

sustainable development commission

**2006 Sustainable Development
Action Plan Progress Report**

Department for Education & Skills
With SDC Commentary

November 2007

CONTENTS

CONTENTS	1
DfES' SELF-ASSESSMENT SUMMARY.....	2
SDC'S SUMMARY COMMENTS	3
INTRODUCTION.....	4
SDC's COMMENTARY	5
DfES' SELF-ASSESSMENT.....	8
1 EMBEDDING SUSTAINABILITY	9
2 PROCUREMENT	12
3 TAKING STOCK	16
4 PROGRESS AGAINST ACTIONS.....	17

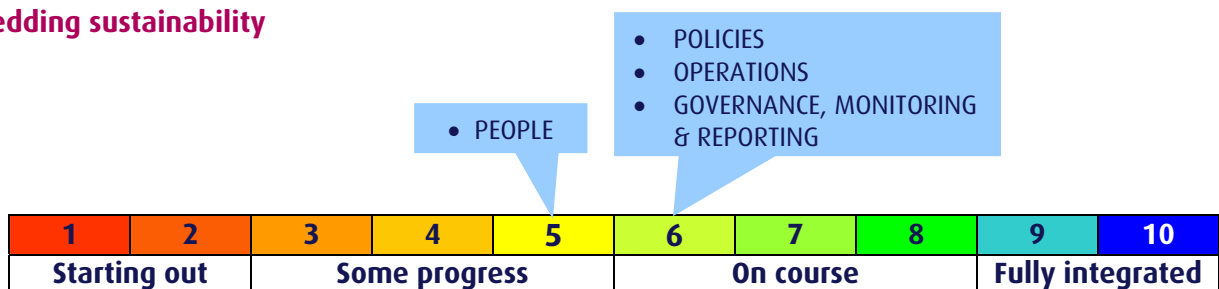
DEPARTMENT FOR EDUCATION & SKILLS' SELF-ASSESSMENT SUMMARY

This is a summary of DfES' progress report ; the full version begins on page 8.

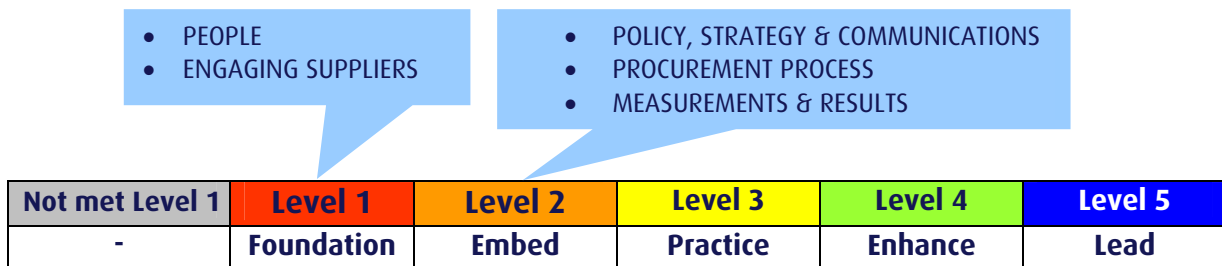
The Department for Education and Skills (DfES) led work across Government on education and training in schools and the workplace. It aimed to enable people to reach the highest standards of achievement through providing an excellent education service. In June 2007, DfES was disbanded and two new Government Departments – the Department for Children, Schools and Families (DCSF), and the Department for Innovation, Universities and Skills (DIUS) – were created in its place. This SDAP Progress Report, completed in September 2007, reports progress made by DfES, and more recently DCSF and DIUS, against the commitments in DfES' 2006-2008 SDAP.

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 SDC's commentary; the full version begins on page 5.

DfES reported fair progress against actions in its 2006 SDAP, with an apparent focus on those targets that it considered would make a good contribution to the Government's shared sustainable development strategy. However, it did not provide sufficient evidence to support the self-assessment levels selected in the "embedding sustainability" and "procurement" sections.

Strengths:

- Good evidence of progress was provided against most of the actions in the SDAP, and a high percentage of those considered to have a high SD impact were completed or on target (92%)
- DfES reported that it had engaged with its NDPBs¹ to help improve the sustainability of their operations and policies, and supported them in writing their own SDAP.

Weaknesses:

- Evidence to support the levels selected in the "embedding sustainability" and "procurement" sections was poor – the SDC would have liked more reference to the criteria in the self-assessment tool
- DfES did not rate the impact of all its SDAP actions (towards the Government's SD priorities²), and the rationale for the ratings it did select was not provided.

Challenges for DCSF and DIUS (the Departments which replaced DfES) in next year's SDAP progress report:

- Report how each Department has developed a vision for SD within the organisation and identified a structured way forward, through an effective and strategic SDAP which covers all areas of its remit and operations
- Report how DCSF and DIUS have assessed the SD impacts of their actions, and how SD is considered in policy making decisions (particularly in their Impact Assessments)
- Demonstrate how DCSF and DIUS have broadened SD awareness and developed capability amongst their staff throughout the organisations, to ensure that all staff have the knowledge and skills required to support delivery of the SDAP
- Report details of the systems in place to measure, monitor and report progress on the SDAP and on sustainable development in general.

¹ NDPBs = Non-Departmental Public Bodies.

² The SD shared priorities for immediate action, as outlined in *Securing the Future* – See Introduction on p.4 for more details.

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*,³ requires all central government Departments and their Executive Agencies (EAs) to produce Sustainable Development Action Plans (SDAPs) and report progress on them regularly. An SDAP sets out the strategic actions that the organisation intends to take to integrate sustainable development into its decision-making and everyday operations. It thereby helps the organisation make its required contribution to the delivery of the Government's commitments and goals set out in *Securing the Future*.

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

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

The purpose of progress reporting is three-fold:

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

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

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

- Consider the impact of actions and the contribution these actions would make to the SD "shared priorities for immediate action"⁴ (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 Framework⁵ or a suitable alternative
- **Taking stock:** Identify what had helped and hindered the organisation in delivering its SDAP.

This report comprises the SDC's commentary, followed by the Department for Education & Skills' (DfES') full progress report.⁶

The SDC's commentary evaluates the progress reported by DfES, as well as the quality of its self-assessment.⁷ 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*.⁸

³ *Securing the Future – Delivering the UK Sustainable Development Strategy*, HM Government, March 2005.

⁴ 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.

⁵ *Procuring the Future*, Defra, June 2006 – see Section 2 for more details.

⁶ Reported progress against: *Learning for the future. The Sustainable Development Action Plan 2005/2006*, DfES, 2005.

⁷ Please see SDAP Progress Report methodology paper – www.sd-commission.org.uk.

⁸ *Off the Starting Block*, Sustainable Development Commission, November 2006.

SDC'S COMMENTARY

Progress against actions

DfES reported fair progress against the actions in its 2006 SDAP.

- 67% of actions were reported as being complete or on target, including almost all of those with a high impact rating (3 and 4)
- However, few actions were given a high impact rating, indicating that the majority of actions made only a fair contribution to the SD shared priorities
- Over a quarter of actions were not given any impact rating at all, nor was any rationale for impact ratings provided for any of the actions
- Good evidence was provided against most actions, but this was not always readily available for scrutiny.

DfES reported good progress on the actions it considered would make a good contribution to the Government's SD shared priorities. However, a quarter of the actions were not given an impact rating. **In future progress reports, the SDC would expect DCSF and DIUS, as the new Departments in place of DfES, to assess the SD impact of every action, and explain the rationale behind its assessment.**

For many of the actions the target dates had passed (some as early as March 2006), yet several of these were reported to be "on target". In these cases, the actions should have been reported as "complete" or "recoverable".

The SDC was pleased that DfES added a column to the progress reporting table to provide an "update to 2008". However, the content of this column was not consistent. In some cases it replicated the "status" column, giving details of what progress it had made, and in other cases it provided an appraisal of future expectations.

Some good progress was reported though, for example:

- Targets on the creation of sustainable travel plans in schools were exceeded
- A sustainable schools website was launched, with high visitation figures each month
- A strategy consultation with stakeholders on Sustainable Schools was undertaken, leading to a published action plan for sustainable schools.

Overall DfES made a fair assessment of progress against actions, but the SDC would have liked evidence and impact ratings to be provided against all actions.

Embedding sustainability

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

However, the SDC considers that DfES' comments on embedding sustainability did not support the ratings chosen. This does not necessarily mean that the levels were not appropriate. Rather, that the SDC would expect more commentary in relation to the self-assessment tool. For example:

- Whether DfES aligned its policies with the Government SD Strategy and related guidance
- To what extent SD was integrated into policy approval processes (such as Impact Assessments)
- How DfES engaged with its stakeholders, and built SD capacity among its delivery partners
- To what extent SD was incorporated into staff development
- Whether DfES had progressed towards implementing an Environmental Management System (EMS) – the lack of EMS across the DfES estate was identified as a

lowlight in the 2006 *Sustainable Development in Government* (SDiG) report⁹

- How the Department was working to improve the sustainability of operational travel
- What structures were in place for monitoring and reporting progress against the SDAP, and towards sustainable development in general.

Some areas of good progress were reported. For example:

- A new SD team had begun to reinforce the relevance of SD to DfES' work and operations
- Bins and taps designed to reduce waste were introduced
- A process of engaging NDPBs was initiated, to help them improve the sustainability of their operations and policies, and support them in writing their own SDAPs
- Strategies to publicise SD initiatives better within the Department were being developed, although no detail was provided about what these strategies would entail, or what had already been achieved.

DfES included some commentary about its expectations and aims for the future. The SDC looks forward to hearing how DCSF and DIUS progress in these areas over the coming year.

For example:

- How dedicated SD teams engage with staff to ensure they develop the knowledge and skills to help deliver the SDAP
- How new strategies help to improve the sustainability of the Departments' operations
- What mechanisms are embedded to ensure that senior-level support for SD issues will translate to better delivery at all levels of the organisations.

Overall the SDC considers that more specific examples of how DfES had met the criteria for selected levels would be needed to support its self-assessment. The SDC looks forward to seeing how the DCSF and DIUS build upon the progress DfES made, and move towards embedding sustainable development across their organisations.

⁹ *Sustainable Development in Government*, Fifth Annual Report, Sustainable Development Commission, 2006.

Procurement

DfES reported progress on sustainable procurement against the Flexible Framework, and assessed itself as being at the "foundation" level for the *people* and *engaging suppliers* themes; and at the "embed" level for *measurements and results*, *procurement process and policy*, *strategy and communications*.

However, the commentary provided for those areas judged to have attained "embed" level did not support this rating. To reach the "embed" level for these themes, DfES would have needed to meet all the Flexible Framework criteria at that level, including to have:

- Reviewed and enhanced its sustainable procurement policy, with consideration of supplier engagement
- Communicated the sustainable procurement policy to staff, suppliers and key stakeholders (DfES reported that this had not yet been achieved)
- Undertaken a detailed expenditure analysis and assessed the key sustainability risks
- Identified the key sustainability impacts of procurement activity
- Undertaken a detailed appraisal of the key impacts, and implemented measures to manage them.

It was also unclear from the commentary whether DfES had actually met the "foundation" level criteria for the areas indicated, as claimed. It stated that decisions on how far to take supplier engagement had not yet been made, and that contract managers engaged with suppliers on a "contract-by-contract basis". Also, DfES did not report whether it had undertaken a key supplier spend analysis, which is a requirement for the "foundation" level.

However, DfES did provide some evidence of progress, including the criteria required for the "foundation" level in the *people* theme. For example, DfES:

- Provided sustainable procurement training for key staff, and included sustainable procurement in the induction programme for new starters

- Identified a sustainable procurement champion
- Held a sustainable procurement forum, where it communicated its sustainable procurement policy to NDPBs and Executive Agencies
- Successfully implemented a policy of buying on whole-life-cost basis rather than lowest price.

DfES reported that it would benefit most from focusing initially on improving the awareness and capability of staff to procure sustainably. This is reflected in DfES' stated target to reach the "embed" level for the *people* theme by March 2008.

Based on the evidence provided in the progress report, the SDC concludes that DCSF and DIUS have much work to do before they reach the "embed" level in all themes. In future progress reports, the SDC would like to see more detail relating to the criteria in the Flexible Framework, to support the levels selected in the self-assessment.

However, some initial progress had been made towards sustainable procurement, and the SDC looks forward to seeing how DCSF and DIUS build on this in the future.

Taking stock

DfES reported that support from Director champions, and a seconded advisor from the SDC, helped DfES in the delivery of its SDAP. A successful arrangement in the Schools Directorate, where a small SD team supported policy leads across the Directorate, was being replicated elsewhere in the Department.

On the other hand, DfES reported that the Machinery of Government Changes had left issues of responsibility for sustainable development still to be addressed. **The Department recognised the need to establish new mechanisms for SD reporting, with clear governance arrangements.**

DfES felt that it was still working against residual apathy and indifference to SD issues among its staff, including senior officials. However, helped

by the Stern Review,¹⁰ it reported that this culture was changing, and that links were being made with Defra to tackle the climate change agenda.

The SDC looks forward to seeing how DCSF and DIUS tackle the sense of apathy amongst some of their staff, and ensure that they develop the enthusiasm and capability to incorporate SD into their everyday work.

Summing up

Overall, the SDC concludes that DfES reported fair progress against the actions set out in its SDAP. However, the SDC would have liked to see more concrete evidence relating to the criteria provided in the self-assessment tool to support the levels selected for embedding sustainability and sustainable procurement.

The SDC would like to see more detail in future progress reports about the scope and coverage of Impact Assessments (IAs) on DCSF's and DIUS' projects and policies, and the extent to which SD is incorporated in these. The SDC would also expect DCSF and DIUS to consider the SD impacts of all future SDAP actions.

The quality of reporting in the sustainable procurement self-assessment was poor, with little evidence to support the levels selected. However, some good progress was reported, and the SDC looks forward to seeing how DCSF and DIUS build on this in the future.

The SDC recognises that DfES has only recently split into DCSF and DIUS. **It is vital that new mechanisms, tailored to the requirements of each Department, are established as quickly as possible, and that both Departments lead from the front to drive forward sustainable development in schools and universities across the country.**

¹⁰ Stern N. (Feb 2007) *The Economics of Climate Change: The Stern Review*, Cabinet Office & HM Treasury, Cambridge University Press, ISBN 0-521-70080-9.

**2006 Sustainable Development
Action Plan Progress Report**

**Department for Education & Skills'
Self-Assessment
28th August 2007**

1 EMBEDDING SUSTAINABILITY

DfES 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, DfES 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	

DfES' response

Level: 6	Policies: On course	DfES' comments in support of this rating:
<p>Criteria:</p> <ul style="list-style-type: none"> • Much alignment of policy with Government SD Strategy, UK Framework and related guidance • Much joining-up of policy goals under the SD umbrella • Much signalling of SD in external partnerships and relationships • Much embedding of SD in policy approval processes / Regulatory Impact Assessments (RIAs) • Much effective stakeholder engagement • Much building of SD capacity among delivery partners 		<p>The Department has continued to ensure that new policy is formulated with consideration to the likely impact on sustainable development both internally and externally and for both immediate users and those in the future. Increasingly we are looking at the environmental impact of our policies and have recently begun to explore the effects of it on the wellbeing of children and young people as well as the broader issues for learners. We believe that progress made on laying a secure foundation will enable us to continue to move forward over the coming year.</p>

Level: 5	People: Some progress	DfES' comments in support of this rating:
<p>Criteria: SD is partially 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>Progress has not been as solid as we had hoped. This is due to several factors but the Machinery of Government Changes have had an effect and this is likely to continue to disrupt progress as changes settle down and responsibilities are more clearly defined. We believe a genuine interest in the issues raised by the SD debate exists within the Department but more often than not other priorities seem to take precedence and SD can be left 'on the back burner'. However, the formulation of a specific small team dedicated to SD has begun to reinforce the importance of SD not only to our core work but also to our Departmental behaviours.</p>

Level: 6	Operations: On course	DfES' 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>The new build in Sheffield offers a great opportunity for us to stimulate debate around SD and how it will impact on our operations. This is currently going ahead, though again MGC mean we are reviewing our plans. Our SOGE returns have been completed and will illustrate to Directors the need for continued support if we are to make any real gains. We are continuing to emphasise the importance of water usage, waste recycling and the introduction of bins and taps designed to reduce waste have greatly helped. We are currently working on strategies to better publicise SD initiatives within the Department. We have also begun a process of engagement with NDPBs that we hope will encourage them to develop their own SDAPs and these will filter into the SOGE return next time round as well as NDPBs delivery of policy.</p>

<p>Level: 6</p>	<p>Governance, Monitoring and Reporting: On course</p>	<p>DfES' comments in support of this rating:</p>
<p>DfES rated 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.</p> <p>This was a subjective assessment, with no pre-defined criteria.</p>		<p>After a hesitant start we believe the initial steps have been taken in enabling us to report on time. We are confident of broader support at both Board and Director level and believe that this will cascade down and filter through the Department further strengthening the case for SD and our response to its challenges. We are confident team leaders will respond positively to SD requests in future and see them not as an additional burden, but as an integral part of their core business.</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*¹¹) 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, DfES identified the level it had reached, and provided information in support of this self-assessment.

¹¹ *Procuring the Future*, The Sustainable Procurement Task Force National Action Plan. Department for Environment, Food and Rural Affairs, June 2006.

DfES' response

PEOPLE	
Level 1: FOUNDATION	
<p>Criteria: Sustainable procurement champion identified. Key procurement staff have received basic training in sustainable procurement principles. Sustainable procurement is included as part of a key employee induction programme.</p>	<p>DfES' comments: Ian Taylor, the Department's Commercial Director, is the sustainable development, and therefore, sustainable procurement champion. Key staff in CPS have received training - these key staff are those who will continue to implement sustainable procurement aims and advise customers. Sustainable procurement has been included in the induction programme for new starters to the central team, along with other procurement policies and initiatives.</p> <p>We plan to achieve Level 2 by 31 March 2008 by rolling out awareness raising sessions with the rest of CPS, FM and other key buyers in Commercial Group. Key staff offering guidance and support to customers on sustainable issues are continuing to develop their knowledge by attending training courses, seminars etc.</p>

POLICY, STRATEGY & COMMUNICATIONS	
Level 2: EMBED	
<p>Criteria: Review and enhance sustainable procurement policy, in particular consider supplier engagement. Ensure it is part of a wider Sustainable Development strategy. Communicate to staff, suppliers and key stakeholders.</p>	<p>DfES' comments: High level sustainable objectives are included in our sustainable procurement policy, which has been endorsed by the head of CPS. This policy has been shared with our NDPBs and Agencies at our NDPB Procurement Forum. They were encouraged to adopt the policy or develop their own version in the context of their own organisation. Our policy is published on the Department's external website and internally as part of the procurement guidance site.</p> <p>Promotion of the policy has been on hold, currently due to the transformation of CPS which will involve publishing a new commercial strategy for the Department by the end of 2007 which will incorporate sustainable issues. CPS has also recently recruited a number of staff, one of which will be responsible for stakeholder and supplier engagement. They will need to decide to what extent they want to engage with our key suppliers on sustainability at a central level.</p>

PROCUREMENT PROCESS

Level 2: EMBED

Criteria:

Detailed expenditure analysis undertaken, key sustainability risks assessed and used for prioritisation. Sustainability is considered at an early stage in the procurement process of most contracts. Whole-life-cost analysis adopted.

DfES' comments:

The devolved nature of DCSF means it is the responsibility of the buyers to consider key sustainability impacts on a contract-by-contract basis, with the support of the website guidance and one-to-one advice from CPS staff. CPS has made available a number of contract clauses to include where sustainability is relevant which includes timber procurement. For sometime, the Department's overarching policy has been to buy goods and services based on value for money and whole life costing rather than lowest price. Contract Managers are also advised to use Quick Wins where appropriate.

We plan to develop the guidance available for staff and provide a basic sustainability impact assessment tool for contract managers/procurers to use early in the procurement process. As part of the CPS transformation, senior managers need to consider whether they want to engage with key suppliers on the subject of sustainability or whether they would prefer to keep the case-by-case approach.

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.

DfES' comments:

Contract Managers engage with their suppliers on a contract-by-contract basis, and are advised to address sustainability issues where appropriate. This conforms with the Departments devolved structure.

Following CPS recruitment, the team responsible for stakeholder and supplier engagement need to decide how far they wish to engage with suppliers on sustainability issues at a central level - this has delayed progress towards level 1.

MEASUREMENTS & RESULTS

Level 2: EMBED

Criteria:

Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken. Measures implemented to manage the identified high risk impact areas.

DfES' comments:

Contract Managers, with the support and guidance from CPS, identify sustainable impacts on a contract-by-contract basis and incorporate them into their risk registers which should include strategies for managing those impacts. Some contract managers may consider the opportunity costs of doing so too high for very small value or simple requirements.

By 31st March 2008, we plan to provide contract managers with more guidance on the practical techniques that can be used to measure and monitor sustainability impacts in a contract. We plan to attend training courses (such as those provided by Action Sustainability) to gather ideas for this.

Please indicate the coverage of your procurement assessment. For example, does this include your entire organisation? For Departments, does this include your Agencies and NDPBs without their own SDAPs? Furthermore, does this include all outsourced operations?

The assessment of the levels is considered in the context of the Department's devolved nature. DCSF enters into contracts for often complex and innovative services compared to a traditional Government Department with a high running cost spend. Other than our relatively low-levels of operational/running cost spend which would include estates management, waste, energy and water usage etc., the benefits that would derive from applying every measure outlined in the Flexible Framework would be relatively small. Instead, I believe the best approach for DCSF is to raise buyers awareness and provide support centrally to ensure they consider sustainability issues early in the procurement process and manage any issues effectively. This is CPS's approach to sustainable procurement.

We believe greater benefits can be achieved through the involvement of the wider sector with programmes such as Building Schools for the Future, education programmes in schools etc., which will benefit the country in the longer term and have a much greater impact than DCSF procurement.

3 TAKING STOCK

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

We believe support from Director champions, and our seconded advisor from the SDC, have been important in pushing ahead with the SD agenda. The model we have used in Schools Directorate of a very small dedicated sustainability team holding the ring for a wider "virtual team" of policy leads has been effective, and we are now using that same model to work with other Directorates.

The change in culture has also been helped by the Stern report and the increased importance given to SD within the broader Climate Change agenda on which Defra colleagues have been working. Working across Departments has generated a great deal of internal interest and also enabled us all to co-operate to the benefit of schools.

We are certain the establishment of a team tasked with SDAP and SD issues, but working across Directorates with policy leads, will bring benefits to the Department in the longer term.

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

It has taken time to draw colleagues from a sense of apathy or general indifference to the SD agenda and to some extent this work will need to continue. Some remain reluctant (at best) to consider SD as a priority. This is the main reason we are developing an internal communications plan.

Leadership from the Board and some Directors has not been as clear as necessary to give SD issues a high priority. We are confident this is beginning to change.

As mentioned earlier, the Machinery of Government Changes mean some issues are yet to be resolved following DFES split into DIUS and DCSF. Responsibility for future SDAPs and SOGE returns has yet to be discussed and decided.

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 (RIA).

RIA
BRE reports on new build and refurbishments
SOMS
SOGE
NDPB remit letters

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

Given in column H of our return.

4 PROGRESS AGAINST ACTIONS

The tables that follow report DfES' 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 G), 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 provides some supporting commentary to justify the level of progress reported, and Column H provides an update to 2008 – DCSF's and DIUS' expectations for further progress in the coming year.

Column I 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 J, DfES 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*¹². These are:

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

Column K contains DfES' 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

¹² *Securing the Future - Delivering the UK Sustainable Development Strategy*, HM Government, March 2005.

DfES' self-assessment of progress towards SDAP actions

A	B	C	D	E	F	G	H	I	J	K
Ref	Action	Target	Responsibility	Policy Lead	Status	Progress (RAG+)	Update to 2008	Evidence	Readily Available?	Impact (1-4)
1	Continue to provide capital grants to schools and fund school travel advisers to support schools developing travel plans promoting more sustainable ways to travel to and from school so that 10,000 schools have travel plans in place, with all schools engaged by the end of the decade	March 2006 and end 2010	Schools Director General/ Director of School Formation Shan Scott	Wilf Fleming	We met March 2006 target and exceeded the March 2007 target of 55%, or 13,750 schools with approved travel plans in place.	On target	No interim target specified for March 2008. Expect to make good progress towards meeting overall target of all schools in England (including independent schools) to have an approved travel plan in place by March 2010. Systems are being developed to encourage low momentum authorities.	Department holds a database detailing schools with approved travel plans in place. Approved travel plan can form part of schools' development or improvement plans.	✓	3

A	B	C	D	E	F	G	H	I	J	K
Ref	Action	Target	Responsibility	Policy Lead	Status	Progress (RAG+)	Update to 2008	Evidence	Readily Available?	Impact (1-4)
2	Carry out a Sustainable Schools Strategy consultation with which to engage stakeholders and find out what they need and want	April 2006	Peter Wanless	Janice Lawson	Consultation summer 2006, 870 responses. Government response published Dec 06, followed by Sustainable Schools action plan to set out and monitor Department intentions.	Complete	Year of Action initiated in Sept 2006, range of resources produced for stakeholders, work with NGOs to raise awareness, Teaching Award for Sustainable Schools, detective kit for pupils (June 07)	Summary of responses to consultation. Govt response to the consultation. DfES action plan for sustainable schools. www.teachernet.uk/sustainableschools	✓	2
3	Provide guidance to caterers and schools on procuring school meals	May 2006	Helen Williams	Liz Randall/ Janice Cummins	Launched June 2006	Complete	Top Tips	www.teachernet.gov.uk/management/epc/Procurement_Guidance/food_procurement/	✓	2
4	Sustainable Schools web service	June 2006	Peter Wanless/ Helen Williams	Adrian Gough/ Prabjeet Pardesi	Launched June 2006 at WWF conference. Average monthly figures indicate the site has 30,000+ visitors a month with 10,000+ unique visitors	Complete	Website will be maintained and updated regularly. It will continue to be main portal for all information on Sustainable Schools. Will move to Schoolsweb.	Website can be viewed at www.teachernet.gov.uk/sustainableschools	✓	3

A	B	C	D	E	F	G	H	I	J	K
Ref	Action	Target	Responsibility	Policy Lead	Status	Progress (RAG+)	Update to 2008	Evidence	Readily Available?	Impact (1-4)
5	Sustainable Schools Self Evaluation tool (S3 Tool)	April 2006	Peter Wanless/ Helen Williams	Adrian Gough/ Janice Lawson	Piloted summer 2006, launch at Learning through Landscapes conference in November. Available for download on the Sustainable Schools area of Teachernet from autumn 2006. www.teachernet.gov.uk/sustainableschools/tools/s3 . 9,000+ downloads and over 1500 hard copies distributed by July 2007.	Complete	Complete Sustainable Schools planning guidance in preparation which will complement S3 and help schools to link their planning to sustainable schools framework	Self evaluation tool can be viewed at www.teachernet.gov.uk/sustainableschools/tools/s3	✓	2
6	Hold International Education Week 2006, a major DfES annual event providing an opportunity for the whole of the education sector to celebrate the benefits of an international dimension at all levels of education	Nov 2006	International Programmes (ISPD) Win Harris	Andy Banks	International Education Week (IEW) 2006 took place between 13 - 17 November 2006.	On target	IEW is an annual event and will be taking place between 12 - 16 Nov 2007.	Over 30 events took place nationwide during IEW 2006. www.teachernet.gov.uk/iew	✓	1

A	B	C	D	E	F	G	H	I	J	K
Ref	Action	Target	Responsibility	Policy Lead	Status	Progress (RAG+)	Update to 2008	Evidence	Readily Available?	Impact (1-4)
7	Undertake a pilot to establish formal peer mentoring schemes in schools so that 3,600 pupils are empowered to support each other as they meet the range of challenges on the path to becoming active members of their communities	March 2008	Children, Young People & Families Director General Lesley Longstone	Cath Rouke Antony Hughes	Formal peer-mentoring pilot in secondary schools – 180 schools have been recruited to join the 2 year pilot and started in the Autumn term 2006 to identify the 3,600 matched mentor/mentee pairs to take part in the programme. The focus of the £1.5m pilot will be on schemes that address attainment, transition, bullying and behaviour. The interim evaluation report found that the pilot had started well noting the strong contribution by the Mentoring and Befriending Foundation and the supporting agencies. In particular the pupils had reported that pilot had achieved a successful start.	On target	Final report due Mar 2008.	Unpublished interim evaluation report was made available to officials. Other material is/will be published on web to assist pilot schools. Final evaluation report will be published.	✓ (but see comments)	1

A	B	C	D	E	F	G	H	I	J	K
Ref	Action	Target	Responsibility	Policy Lead	Status	Progress (RAG+)	Update to 2008	Evidence	Readily Available?	Impact (1-4)
8	Introduce monitoring procedures for major new build and refurbishment projects that are required to achieve a minimum BREEAM rating of "very good"	April 2006	Initially Director of School Resources, now Director of Academies and Capital Peter Houten	Andrew Thorne	Monitoring arrangements are in place with BRE. Currently approximately 300 schools have registered for BREEAM assessments. Design and construction timescales are such that we will not have a clear picture of performance against these standards until 2008.	On target	BRE provide reports on demand covering the number of registered school projects (>550) and the outcome of certified BREEAM assessments (16 certified assessments to date throughout the UK). The Department is considering additional monitoring – e.g. of pre-assessment checklists to provide an early indication of likely BREEAM ratings.	Quarterly and ad hoc reports from BRE.	✓	3

A	B	C	D	E	F	G	H	I	J	K
Ref	Action	Target	Responsibility	Policy Lead	Status	Progress (RAG+)	Update to 2008	Evidence	Readily Available?	Impact (1-4)
9	Work with BRE to deliver a series of six BREEAM training events for Local Authority officials and designers	Dec 2006	Was Director of School Resources. Now, Director of Academies and Capital Peter Houten	Andrew Thorne	Four events have been completed with further courses scheduled during September and November.	Complete	Six training events were delivered during 2006.	Registered assessors are listed on the BREEAM web-pages. http://www.breeam.org/assessors/schools.jsp Dates and attendees of training could be made available to the SDC if necessary.	✓	2

A	B	C	D	E	F	G	H	I	J	K
Ref	Action	Target	Responsibility	Policy Lead	Status	Progress (RAG+)	Update to 2008	Evidence	Readily Available?	Impact (1-4)
10	Ensure that all BSF schools comply with BREEAM requirements	April 2006	Director of School Resources Now Academies and Capital Peter Houten	Andrew Thorne	The Department's BREEAM targets are a condition of funding and are an explicit requirement within the standard output specification that has been developed for BSF.	Complete	BREEAM requirements are included within the contract documents and key performance indicators (KPIs) for BSF.	BSF Standard documents are available for download from the Partnerships for Schools website. http://www.p4s.org.uk/StandardDocuments.htm	✓	2
11	Complete scoping study into the carbon footprint of the schools estate	April 2006	Was Director of School Resources. Now Director of Academies and Capital Peter Houten	Andrew Thorne	This is completed and has established that schools are responsible for annual carbon dioxide emissions of around 9 million tonnes, i.e. 15% of public sector emissions.	Complete	Report prepared by the SDC submitted to DfES April 2006.	Report available from SDC website. http://www.sd-commission.org.uk/publications.php?id=388	✓	2
12	Gather data from schools so that statistics on energy and water use for all English schools can be compiled for the financial years 2003/04 – 2005/06	Dec 2006	Was Director of School Resources. Now Director of Academies and Capital Peter Houten	Andrew Thorne		Complete	Data has been gathered and this indicates that energy and water use has not significantly changed between 2003 and 2006.	Report (unpublished) on revised benchmarks available to the SDC on request.	✓	1

A	B	C	D	E	F	G	H	I	J	K
Ref	Action	Target	Responsibility	Policy Lead	Status	Progress (RAG+)	Update to 2008	Evidence	Readily Available?	Impact (1-4)
13	Commission a cost benefit analysis tool which ranks the cost effectiveness of the whole range of carbon reduction strategies	April 2006	Was Director of School Resources. Now Director of Academies and Capital Peter Houten	Andrew Thorne	Developed tender documents and are in a position to commission the cost benefit analysis tool.	Recoverable	Tender documents are prepared, but work has not yet been commissioned pending the outcome of further projects (development of policy requirements to deliver carbon neutral new schools, and the development of a carbon reduction strategy for schools to be completed by the SDC during 2007).	Tender documents have been produced but are subject to change and their contents are commercially sensitive.	✘	2

A	B	C	D	E	F	G	H	I	J	K
Ref	Action	Target	Responsibility	Policy Lead	Status	Progress (RAG+)	Update to 2008	Evidence	Readily Available?	Impact (1-4)
14	Develop and publish "Sustainable Design of Schools": a guide for new school buildings to encourage clients to specify buildings with lowest whole life costs and environmental impacts	June 2006	Was Director of School Resources. Now Director of Academies and Capital Peter Houten	Andrew Thorne	Published December 2006	Complete	Case Studies published.	Publication available for purchase or download. http://www.teachers.gov.uk/docbank/index.cfm?id=10675 https://www.tsoshop.co.uk/education/bookstore.asp?FO=1160390&ProductID=0112711901&Action=Book	✓	2
15	Work with GLA and other authorities to explore solutions, leading to published guidance on meeting planning requirements renewable energy	Dec 2006	Was Director of School Resources. Now Director of Academies and Capital Peter Houten	Andrew Thorne	The content of our guidance on renewable energy systems in schools is complete but needs formatting – possibly to be available as a pdf from our web-site.	Recoverable	Guidance on renewable energy to be published during September 2007. A wider initiative to ensure that all new schools are carbon neutral will help to ensure that schools meet any local planning requirements for renewable energy.	Content of publication is being adapted so that it can be accessed via the web. The SDC have participated on the steering group for the development of the content of this guidance. Its (unformatted) content can be made available to the SDC on request.	✓	2

A	B	C	D	E	F	G	H	I	J	K
Ref	Action	Target	Responsibility	Policy Lead	Status	Progress (RAG+)	Update to 2008	Evidence	Readily Available?	Impact (1-4)
16	Appoint a specialist adviser on renewable energy to help form the Steering Group and to provide expert policy guidance on the installation of renewable technologies	March 2006	Was Director of School Resources. Now Director of Academies and Capital Peter Houten	Andrew Thorne	Faber Maunsell appointed as a lead technical adviser for renewable energy, and the steering group has met on two occasions.	Complete	Specialist adviser appointed until 31 March 2007 to develop guidance on renewable energy, advise on meeting planning targets for renewable energy and assessing the potential contribution of renewable energy to reduce carbon emissions from new schools.	Report (unpublished) on the potential contribution of renewable energy to four exemplar school designs. Available to the SDC on request.	✓	2

A	B	C	D	E	F	G	H	I	J	K
Ref	Action	Target	Responsibility	Policy Lead	Status	Progress (RAG+)	Update to 2008	Evidence	Readily Available?	Impact (1-4)
17	Jointly host a seminar (with DTI) (Now DBERR) to determine how support from sponsors will be applied to install renewable energy systems in schools	March 2006	Was Director of School Resources. Now Director of Academies and Capital Peter Houten	Lee Taylor	This event was held on March 2006, but did not result in any firm offers of sponsorship. There may be opportunities to develop partnering arrangements for installing renewable energy systems within the DTI's Low Carbon Building Programme.	Complete	Event planned for the autumn. To involve a 10-15 companies with an interest in SS policy. Aim is to direct support from business towards projects that support the SS policy.		✓	2
18	Host a seminar to inform suppliers of the Department's requirements for sustainable development for new buildings and major refurbishments	June 2006	Was Director of School Resources. Now Director of Academies and Capital Peter Houten	Sarah Buckland	Complete. A Sustainable Schools design conference was held on December 4 th .	Complete	Event held in December was used to launch publication "Sustainable Design of Schools": (ref 14 above)	Details of presentations and workshops delivered at event are hosted on the Teachernet web-site: http://www.teachers.gov.uk/management/resourcesandbuilding/News/Events/Building_Sustainable_Schools_Conference_Dec_06	✓	2

A	B	C	D	E	F	G	H	I	J	K
Ref	Action	Target	Responsibility	Policy Lead	Status	Progress (RAG+)	Update to 2008	Evidence	Readily Available?	Impact (1-4)
19	Develop a policy maker's toolbox comprising details of sustainable development principles and a simple to use policy appraisal method	May 2006	Sustainable Development Team	Janice Lawson/ Mark Donnelly	Yet to be started	Recoverable	SD Unit reorganised. Will consider if a policy maker's toolbox is still needed.			
20	Ensure that sustainable development is assessed as early as possible, i.e. when conducting a first stage impact assessment and that, where it is appropriate to do so, fed through to the Partial, Full and Final RIA in accordance with Cabinet Office guidance	End 2006	All Directors	Janice Lawson/ Jim Constantinou	The directorate level 'gatekeepers' will make sure that each impact assessment is completed fully before giving 'validation'.	Recoverable	Too soon to assess the impact of the introduction of the specific impact assessment.	Advice for staff on how to assess the Specific impact on Sustainable Development is available as part of RIA		
21	Ensure sustainable development outcomes are considered as part of any future thinking on performance frameworks	Summer 2007	All Directors/ Commercial Director Ian Taylor	Janice Lawson/ Mark Donnelly	Work has begun in Children and Families Directorate and in operations	Recoverable	Board and Directors – discussion to take place on 5 September with Jonathan Porritt			

22	Include sustainable development in the remit letters, grant settlements and major correspondence with NDPBs and other key delivery partners	Next available iteration	All relevant Sponsor Teams	Sponsor Teams	Remit letters including ref. to sustainability. Sponsor teams deal independently with their particular NDPB/Stakeholder. Letters including ref. BECTA, NCSL, QCA, TDA, CAFCASS, LSC, Pfs.	On target	Work to have ref to SD inserted in future remit: Children's Commissioner (11m) CWDC (from April 2008) CITB, QIA, SFT, SSDA, SLC	Remit Letters.	✓	1
23	Work with NDPBs to encourage them to produce their own sustainable development action plans	May 2006		SD Team and NDPB Sponsor Team/s	SDAP running: TDA, LSC, NCSL, HEFCE	On target	Encourage those remaining partners without SDAP to adopt one		✘	3
24	Facilitate a forum for DfES and NDPBs to align sustainable development work through their action plans and share good practice	June 2006		SD Team and NDPB Sponsor Team/s	Planned meeting for 16 July 2007 for schools NDPBs and delivery partners in July 2007 – to share good practice	Complete	Meeting of NDPBs and key stakeholders at DCSF 18 July 07 to discuss next steps and share experiences		✘	3
25	Establish a partnership with Defra to promote sustainable schools, similar to arrangements with DH (healthy schools), DfT (school travel) and HO (drugs, crime)	April 2006	Sustainable Development Team and NDPB Sponsor Team	Janice Lawson	Monthly KIT meetings have taken place since May 2006. Action from Defra to support schools tackling Waste and input to decisions on Climate Challenge Fund.	On target		Top tips on waste	✓	2

26	Publish full Ministerial Response to recommendations in the report	May 2006		Janice Lawson	Meeting arranged with successor to Kate Perkins (John Joseph).	Recoverable	This will be revisited with Defra to decide the best way forward given the lapse of time.			
27	Implement actions set out the Ministerial Response	Dec 2006 and ongoing		Janice Lawson	No response was published therefore not applicable	Behind Target	Not applicable in circumstances described above			
28	Implement the UNECE ESD Strategy and support the UN DESD	Ongoing to 2014	Director General of Lifelong Learning and Skills, now Employment and Skills - Chris Barnham	John Aslen/ Janice Lawson	In discussions with UNESCO (SD) working group to establish regular reporting on progress of UNDESD	On target	Continue discussions with Doug Bourn to discuss funding proposals		✘	3

29	Implement an Environmental Management System in each of our HQ buildings and gain certification to ISO 14001	End 2007	Director General of Corporate Services Jon Thompson/ Ian Taylor	Elaine Lloyd	We are implementing a Sustainable Operations Management System (SOMS) based on ISO14001:2004. This will deliver "quick wins" as well as the longer term benefits. The SOMS will develop a system that allows the Department to transparently review and demonstrate our sustainable development achievements. The related documents include Action Plans for the Department and each site, a Departmental Communications Plan, a Departmental Legislation Register. In addition there will be documents that outline how we will monitor, review and audit the SOMS.	On target	The Sustainable Operations Management System (SOMS) is in place and includes Departmental and Site Action Plans that cover all 4 DCCSF HQ buildings. A programme to review progress regularly is planned and achievements recorded.	SOGE return SOMS Departmental and Site Action Plans.	✓	3
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30	Launch internal marketing campaigns to raise awareness and influence individuals towards more sustainable practices	From Feb 2006 onwards	Director General of Corporate Services Jon Thompson Ian Taylor	Janice Lawson Elaine Lloyd Jonathan Brassington	Marketing campaign began with roll out of national waste recycling arrangements from Feb 2006. FM Site Environment Advisers involved in displaying posters to inform about saving energy and water. Further marketing will form part of SOMS and communications strategy and action plan.	On target	A Sustainable Development Communications plan will initially be aimed at staff within the Commercial Group who have the biggest impact on managing the estate, internal procurement, provision of IT kit and IT infrastructure. The objectives are to raise awareness of sustainability across Commercial Group; to encourage staff to embed sustainability into their behaviour; to encourage Team Leaders and above to adopt a Sustainable Development Corporate Management Objective; and to roll out a wider campaign across DCSF.	Commercial Group Sustainability Campaign Meetings with deputy Directors and Team Leaders. Written Briefings Site Visits by the Commercial Director. Site Visits and workshops by the Sustainability Team. Commercial directors monthly message Targeted email communications Team meetings	✓	3
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31	Work with the Carbon Trust to reduce our carbon emission in the short and long term, in line with the Government's Climate Change Programme	From Feb 2006 onwards	Director General of Corporate Services Jon Thompson	Elaine Lloyd	We have been working with the Carbon Trust on energy audits to 3 of our 5 buildings (the maximum number of buildings they are able to review). Recommendations have been included within the SOMS Action Plan. Their recommendations have also been presented to Facilities Management Team Leader's who are progressing no cost/low cost recommendations.	On target	Consulted the Carbon Trust for further advice on implementing a Carbon Management Programme in addition to their previous recommendations. These will be included in the Sustainable Operations Management System (SOMS) and will provide a structured management approach.	The SOMS will incorporate all recommendations and progress will be monitored and updated on a regular basis.	✓	3
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32	Embed sustainable development (social and economic considerations alongside economic aspects) into the Department's procurement strategy and processes	By end of April 2006	Director General of Corporate Services Jon Thompson	Lisa Clifford	CPS) – Procurement was originally included within the scope of the CSDD SO project	Recoverable	Tasks to be completed by 31 March 2008: integrated commercial strategy and secure senior management buy-in publish a sustainability impact assessment for use at the start of the procurement process deliver awareness raising workshops provide more guidance on monitoring and supply chain management in the context of sustainability	The following are available on the Department's Intranet site: Guidance and policy http://ntweb1/procurementandpartnership/newsite/procurement/writtenguidance/sustainable.htm Terms and Conditions http://ntweb1/procurementandpartnership/newsite/forms/contract.htm	✓	2
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33	Develop and implement strategies and activities to improve performance against all Framework targets	From June 2006	Director General of Corporate Services Jon Thompson	Elaine Lloyd	The former CSDD SO Project was set up to address this objective and put in place uniform processes and procedures against each Target. Action was put on hold pending publication of the new Targets in June 2006 and the project was restructured to introduce a SOMS with supporting Action Plan. Publication of new target June 2006 Ad hoc arrangements are in place and these will be formalised.	Recoverable	The SOMS has been implemented as the driver for developing and implementing strategies and activities to improve performance against the Targets. Action Plans are in place for each HQ building with an overarching Departmental Action Plan. Estates and Facilities Management are responsible for progressing the Site Action Plans and the Head of SD responsible for the overarching Departmental Action Plan.	SOMS SOGE	✓	3
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34	Implement a standard waste management programme to include increased recycling facilities and improved management information on all HQ sites	End April 2006	Director General of Corporate Services Jon Thompson	Elaine Lloyd	A standard waste management programme has been implemented on a rolling (site by site) basis. This continues to be embedded and broadened to incorporate further waste streams.	On target	Waste Streams for recycled waste have expanded and include: paper; cardboard; glass; batteries; mobile phones; toner cartridges; plastic; furniture; IT; obsolete publications; building rubble; carpet; light tubes; cans. Recycling of waste is considered for all refurbishment work and increasingly for building operations as contractors are identified who are able to manage non routine waste.	SOGE Refurbishment Project Progress Communications (Sanctuary Building, London) MI held by contractors and shared with DCSF	✓	3
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35	Complete Social Impacts Review of current policies and contribution and propose additional activities	June 2006	Director General of Corporate Services Jon Thompson	John Scott Colman Ambrose	An informal stock take was carried out in January 2006. The change of Permanent Secretary has led to a new increased emphasis on establishing a new sustainable culture for the organisation.	Recoverable	Stocktake needs revisiting in the light of MOG changes.		✘	
36	Continue action to work towards DfES diversity targets for recruitment	Published annually in the Dept. Report	Director General of Corporate Services Jon Thompson	John Scott Colman Ambrose	Action column should be rephrased as ' <i>Continue action to work towards DfES diversity.</i> ' Diversity targets will feed into some recruitment but equally, and indeed more likely, into promotion. Equality and Diversity information is published in the Department's Annual report and we are on track to meet our diversity targets.	On target	Revised targets under negotiation following the MoG changes. Former DfES had been making good progress towards 2010 targets. DSCF is following similar track.	Department's Annual Report 2007.	✓	2
37	Implement integration of SD into DfES Learning & Development Opportunities, including Induction	June 2006	Director General of Corporate Services Jon Thompson/ Ian Taylor	John Scott Colman Ambrose	The induction website has direct links to sustainable development.	Recoverable	We need to consider and roll out sustainable development across all strands of L & D where appropriate.		✘	

38	Ministers, Board and Non-Executive Board Members will be given training on sustainable development	End August 2006	Permanent Secretary and Director General of Corporate Services. David Bell/Jon Thompson	Ian Taylor/ Janice Lawson	Briefing was previously given on SD to WLG (by Diane Scott) Training could be tailored via NSG. Proposal for an awareness raising input to Board and Directors' meeting.	Recoverable	Decided that this was not the best way forward and needed to proactively engage with Board and Directors. John Thompson invited Jonathon Porritt to meet Board and Directors on 5 Sept to challenge the debate on how DCSF can influence services for children and young people to promote a sustainable way of life.			
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39	Form a Director-level group of champions across the department to promote the embedding process.	End April 2006	Permanent Sec/ Ian Taylor	Ian Taylor/ Janice Lawson	Director champions identified	On target	Peter Wanless – schools Anne Jackson – Children Lesley Longstone – Youth Ian Taylor - CSD			
40	Implement a single internal sustainable development campaign that will catch people’s imagination, deepen their understanding and involve staff in projects	Summer 2006 ongoing	Director General of Corporate Services. Ian Taylor	Janice Lawson/ Caroline Daw/ Jonathan Brassington	SD Team leading. Articles in In-house publication publicising sustainability through Department and wider. Discussions with regional press and Local Authorities	On target	Communication plans to include raising awareness IN Commercial Group through site visits, presentations and CSD Team Leaders conference. Across Dept comms plan will follow Commercial Group.		x	3

41	Develop a strategy and annual plan for social responsibility for the Department	June 2006	Comm's Director Caroline Wright	Josanne Hargate Ray Newman	Corporate social responsibility team established.	Recoverable	Draft strategy being written. Annual plan to cover activity up to September '08. Department's internal communications and plans include CSR			
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42	Identify a theme for community activity that will position the Department at the leading edge in the field, gain positive media coverage and enhance the Department's internal and external reputation	June 2006	Comm's Director Caroline Wright	Josanne Hargate Ray Newman	<p>The chosen theme is a broad and flexible one – volunteering. This will give us lots of opportunity for the media coverage and to improve the Department's reputation in several key areas.</p> <p>London Better Programme Day (previously London Cares Day) was held on 15 June 2007. It was a one day volunteering event with over 5000 people from public and private sectors involved in team projects in schools, youth settings and the wider community.</p>	On target		<p>HR has put together a new volunteer package recommending:</p> <p>Refreshing the Department's volunteering strategy to reflect Govt wide commitment</p> <p>Gather data on staff volunteering</p> <p>Resources to be targeted to volunteering</p> <p>HR considers how to collect volunteering data as part of M1 project.</p> <p>Growing list of school governors recruited from Dept staff.</p> <p>Working relationship established with volunteering team in HR – (Colin Adams)</p>	✓	2
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43	Align current activities with the new theme in order to make more impact internally and externally	End June 2006	Comm's Director Caroline Wright	Josanne Hargate Ray Newman	New team developed and redefining role. It has publicised volunteering activities across the Department, through internal communications channels and the staff magazine.	Recoverable	Volunteering recruitment events. Audit of volunteering across the Department Increased publicity for volunteering activities and achievements. Increased control over charity events in the Department to make sure they fit the theme and have greater impact.		✓	
44	Develop a mechanism for monitoring, reporting and evaluation of the sustainable development action plan	April 2006	Sustainable Development Team and Director General of Finance, Analysis and Strategy	Janice Lawson	Ad-hoc action prior to hand over – May 2007.	Recoverable	SDAP revised and being reviewed for re-launch in 2008.		✓	
45	Develop a mechanism to receive feedback on the action plan	April 2006	Sustainable Development Team	Janice Lawson		On target	This document		✓	3
46	Review progress with this sustainable development action plan with all key stakeholders	October 2006	Sustainable Development Team	Janice Lawson/ Mark Donnelly	Reporting SDC due August 2007	Complete	Reporting to SDC on update.		✓	2

DfES response signed by:

SD Reporting Officer: Mark Donnelly, 28/08/07

SD Responsible Officer: Janice Lawson, 28/08/07

SDC review and commentary:

Commentary by: Siobhan O’Keeffe, Watchdog Team

Peer reviewed by: Rachel Hurle, Watchdog Team

Authorised by: Ann Finlayson, SDC Commissioner

Sign-off date: 09/11/07