes during 2005/6. However a full internal review and rewrite is planned during 2007/8.

4 PROGRESS AGAINST ACTIONS

The tables that follow report DCA’s progress against specific actions in its 2006 SDAP. The table was designed by the SDC as part of the self-assessment tool for departments, and encourages critical assessment of the value of each action, as well as the progress achieved.

Progress is represented using a RAG+ Analysis (red, amber, green, +blue) (column E), and provides a subjective indication of the completion of an action towards its stated objectives:

- **Complete** indicates that an action is complete, and the associated output/outcomes fully realised
- **On target** indicates the action is incomplete in one or more aspects, but is still on target
- **Recoverable** indicates that an action is behind target, but recoverable
- **Behind target** indicates that an action is far behind target and that recovery is unlikely.

Column F details evidence to verify the reported progress made, such as:

- Published strategies, policies, Bills, guidance, literature
- Objective performance measures, indicators and associated sources of data
- Reports of events, particularly outcomes and next steps
- Auditable correspondence
- Auditable activities.

In column G, DCA reported whether this evidence is readily available for scrutiny by the SDC.

While each action is important in itself, the aim of the SDAP is to help organisations fulfil their contributions to the government’s wider sustainable development priorities for immediate action, as set out in its 2005 strategy, *Securing the Future*.¹⁰ These are:

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

Column H contains DCA’s critical assessment of how each action impacts on these priority areas, using a scale of 1-4 (see table below).

Column H Level	Contribution of action to one or more of the priority areas
1	Zero or small
2	Fair
3	Good
4	Outstanding

¹⁰ *Securing the Future – Delivering the UK Sustainable Development Strategy*, HM Government, March 2005.

Department for Constitutional Affairs' self-assessment of progress towards SDAP actions

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG+ analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
1	To develop the role of the board level Green Champion specifically for SD whose role it is to drive the strategy, report on performance to the Board and to chair newly established SD Steering Group Meetings.	24/11/05	SD & E and Peter Hancock	Complete	<ul style="list-style-type: none"> Minutes from meeting Board Paper Action Plan 	✓	1	
2	To provide information to the SD Champion on regulatory requirements, Government strategies and good practice in this area.	24/11/05	SD & E	Complete	Regular updates copied on all SD Correspondence	✗	1	
3	Sign off strategy and action plan.	Dec 2005	Departmental Management Board (DMB)	Complete	Website	✓	1	
4	To establish a senior level Sustainable Development Working Group with DCA wide recognition and representation and agreed terms of reference and agendas to reflect Department-wide objectives. The role of the group will be to own (and agree) the strategy, set targets, monitor overall progress.	August 2005	SD Team	Complete	Minutes from meeting	✓	1	

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG+ analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
5	Initially, a temporary group will be set up to include members from Communications (Chair); HMCS's SD Team Corporate Division Estates Management (head quarters and regional); Internal Assurance; Procurement; Legal Services Commission; Corporate Diversity Unit; Human Resources; Scotland Office; Criminal Justice Delivery Unit; Programme and Project Assurance; and Policy.	August 2005	SD Team	Complete	List of members available on request	✓	1	Sub Group set up and assisted with development as required
6	The group has met in August and will again in October in order to gain momentum and then on a quarterly basis until the end of 2006. The Group membership, format and frequency of meetings will be reviewed after this time.	Quarterly meetings, with review end 2006	SD Team	Complete	New chair Peter Handcock meeting now held on an as needed basis	✓	1	
7	Examine how DCA interacts with its wider stake holder community (agencies and NDPBs) and develop a strategy for exploring this to address SD issues.	Ongoing	SD Team	On target	This is undertaken on an ongoing basis as stakeholders have identified	✗	2	

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG+ analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
8	To set up specific terms of reference for each Steering Group attendee at the next SD Steering Group meeting.	20/10/05	SD Team	Complete	Copy of agreed Terms of reference available	✓	1	
9	Oversee establishment of local SD Network Group to raise awareness of SD issues and identify local resources for improving SD performance.	Ongoing	SD Team	On target	List of key members available.	✓	1	SD Network Group meeting held on an as required basis.
10	To devise a risk management framework for SD to assist in reporting performance.	Dec 2006	SD Team	Complete	Completed and available	✓	1	
11	Develop an internal reporting system for all SD information. Investigate the potential to use the HMCS (Corporate) CSR reporting tool across the DCA.	Ongoing	SD Team Comms Steering Group	On target	As well as updating the Departmental Board (minutes available) Other managers are now routinely copied into circulars, PQ's and Submissions. HMCS (corporate) CRS tool not used for DCA reporting.	✓	2	

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG+ analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
12	To improve reporting and communication channels internally and externally. This will begin with the development of a new SD section on the website.		SD Team	Complete	Website updated April 2006 new review to be undertaken 2007/8	✓	1	
13	Investigate the use of the HMCS (Corporate) CSR reporting tool.				See 11 – Appears to be a repeated action			
14	Commission external review of strategy and reporting process.		SD Team	Recoverable	None	✘	1	No action – yet been taken
15	External SD website updated.	Dec 2005	SD Team	Complete	See DCA website	✓	1	
16	Collection of data for key sites (top one hundred energy consumers) for subsequent monitoring and reporting. To assist in meeting the overall target of increasing the energy efficiency of the buildings on their estate, by 5 per cent by 2010-11, relative to 1999-2000.	31/3/06 Ongoing	SD team HMCS; Regional Estate Managers	On target	Database available for reports as required	✓	2	Full monitoring of owned estate now undertaken

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG+ analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
17	Source at least 10 per cent electricity from renewable sources by the end of 2006 and increase 5% year on year.	End 2006 and ongoing	SD team; HMCS; Regional Estate Managers	On target	See 05/06 annual energy return	✓	2	13% sourced during year 2005/6
18	To develop a longer term renewables strategy for the Department.			Recoverable	Work to move energy portfolio onto OGC SLA.	✓	2	Once the entire portfolio is on the OGC energy Framework further work is in planning stages.
19	To include clauses to ensure opportunities are identified and measures taken for reducing carbon emissions and collecting energy data (by fuel type), as far as practical, in all estate management contracts.		SD team; HMCS; Regional Estate Managers	On target	New managing agent contract currently being developed	×	2	
20	Data collection for key sites to be completed and recorded (database) by Quarter 1 2006.	Quarter 1 2006	SD team; HMCS; Regional Estate Managers					See 16 – Appears to be a repeated action
21	To source at least 5 per cent of electricity from Good Quality Combined Heat and Power by 2010.	2010	SD team; HMCS; Regional Estate Managers	Recoverable	No hard evidence but has been looked into.	×	2	Although opportunities have been

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG+ analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								identified none have proved cost effective – happy to discuss
22	To include clauses to ensure opportunities are identified and measures taken for reducing carbon emissions and collecting energy data (by fuel type), as far as practical (and appropriate) in all estate management contracts initiated from August 2004.	Ongoing	SD team; HMCS; Regional Estate Managers	On target			2	See target 19 contract currently being prepared
23	To set bespoke BREEAM ‘Excellent’ standard set as the default for all, new build and PFI contracts. And ‘very good’ for refurbishment.	Dec 2006	SD Team; HMCS; Regional Estate Managers	Complete	New chapter available for court standard design guide and estate management manual	✓	2	
24	To fully develop bespoke BREEAM standard.	March 2006	SD Team; HMCS; Regional Estate Managers	On target	Completed see BRE website	✓	2	
25	To ensure SD incorporated in revised Estate Strategy.		SD Team; HMCS; Regional Estate Managers	On target		✗	2	Strategy currently being updated. Because of restructuring

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG+ analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
								within Estate the strategy is not done.
26	To review and update the Court Standards and Design Guide to ensure SD is fully integrated into all estates guidance for new buildings and major works.		SD Team; HMCS; Regional Estate Managers	Complete	New SD chapter available on request	✓	2	
27	Update the EMM to ensure full compliance with SD targets.		SD Team; HMCS; Regional Estate Managers	Complete	New SD chapter available on request	✓	2	
28	To develop guidance for staff that raises awareness on the need to minimise travel and increase the use of public transport when business travel is unavoidable.		HR	Behind target			2	Due to changes in estate and changes to HR this has not been progressed
29	To continue to introduce measures to reduce the need for business travel, including implementation of video link equipment at key sites, use of video links for giving evidence, and for remand hearings.	December 2005	SD Team; HMCS; Regional Managers; Procurement; SD Steering Group	Recoverable		×	2	Measures are constantly being introduced but no significant progress made

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30	To increase the number of alternative fuelled cars in the official fleet.		Procurement	Recoverable		✓	2	The officials cars are being replaced
31	To commission and develop a Departmental travel plan.		SD Team	Recoverable		✗	2	No action has yet being taken but plans to progress this are underway
32	Inclusion and monitoring of MCCs in order to identify the highest consumers.		SD team; HMCS,	Complete	See utility monitoring database	✓	1	

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33	Top 100 water consumers to be identified for baseline development/ performance monitoring and reporting.		SD team; HMCS, Regional Managers	On target	See utility monitoring database	✓	1	Departmental base lining is currently under review, sites are now accurately recorded for year 2005/6
34	Development of baseline needs to begin from the outset to demonstrate performance against the 2004 targets. Baseline development for the top 100 consumers will begin from September 2005 to demonstrate performance against the 2004 targets.		SD team; HMCS, Regional Managers	On target	See utility monitoring database	✓	1	Baselining data for year 2005/6 now available
35	To continue to monitor water consumption across the estate to provide evidence of achieving SDiGE targets of: 7.7m ³ per person per year by 31st March 2007; 7m ³ per person per year for all new building and major refurbishments (where design commenced after 2002).		SD team; HMCS, Regional Managers	Recoverable	See utility monitoring database	✓	1	Although 7.73 per person per year not met – all sites are now fully monitored for water consumption
36	Develop a Departmental-wide waste		SD team; HMCS,	On target	Strategy now available	✓	2	

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	strategy. This will require the completion of representative waste audits across the estate to establish a baseline from which subsequent progress can be assessed. Sites selected for inclusion in the waste audit will be those that have high energy consumption.		Regional Managers; Procurement (waste contracts).					
37	Annual monitoring and reporting programmes need to be put in place for each site including type of arising consigned to: <ul style="list-style-type: none"> • re-use; • recycling/composting; • incineration; • landfill; and • special wastes. 		SD team;	On target	Waste strategy and action plan	✓	1	
38	Consideration should also be given to the inclusion of waste management and reduction targets (where agreed) in all relevant waste management contracts (when renewed or reviewed). Work on including waste management clauses within contracts will take place from the outset.		SD team; HMCS, Regional Managers; Procurement (waste contracts).	On target	Waste Strategy and action plan	✓	1	
39	Once recycling/ composting figures		SD team; HMCS,	On target	See utility monitoring	✓	1	

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	have been established, these should be increased by at least 5% per annum with an overall aim of achieving a 75% recycling/composting rate overall.		Regional Managers; Procurement (waste contracts).		database			
40	Dates for when the processes will be in place that enable full reporting needs to be discussed by the working group.		SD team; HMCS, Regional Managers; Procurement (waste contracts).	Recoverable	Waste Strategy Action Plan	✓	1	
41	To investigate the best means of ensuring how the piloted EMS is gradually extended across the wider estate to cover office and court facilities in a structured and systematic roll-out, supported where appropriate by software, in a manner that effectively and efficiently manages the DCA's most significant environmental risks.		SD Team; HMCS.	Complete	Tribunals Corporate EMS	✓	1	Although in its infancy the tribunals corporate EMS is now underway covering 10 core offices

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42	Develop a Sustainable Procurement Strategy covering: <ul style="list-style-type: none"> • integration of environmental purchasing policy and other relevant SD policy requirements into procurement activities; • how environmental risk assessments will be included in contracting activity; • mechanisms to work with suppliers and develop and implement an environmental supply chain management programme; • systems to take account of Government-wide initiatives and guidance; • mechanisms for measuring and reporting on progress; • an action plan for taking the strategy forward, identifying key milestones and stakeholders, also specifying how the Department will meet the objectives of the strategy; and, • identification of management structure and resources (staff and budget) required. 		Procurement	On target	Strategy now complete and will shortly be available on the DCA website	✓	2	It should be noted that the strategy does not contain an action plan but clearly identifies required actions

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43	To have SD clauses in all contracts and to monitor SD in all contracts over £100,000 and 12 months in duration (beginning with the OGC 'quick wins' guide). This is to ensure that in purchasing goods, works and services, the Department contributes to wider Government sustainable development objectives. Once policy is in place and fully implemented, clauses will be integrated within contracts by summer 2006.	Summer 2006	Procurement	Recoverable	Some contracts are available	✓	2	This is an ongoing process as contracts are renewed
44	To undertake a supplier review on how they meet DCA criteria.	Dec 2006 and ongoing	Procurement	On target	Action Plan on completion	✓	2	An action plan currently being developed to undertake appropriate supplier reviews during 2007/8
45	Work in partnership with other public sector purchasing organisations such as OGC.		Procurement and SD and Energy	On target	SLA with OGC on energy	✓	2	
46	To communicate policies widely to suppliers, employees and other key		Procurement and SD and Energy	On target	Procurement policy and strategy on website	✓	2	Currently looking at all aspects of

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	stakeholders through measures such as having: <ul style="list-style-type: none"> • policy on website; • policy included in all tender documents with reference to guidance if required; and • policy on intranet and included in induction training. 							SD being included in the induction process
47	Undertake awareness raising workshops with appropriate personnel within the policy support unit to highlight SD guidance and interpretation when applied within RIA.		Policy Support Unit (Performance Management Division); Human Resources; SD Team.	On target		×	2	Workshops were delayed pending the outcome of Cabinet Office led work to review and revise the RIA. The work has now been completed and a new completed and a new Impact Assessment (IA) has now been agreed for use across government. DCA will mount an internal education and

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								awareness campaign., including workshops, during 2007 to publicise the new IA and the workshops will provide an opportunity to promote the related SD guidance.

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48	Ensure that the Policy are able to provide ongoing technical support on the interpretation and application of SD issues within RIA.		Policy Support Unit (Performance Management Division); HR; SD Team	Complete		×	1	Responsibility for this action has passed to the policy unit. Policy Unit have all information relating to the revised RIA
49	Consideration to be given to the development of an additional template/ checklist for RIA to provide guidance on DCA's interpretation of SD issues appropriate to supplement the guidance available on the Cabinet Office website The SD tool will be developed by June 2006 and used in RIA process from September 2006 onwards.	June 2006 and ongoing	Policy Support Unit (Performance Management Division); Human Resources; SD Team.	Recoverable		×	1	Further work on supplementary DCA SD guidance was delayed pending the announcement of the Cabinet Office's RIA review. Consideration will be given to what the further supplementary guidance is required as part of the forthcoming education and awareness campaign.

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Ref	Action	Target	Responsibility	Progress (RAG+ analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
50	Ensure SD is considered as a cross-cutting theme within the business planning process and incorporated into appropriate templates to support annual planning and including relevant performance measures.			Recoverable		✓	2	This is an ongoing process and progress to date has now been slow. Taking part in internal meetings and working with the Green Champion.,
51	Ensure that guidance on the business planning process is modified to include relevant changes for SD and incorporation of SD into templates and guidance e.g. SD Interfaces within the OGC Gateway templates.		SD and E Steering Group	On target	SD Guidance and progress reported through DCA annual report	✓	1	
52	Ensure there is a Keyholder(s) with specific SD capabilities.			Behind target	None	✗	–	This has been removed as an action
53	Incorporate briefing on SD issues in the Department's briefing process to raise awareness among senior managers and enable information to be cascaded to all staff through team meetings.		SD Team; HR	Recoverable	None	✗	1	This action has not yet been started but is still planned

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54	Establish a programme of SD awareness training across the Department for team leaders which can be cascaded down to less senior staff through the monthly team briefings. (Training needs analysis for this will be done as part of the PDP process.) 5% of Team Leaders will be trained by July 2006.	July 2006 and ongoing	SD Team; HR	Recoverable	Training courses notes	✓	1	A training course has now been developed but not yet delivered due to resource constraints.
55	Develop guidance that presents in a simple and accessible format advice for all employees on what specific individual actions can be taken in the workplace to aid the implementation and application of SD (e.g. building on the DEFRA "Are You Doing Your Bit" campaign) – this could be introduced as part of the induction process. These appropriate SD elements will be included within induction plans for all new recruits before the end of 2005.	End 2005	SD Team; HR	On target		✓	2	SD induction pack currently being developed which will give specific green advice.
56	Ensure that the SD strategy, associated action plan and guidance are available to all staff on DCA Infonet site (and on DCA website)	Dec 2005	SD Team; HR	On target	Available on DCA website	✓	1	Infonet set under review

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	and that awareness of this is also included within induction plans. The SD strategy, action plan and guidance will be published on the Infonet by October 2005 and on the website by December 2005.							
57	Develop a communications strategy to raise the profile and awareness of the SD strategy and action plan.		SD Team; HR	Recoverable	More work to take place with the Act on CO2 Campaign	✘	1	This work was taken forward by SD Team an communications but progress was slowed
58	Investigate best measures for full implementation of the diversity strategy across the Department. Fundamental to this is to ensure that the appropriate skills sets are in place within the Corporate Diversity Unit to implement the diversity agenda.		Corporate Diversity; Human Resources; SD Steering Group; SD Team.	Recoverable		✘	1	Full response not currently available
59	The Diversity Unit to push forward the work involving a mixture of specifying competencies for diversity; training staff and managers in how to acquire and deploy these skills; and	January 2006	Corporate Diversity; Human Resources; SD Steering Group; SD Team.	On target	Guidance booklets for Performance Management and Core Competency Framework available on the Intranet and in hard copy	✓	1	For the past two years the Department has operated approximately 50 different

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	then incorporating them into the performance management framework which will be undertaken by January 2006.							<p>performance management systems (due to the Magistrates Courts and the Tribunals Service joining the Department.)</p> <p>As part of the Pay and Grading Project a new corporate Performance Management system and Competency Framework has been developed and was introduced across the DCA in April 2007 for all staff below the Senior Civil Service.</p> <p>Diversity is embedded within the new performance</p>

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								<p>management arrangements Staff will be assessed against the core competence framework which has diversity embedded within it.</p> <p>A one day training event for managers was rolled out Nov 2006 – Feb 2007 which included a diversity element. Communications and implementation strategy followed in order to ensure new arrangements are put into place.</p>

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60	Include diversity issues as part of the brief for the SD Steering Group to ensure continued action in this area.		Corporate Diversity; Human Resources; SD Steering Group; SD Team.	Recoverable		×	1	
61	Talent spotting initiatives such as Future Leaders (which will be rolled out in September 2005) to be promoted further which will encourage staff involvement from underrepresented groups.		Corporate Diversity; Human Resources; SD Steering Group; SD Team.	On target	<ul style="list-style-type: none"> • Development Pack • Guidance for line managers Contact points	×	1	Date of rollout revised, in light of machinery of government changes, to April 2006 to ensure HMCS staff included Future Leaders Scheme developed and passed to business areas April 2006.

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62	Raising the awareness of key networks, such as the Women's Network; the internal mentoring scheme; The Ability Manual; and use of diversity tools in policy making and recruitment; and talent spotting initiatives such as the Future Leaders Scheme and Development Centre – particularly through Departmental-wide bulletins and the Infonet.		Corporate Diversity; Human Resources; SD Steering Group; SD Team.	On target	<ul style="list-style-type: none"> • <u>National mentoring scheme:</u> • Printed copy of Intranet page • Lists/records of network conferences • Lists/ records of regional co-ordinators & HR Business Partners meetings • Description of how material included in training course content • <u>Ability Manual</u> • Printed copies of Intranet page 	×	1	<p><u>Awareness of national mentoring scheme raised through:</u> presentations at national and regional conferences of corporate diversity networks and through internal communications by the Networks themselves</p> <p>inclusion on Induction, Diversity Awareness, New Managers and Positive Action Training courses</p> <p>permanent site on Intranet</p> <p>via Regional co-ordinators and</p>

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					<ul style="list-style-type: none"> • <u>Recruitment</u> • guidance to recruiters Recruitment packs			HR Business Partners in local areas <u>Ability Manual:</u> Intranet, hard copies and copies made available in alternative formats Disability Network, Workplace Support and HR Advice and Guidance Teams actively promote the guidance and policy on which it is based. <u>Recruitment:</u> Diversity embedded in new Core Competence Framework

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								Importance of diversity highlighted in guidance to recruiters
63	Improve stakeholder engagement/raise the profile of the DCA with regards to diversity issues through development of an external diversity website, which will be developed by December 2005.	Dec 2005	Corporate Diversity; Human Resources; SD Steering Group; SD Team.	Recoverable		*	1	On-going with slow progress

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Ref	Action	Target	Responsibility	Progress (RAG+ analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
64	Raise awareness of specific policies, e.g. flexible working policy; childcare policy through staff communications (seminars; bulletins; Infonet) which should be developed by December 2005 and ongoing.	Dec 2005 and ongoing	Human Resources; SD Team.	On target	<ul style="list-style-type: none"> Finding a Balance guidance Documentation from Carers' Network 	✓	1	Flexible working and childcare support promoted via: <ul style="list-style-type: none"> intranet separate guidance for managers and staff and through regular communications from Carers' Network including formal conferences, seminars and telephone days
65	Raise the profile of initiatives such as the mediation scheme (via Infonet).		Human Resources; SD Team; Corporate Diversity.			✓	1	
66	Use results of staff surveys more proactively. (Particularly distribution of any recommendations flowing		Human Resources; SD Team; Corporate	On target	<ul style="list-style-type: none"> Team Briefing/HRD Weekly items Minutes of senior 	✓	1	The 2005 Staff Opinion Survey was conducted

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	from the analysis.)		Diversity.		teams visits to regional offices <ul style="list-style-type: none"> • New Development Booklet Business skills training material			<p>during the merger of the DCA with the Magistrates Courts which was a time of considerable organisational change.</p> <p>The second survey has recently been run and the results are currently being collated</p> <p>Actions taken based on the results of the first survey (and subsequent focus groups) include:</p> <p>format of communications and visibility of senior</p>

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								<p>managers reviewed: HR Leaders conferences and regional visits now ensure timely and consistent messages with opportunities for staff to feedback</p> <p>Guidance issued on Learning and Development roles to communicate desired approach to learning and development across the Directorate, promoting greater access to professional development opportunities</p> <p>Introduction of</p>

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								specific business skills training Increased transparency and advice on operating Reward and Recognition system Renewed focus on Team culture through Team Brief-led activity.
67	Ensure consistency and structure in innovative and good practice methods of working with communities (e.g. rolling out pilots based on the Community Justice concept in a structured, co-ordinated and appropriate manner).		Legal Services Commission; Corporate Diversity Unit; Community Legal Services; SD Team	Recoverable		×	2	
68	Compile centralised resource and data relating to key performance indicators.		Legal Services Commission; Corporate Diversity Unit; Community Legal Services; SD Team	Recoverable		×	1	No action has yet been taken although action is planned in the coming months.

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Ref	Action	Target	Responsibility	Progress (RAG+ analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
69	Improve the perception and effectiveness of the justice system through actions such as to explore and expand on activities such as use of alternative dispute resolution and the mediation help line as alternatives to resolving court and tribunal hearings.		Legal Services Commission; Corporate Diversity Unit; Community Legal Services; SD Team	Complete	Advertised in all courts	✓	2	
70	Ensure member from SD Team is represented at each Outreach Forum meeting.	Ongoing	Legal Services Commission; Corporate Diversity Unit; Community Legal Services; SD Team	On target		×	2	The SD Team attends outreach forums whenever possible
71	Share good practice on court design.		SD Team; Legal Services Commission; HMCS.	On target	Court Standard Design Guide (CSG) meeting minutes	✓	1	All good practice ideas are raised and agreed at CSGE meeting

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72	HMCS to work towards Corporate Charter Mark covering all sites (by 2008). It will contain an SD element including the effects of buildings on the local community, which should assist in reporting against SDiGE targets.	2008	Human Resources	Recoverable		✓	1	Progress has been stalled to assist with further restructuring, and work is now planned during the forthcoming months.
73	Devise central database of staff who have taken paid leave for charity work to identify DCA employee volunteering activity in order to report performance (December 2005).	Dec 2005	Human Resources	On target	Evidence from CSV	✓	2	In the past two years, the Magistrates Courts and Tribunals Service have become part of the Department. As part of the resulting major change programme, we are in the process of establishing a single HR database and a harmonised Special Leave

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								<p>Policy We will consider whether self service HR (which it is planned to introduce on a rolling basis from 2008) might enable those taking special leave to undertake charity work to be centrally monitored Currently the only data available centrally is the record of those members of the DCA who undertook projects during the Year of the Volunteer through the Community Volunteer Scheme.</p>

A Ref	B Action	C Target	D Responsibility	E Progress (RAG+ analysis)	F Evidence/crosscheck used to measure action	G Readily available?	H Impact (1-4)	I Comments
74	Use survey results from charity days to assess effectiveness/perception amongst communities (from December 2005 and ongoing).	Dec 2005 and ongoing	Human Resources	On target	Evidence from CSV	✓	1	Feedback from the CSV for activities completed during the Year of the Volunteer has indicated that DCA volunteering activity has been effective both in building team morale and in positively promoting the Department in the Community. However a central monitoring system is not yet in place (see above).
75	Mandatory charity days for all staff (to begin June 2006 and ongoing)	June 2006 and ongoing		Behind target		✗	2	It was later agreed to remove this action as not all

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								staff have the time or desire to undertake this work.

DCA response signed by:

SD Reporting Officer: Alexandra Limberg, SD and Energy Manager, 18-06-07

SD Responsible Officer: Mark Seymour, Head of Major Projects, 18-06-07

SDC review and commentary:

Commentary by: Rachel Hurle, Watchdog Team

Peer reviewed by: Claire Monkhouse, Watchdog Team

Authorised by: Lindsey Colbourne, SDC Commissioner

Sign-off date: 29-10-07