

sustainable development commission

**2006 Sustainable Development
Action Plan Progress Report**

Law Officers' Department
With SDC Commentary
November 2007

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LAW OFFICERS' DEPARTMENT'S SELF-ASSESSMENT SUMMARY

This is a summary of LOD's progress report; the full version begins on page 12.

The Law Officers' Department (LOD) comprises: the Attorney General's Office (AGO); Crown Prosecution Service (CPS); Her Majesty's Crown Prosecution Service Inspectorate (HMCPSI); Revenue and Customs Prosecutions Office (RCPO); Serious Fraud Office (SFO); and Treasury Solicitors (TSol). LOD provides legal advice to the Crown, the State and others. It is responsible for providing a public prosecution service which protects the interests of the Crown and State in civil proceedings, performing the functions and duties of the Attorney General and assisting overseas law enforcement agencies.

LOD's 2006/07 SDAP covered all of its departments. The six departments reported their progress against the SDAP separately.

Progress against actions: Overall, the LOD departments reported that 57% of actions were complete or on target.

	AGO	CPS	HMCPSI	RCPO	SFO	TSol
% of actions reported to be complete or on target	38	27	75	71	100	38

Embedding sustainability

Scale for self-assessment:

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

Reported levels achieved:

	AGO	CPS	HMCPSI	RCPO	SFO	TSol
Policies	1	4	6	5	7	5
People	2	2	4	2	6	5
Operations	2	6	7	6	8	5
Governance, monitoring & reporting	2	5	8	5	5	4

Procurement – Flexible Framework

Scale for self-assessment:

Not met Level 1	Level 1	Level 2	Level 3	Level 4	Level 5
-	Foundation	Embed	Practice	Enhance	Lead

Reported levels achieved:

	AGO	CPS	HMCPSI	RCPO	SFO	TSol
People	2	2	1	2	3	2
Policy, Strategy & Communications	1	2	1	1	3	2
Procurement Process	2	3	1	1	3	2
Engaging Suppliers	2	2	1	1	3	1
Measurements & Results	2	2	1	2	3	0

SDC'S SUMMARY COMMENTS

This is a summary of SDC's commentary; the full version begins on page 5.

Progress reported against the actions in the SDAP, and in the "Embedding Sustainability" and "Procurement" sections, varied significantly between the six LOD departments (ranging from poor to excellent). Evidence, impact ratings and commentary were not always provided in support of the self-assessment ratings given, and in many cases the rationale for the levels selected was weak.

Strengths:

- All six LOD departments reported some progress towards sustainable procurement
- Of the six departments, CPS and HMCPSI provided the most detail in support of their self-assessment, although there were still areas where the SDC would have liked more information.

Weaknesses:

- There was a general lack of commentary from departments in support of their self-assessment on "embedding sustainability" and "procurement", and they did not always refer to the criteria in the self-assessment guidance tool
- SFO provided a particularly weak progress report. The SDC found it difficult to determine whether the high ratings and levels of progress reported were a fair assessment of progress
- Some actions in the SDAP were reported to be "behind target" or deemed to be "not applicable". Reasons for this were not always reported
- Against several actions, departments' plans were reported, rather than what they had already achieved.

Challenges for next year's SDAP progress report:

- Ensure that adequate governance and monitoring mechanisms are in place to enable joined-up progress reporting across the whole of the Law Officers' Department
- Demonstrate how the departments have broadened SD awareness and developed capability amongst their staff, to ensure that all staff have the knowledge and skills required to support delivery of the SDAP
- Provide rationale for the impact ratings selected for actions in the SDAP
- In the "embedding sustainability" and "procurement" sections, provide commentary to support the level of progress reported against criteria in the self-assessment tool.

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*,¹ 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"² (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 Framework³ 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 Law Officers' Department (LOD's) full progress report.⁴

The SDC's commentary evaluates the progress reported by LOD, as well as the quality of its self-assessment.⁵ 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*.⁶

² 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.

³ *Procuring the Future*, Defra, June 2006 – see Section 2 for more details.

⁴ Reported progress against: *The Law Officers' Department Sustainable Development Action Plan*, LOD, 2006.

⁵ Please see SDAP Progress Report methodology paper – www.sd-commission.org.uk.

⁶ *Off the Starting Block*, Sustainable Development Commission, November 2006.

¹ *Securing the Future – Delivering the UK Sustainable Development Strategy*, HM Government, March 2005.

SDC'S COMMENTARY

The Law Officers' Department's (LOD's) 2006 SDAP covered all six of its departments: Attorney General's Office (AGO); Crown Prosecution Service (CPS); Her Majesty's Crown Prosecution Service Inspectorate (HMCPSI); Revenue and Customs Prosecutions Office (RCPO); Serious Fraud Office (SFO); and Treasury Solicitor's Department (TSol). The SDAP contained actions which were applicable to all of LOD's departments.

Each of the departments provided a separate report of progress against the actions in the SDAP, on embedding sustainability in its activities, and on sustainable procurement. Due to the overarching nature of the SDAP, the SDC would have expected LOD to provide an overall assessment of how it had progressed against the commitments in its SDAP. It is positive to note that submission of the six reports was co-ordinated, and they were all passed to the SDC at the same time.

The SDC was concerned that, within LOD, there appeared to be no central mechanisms or governance arrangements for SD reporting across the departments. CPS and AGO made reference to an LOD SD steering group, but it was not made clear in the progress report what the role of this body was, or how regularly it met. The SDC has since been made aware that the steering group meets quarterly to monitor and co-ordinate the action plan across LOD. The SDC would like LOD to provide this level of clarity in future progress reports.

Progress against actions

Taken together, the six LOD departments reported poor progress against the shared actions in their SDAP, although this varied significantly between them.

- Only one action out of the 15 actions (relating to energy efficiency of new office equipment) was reported to be complete or on target by all six departments
- All other actions were reported to be behind target/recoverable by at least one department
- Taken together, 58% of actions were reported to be complete or on target. However, this does not reflect the variable performance reported by the six departments: between 27% (CPS) and 100% (SFO) of actions complete or on target

- The LOD departments considered that their cumulative actions, once complete, would make a good contribution to the shared priorities of the Government's SD strategy
- Impact ratings were reported in most cases, but none of the departments provided a rationale for the levels chosen. **The SDC would like to see evidence of how departments considered the impact of their actions, individually and across LOD, given that it is a shared plan**
- Evidence of progress was provided in most cases, where relevant, but it **did not always support the level of progress reported** and it was not always readily available
- However, SFO did not provide any evidence or comments to demonstrate that it had completed all of its actions. This made it very difficult to determine whether the RAG+⁷ ratings assigned were a fair assessment of progress
- For many actions, AGO reported what was planned, rather than what had already been achieved, and no evidence of actual progress was provided
- Where actions were behind target, the reasons were not always provided.

A number of actions were reported as "not applicable" by one or more departments (for example action 13 on biodiversity), but rationale was not always provided. The SDC would have expected departments to explain why particular actions were not considered to be relevant to them, and this was not always done. Furthermore, at the start of the SDAP process, actions should have been set in consultation with the departments to which they were to apply, in order to ensure they were relevant and achievable. **It should have been made clear in the SDAP if certain actions were not applicable to all departments. This highlights the importance of identifying, in any SDAP, who will be responsible and accountable for ensuring that each action is carried out.**

Additional comments regarding particular departments include:

⁷ RAG+: Departments reported each action to be either red (behind target); amber (recoverable); green (on target) or complete. See section 4 of progress report.

- CPS was the only one of LOD's departments which provided evidence of progress against all actions
- AGO and TSol did not report who was responsible for ensuring the delivery of any of the actions. This indicates that it was not clear within these departments, and if this was the case then it is not surprising that progress was poor
- HMCPSI reported one action, relating to carbon offset schemes, to be "behind target", and indicated that it was "opposed to off-setting as a viable function of sustainable development". Against another action, HMCPSI stated that the use of CHP⁸ was not applicable and not appropriate to its building. The SDC would have liked more information to be provided against both of these actions, for example the rationale behind these decisions and whether any record of the decision-making process existed
- RCPO reported that seven actions were not applicable, as it formed part of the HMRC⁹ estate. In these cases, the SDC would have liked to know how RCPO had worked to influence its site owner, and how it supported HMRC in its own efforts to improve the sustainability of its estate
- SFO reported that two actions relating to collection of waste data, and the calculation of the percentage of waste which could be recycled, were both complete. However, SFO then commented that it could not establish the percentage which could be recycled because it did not have total waste data. This appears to contradict the RAG+ assessment.

The SDC would have liked more, and clearer, commentary to accompany reported progress in some cases. For example:

- CPS reported that it was "continually moving its accounts to renewable sources", but did not explain how much had already been moved, or what its "on target" assessment meant (as neither a target date nor a target amount was specified)
- An action about supporting central schemes for offsetting referred to another action for evidence, but it was not clear what relevance this had
- An action relating to increasing awareness through a staff survey was reported to be

⁸ CHP = Combined Heat and Power.

⁹ HMRC = Her Majesty's Revenue and Customs.

"recoverable", but it was not clear whether a staff survey had been undertaken, and whether any progress had been made.

Despite the generally poor level of reporting, it was evident that there had been some positive developments within LOD, for example:

- **AGO** had begun to develop a database to record travel, water, waste and energy information
- **CPS** had neared completion of "Screen Refresh". The progress report did not clearly explain what this project was, but implied that it was a move to replace computer monitors with more energy efficient models
- **HMCPSI** collected mileage data for its grey fleet, and waste arisings data. It had monitored waste to determine what percentage of the total could potentially be recycled
- **RCPO** included questions on staff awareness of SD in its draft list of questions for a 2007 staff survey
- **TSol** sourced 100% combined heat and power from its Landlord.

Embedding sustainability

There was much variation between the levels selected by the LOD departments in this section of the progress report, with responses varying between "starting out", "some progress" and "on course" for all four themes in the progress reporting guidance tool.

On the whole, reporting in this section was poor, with little commentary provided to support the levels chosen. Departments often reported what was planned for the future, rather than what had already been achieved. **The SDC would have liked more commentary to be provided relating to the criteria in the self-assessment guidance tool.** In particular:

- What infrastructure was in place to ensure delivery of the SDAP, and to monitor and report progress against it
- How departments had signalled sustainable development in external partnerships and relationships (CPS, RCPO, SFO, TSol)
- How SD was embedded in policy approval processes (CPS, RCPO, SFO, TSol)
- Whether SD was included in staff recruitment, induction, training, and performance

management, and how departments used these mechanisms to engage staff.

Additional comments regarding particular departments include:

AGO reported that it was “starting out” for all four themes, and that it had:

- Included SD issues in the guide to its new building. (It was not clear whether this guide was a design guide, or a guide for occupants)
- Embraced SD principles in its refurbishment project
- Started to develop a database for operational data.

Very little information was provided on what else AGO had achieved over the year, but it reported that it had plans for moving forwards. **The SDC looks forward to seeing progress over the coming year.**

CPS considered itself to be “starting out” for embedding SD in *people*, had made “some progress” for *policies* and *governance, monitoring and reporting*, and was “on course” for *operations*. Some good progress was reported:

- CPS participated in OGC's¹⁰ property benchmarking scheme
- CPS had reviewed operational data collection processes, contracts, and procurement procedures
- Communications between internal divisions of CPS had improved.

However, the SDC would have liked more information to be provided in support of the levels selected.

HMCPsi reported that it had made “some progress” towards embedding sustainability in *people*, and was “on course” for *policies, operations* and *governance, monitoring and reporting*. Some good practice was reported by HMCPsi, and some plans were in place for further development:

- SD was included in its business plan for the first time
- SD was a key competency in the staff recruitment process

- It is positive that HMCPsi planned to get its data verified externally
- The SDC is pleased that HMCPsi had plans for improving the sustainability of its operations, including implementing an Environmental Management System (EMS).

However, the commentary provided generally lacked detail in support of these ratings, particularly against the *policies* and *governance, monitoring and reporting* themes.

RCPO reported that it was “starting out” in embedding SD in *people*. It outlined its plans for improvement in this area, but did not comment on any progress that had already been made. It reported that it was “on course” for embedding SD in *operations*. However, it reported that HMRC was responsible for the running of the estate, and therefore RCPO had little influence in this area. **In the areas where it did have control, RCPO reported that it had made “good progress”, although it did not provide details of what it had done. The SDC would encourage RCPO to work with the site's owner to influence and support change on the estate.**

Commentary for the *governance, monitoring and reporting* theme (for which RCPO reported it had made “some progress”) appeared to focus on operational monitoring. **The SDC would have liked it to provide information about the wider governance and reporting structures for reporting progress against the SDAP.**

SFO considered itself to have made “some progress” in embedding SD in *governance, monitoring and reporting*, and was “on course” on the other three themes (*policies, people* and *operations*). **TSol** reported that it had made “some progress” against all themes. **However, both SFO and TSol provided very weak rationale in support of the levels selected for all themes**, with poor coverage of the criteria in the self-assessment guidance tool. However, both reported some evidence of good practice:

SFO

- SD was considered in the staff survey
- SD issues were communicated to staff in the monthly Director's Bulletin
- SFO had in-house management systems for recording energy, waste and water data.

¹⁰ OGC = The Office of Government Commerce.

TSol

- Operational data were collected and analysed on a monthly basis
- SD business objectives were included in the 2007/08 Business Plan
- An SD working group was established for interested staff, and it identified key initiatives.

The SDC is also pleased that TSol was looking to adopt an Environmental Management System (EMS) for its estate, and looks forward to seeing progress in this area.

Procurement

The LOD departments reported progress on sustainable procurement against the Flexible Framework. In most instances, departments placed themselves at the “foundation” or “embed” levels for all themes. The exceptions to this were:

- SFO, which reported that it was at the “practice” level for all themes
- CPS, which considered itself to be at the “practice” level for the *procurement process* theme
- TSol, which reported that it had not met the “foundation” level for the *measurements and results* theme.

However, comments provided by departments did not always support the levels selected. The listed criteria were often not referred to, or the text suggested that the department had not yet reached the level selected. In some cases, departments reported what was planned for the future, rather than what had already been achieved.

The quality of reporting by AGO and SFO was particularly poor, with very little evidence to support their self-assessments. HMCPSI and CPS, on the other hand, provided the best evidence of progress made, with commentary against most of the Flexible Framework criteria, for most themes.

- All the departments except AGO and RCPO reported that they had provided some level of sustainable procurement training to their staff, but HMCPSI was the only one which had included sustainable procurement in its induction

programme for key staff. CPS and HMCPSI were the only departments which reported they had appointed a sustainable procurement champion. **The SDC would be interested to know how successful departments felt they had been in ensuring that staff were fully engaged with sustainable procurement, and were using their skills effectively.**

- CPS, HMCPSI, RCPO and SFO had all developed a sustainable procurement policy, and made it available to staff. AGO did not have a procurement strategy, although it was planning to outline one. TSol made no reference to such a document
- Some departments referred to using Quick Wins and awarding contracts on value for money, rather than lowest price. However, none of the departments reported that they undertook whole life-cost analyses
- Only HMCPSI and CPS reported they had undertaken an expenditure analysis, and only SFO reported that it had (via OGC) assessed the general sustainability risks of its procurement contracts. **The SDC would expect all departments to assess the sustainable development impacts of their expenditure, in order to identify high-risk areas**
- None of the departments reported that it had implemented measures to manage high risk impact areas (a requirement for the “embed” level). **To procure sustainably, it is essential that each department has a full understanding of where its key impacts lie, and thinks carefully about how to minimise those impacts**
- Only CPS, HMCPSI and SFO reported that they engaged with key suppliers on sustainability issues (although AGO and RCPO indicated that they selected suppliers which had some level of SD awareness). **The SDC expects departments to be proactive in encouraging suppliers to improve the sustainability of their activities, and ensuring that their services comply with the departments’ sustainable procurement policies.**

Additional comments regarding particular departments include:

AGO reported that it was planning to outline a sustainable procurement strategy, but had not yet done so (suggesting that it had not met the “foundation” level for the *policy, strategy and communications* theme). The SDC looks forward to hearing how AGO progresses with developing its sustainable procurement policy, and ensuring staff have the capability to implement it.

For the other four themes, AGO reported it had reached the “embed” level. While some criteria for this level in the *procurement process* theme were reported against (such as the inclusion of sustainability criteria in all new contracts), a lack of evidence in the other themes meant that it was not possible to judge whether this was a fair assessment.

CPS appeared to make a fair assessment for the *people, engaging suppliers* and *procurement process* themes, with good examples of progress reported against the criteria for the levels selected. For instance, sustainability issues were discussed at contract meetings with key suppliers. CPS also claimed to have met one of the criteria required for the “lead” level for people (sharing good practice with other Government Departments).

However, for the other two themes, the assessment was less convincing:

- Compliance with any “practice” level criteria was not detailed for the *policy, strategy and communications* theme, and only some progress appeared to have been made towards the “embed” level. The SDC is pleased that CPS was updating its sustainable procurement policy, and linking it to Government’s sustainable procurement action plan. **The SDC encourages CPS to use the Flexible Framework as a guide to areas that should be covered in the policy, such as risk, marketing, and supplier engagement**
- For the *measurements and results* theme, the commentary provided suggested that although compliance with the criteria for the “embed” level was planned, they had not yet been met. The SDC looks forward to hearing how CPS takes forward its plan to undertake a full sustainability impact assessment of its procurement activities.

HMCPsi: In general, the levels selected by HMCPsi appeared to be a fair assessment of progress, with commentary supporting the criteria in the Flexible Framework.

- HMCPsi had identified a sustainable procurement champion, and provided basic staff training
- The SDC is pleased that HMCPsi had made plans to move to the “embed” level in the *people* theme
- HMCPsi reported that it worked closely with its key suppliers to reduce their sustainability impacts, and was also reviewing its own requirements in order to reduce its demand for non-sustainable resources
- Despite good progress in the *policy, strategy and communications* theme, it seemed that the “foundation” level had not quite been reached. The SDC would encourage HMCPsi to get the sustainable procurement policy endorsed by the Chief Inspector in order to fully meet the criteria for this level.

RCPO provided weak evidence in support of the levels selected for all themes, particularly the *procurement process, engaging suppliers* and *people* themes.

RCPO had not provided its procurement staff with sustainable procurement training, which is a key requirement for the “foundation” level of *people*. It considered that this was unnecessary, as the staff were part of the team which monitored and reported on the department’s SD performance, and were therefore already aware of SD issues. **The SDC believes that formal training is necessary to ensure that all key staff are aware of the principles of sustainable procurement, and understand how they are relevant to their work.** Training ensures that staff have an understanding of the department’s procurement policy and the relevant mechanisms in place for its enforcement. It should not be assumed that staff will know how to procure sustainably, without guidance.

RCPO reported that engagement with key suppliers was difficult, as it was not often the lead owner of contracts. The SDC would be interested to hear how the department worked with the lead departments in such cases, to influence their level of engagement with suppliers on sustainability issues.

However, RCPO did publish a procurement policy, which included SD issues

SFO reported that it was at the “practice” level for all five themes. However, **evidence to support this assessment was very poor**, and the *engaging suppliers* theme was the only place where a satisfactory commentary was provided. For this theme, SFO claimed that OGC met the criteria for the “practice” level. Most contracts were let via OGC framework agreements. These ensured that two-way communication between procurer and supplier existed, with incentives. The SDC would like to hear how SFO interacted with OGC to ensure that these criteria were met in all of SFO’s contracts.

SFO reported that it minimised the environmental impact of its procurement activity “wherever cost effective”. It was not clear how SFO assessed cost-effectiveness. **The SDC encourages SFO to consider the whole-life-cost of procurement activity, and not to just choose the cheapest products and services.**

TSol provided little evidence to support its self-assessment against the Flexible Framework.

- It did not comment on how it had met the criteria for the levels selected for the *measurements and results, engaging suppliers or policy, strategy and communications* themes
- It only mentioned “foundation” level criteria for the procurement process theme, for which it claimed to be at the “embed” level
- TSol reported that contracts included general sustainability criteria, and were awarded on the basis of value for money. The SDC hopes that this was on a life-cost basis, and not lowest price.

Taking stock

AGO, CPS, HMCPSI and TSol considered that leadership and organisational arrangements had helped them make progress against the commitments in their SDAP. In addition:

- CPS commented that LOD’s poor rating in the 2006 SDiG report¹¹ resulted in more senior level involvement

¹¹ *Sustainable Development in Government, Annual Report 2006*, Sustainable Development Commission February 2007.

- As a new department, RCPO reported that it benefited from established procedures and shared services, which helped them to meet environmental targets from the start
- SFO commented that it had good communication with other departments, and that its small size simplified the collection and sharing of information
- AGO reported that moving to a new building had helped it to deliver its SDAP commitments. However, elsewhere in the progress report, this was cited as a reason why progress against some SDAP actions had been slow. It was not clear what aspects of the move had helped or hindered the department.

AGO, HMCPSI and TSol felt that capacity hindered delivery of their SDAP commitments. However, it was not clear what was meant by capacity, which could refer to a shortage of skills, relevant knowledge, or staff. CPS specifically reported that a shortage of staff was an issue. Both CPS and HMCPSI felt that funding and culture hindered progress, although it was not explained why this was the case.

SFO and RCPO both reported that their small size hindered delivery, but for different reasons:

- SFO felt that, in many cases, economies of scale meant that it was too costly to make significant changes to its estate
- RCPO was a minor occupier of the HMRC estate, and found it difficult to separate its own operational data from those of HMRC.

The SDC encourages the LOD departments to think carefully about how they can engage all staff more effectively in sustainable development issues, thereby tackling cultural issues and driving change. Building the skills and capability of staff across the organisation to contribute to delivery of the SDAP would take some pressure off small SD teams. It would also help to ensure that SD is seen as relevant to all aspects of the departments’ work. In addition, **the SDC encourages the LOD departments to work more closely together to learn from and support each other, and to pool resources where possible.**

The SDC would be interested to know why the level of progress towards meeting LOD’s SDAP commitments varied so much between departments, and what prevented LOD from

providing an overarching assessment of how it had performed.

Summing up

The six LOD departments reported progress separately against their shared SDAP. **The SDC would have liked to see evidence of central governance, monitoring and reporting mechanisms for SD across the LOD departments, and for reporting to have been co-ordinated into one overall self-assessment for LOD.** The production of separate progress reports suggested that the departments operated quite separately but, if this was the case, it was unclear why one SDAP was produced to cover them all. The SDC is concerned that some departments did not think actions in the SDAP applied to them, although there was no explanation of this in the SDAP.

Several departments reported that a lack of capacity or resources hindered progress towards sustainable development. **The SDC would like to see the LOD departments working more closely together to share resources and best practice, and support each other in delivery of their joint commitments.**

The six departments reported varied progress against the actions in the SDAP, and in the “Embedding Sustainability” and “Procurement” sections. Evidence, impact ratings and commentary were not always provided in support of the self-assessment ratings, and rationale for the impact levels chosen against actions in the SDAP was not given.

CPS provided the most comprehensive progress report with a clear commentary in support of its self-assessment, which covered most of the assessment criteria. **SFO** rated itself highly in the self-assessment, implying that it had made good progress towards sustainable development. However, it provided very little commentary or evidence to support these claims, and this made it difficult to determine whether the ratings assigned were a fair assessment of progress.

On the whole, the SDC would expect much more information from all departments to support their self-assessments. This would include an explanation of how each department had met the criteria in the self-assessment guidance tool when assessing progress on embedding sustainability and on sustainable procurement.

**2006 Sustainable Development
Action Plan Progress Report**

**Law Officers' Department's
Self-Assessment**

June 2007

1 EMBEDDING SUSTAINABILITY

LOD 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, each LOD department rated itself out

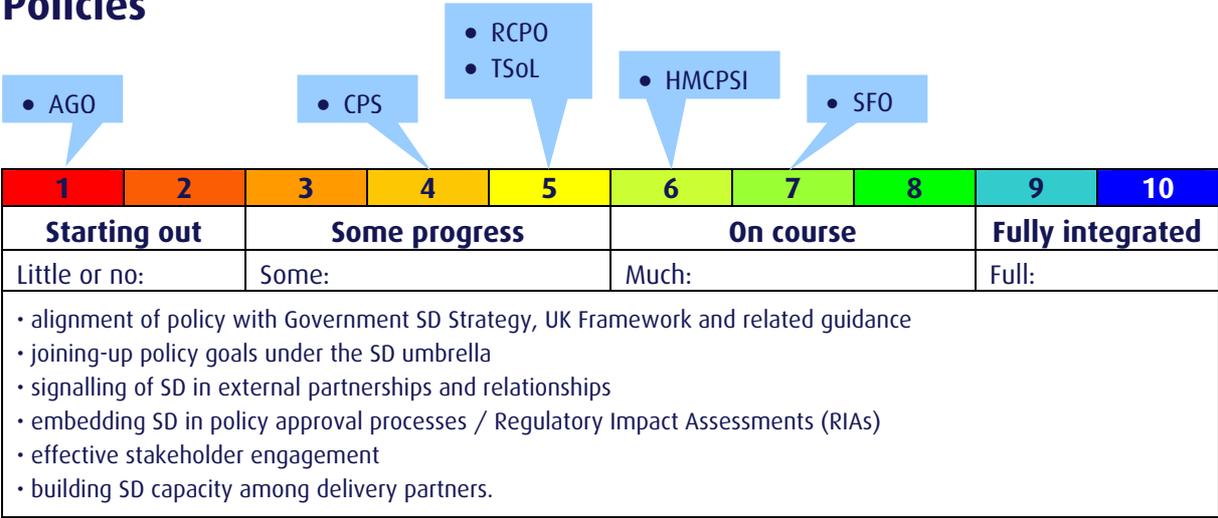
of 10 for its performance on embedding sustainable development in its:

- 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	

Policies



The Law Officers’ Department’s response:

Attorney General’s Office (Level 1: “Starting Out”) – Now that we have moved into a new building (single occupation) we will be reviewing all relevant policies to incorporate SD issues. We will report back.

Crown Prosecution Service (Level 4: “Some Progress”) – We have the following: SD Policy, LOD SD Steering group, Procurement process and contract Review, Furniture disposal, Green group, GGAP, Standard specification for Works.

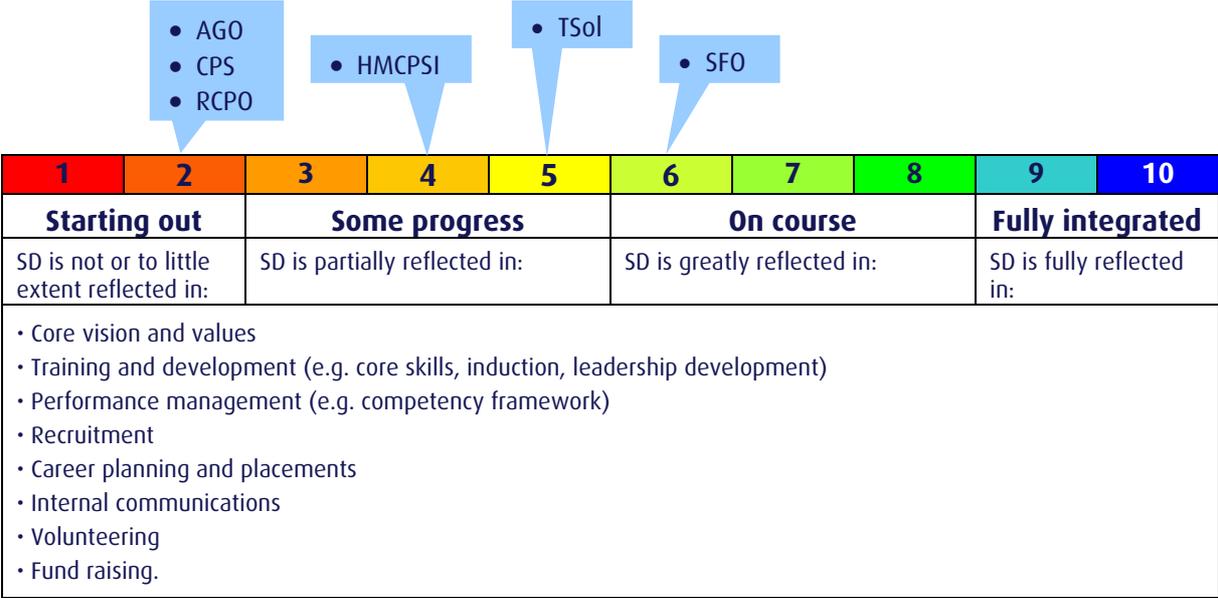
Her Majesty’s Crown Prosecution Service Inspectorate (Level 6: “On Course”) – We have been doing much work in this area, much more than some but less than full. There is an appetite and the support for further integration over the coming months.

Revenue and Customs Prosecutions Office (Level 5: “Some Progress”) – As a new organisation RCPO has been drafting new policies across all areas of its business. Where appropriate these have considered SD issues. The RCPO plays a role alongside the other LODs ensuring that best practice is shared and that policies are aligned.

Serious Fraud Office (Level 7: “On Course”) – We are generally on course to meet this target. Where policies aren’t in place, we follow best practice.

The Treasury Solicitor’s Department (Level 5: “Some Progress”) – TSoL is looking to align SD procurement policy with CPS and HMCE.

People



The Law Officers’ Department’s response:

Attorney General’s Office (Level 2: “Starting Out”) – We are including SD objectives in our business plans and SD issues were included in the guide to our new building. We will be conducting a staff awareness campaign.

Crown Prosecution Service (Level 2: “Starting Out”) – We have awareness in key areas but need to embed in wider practices within the Department.

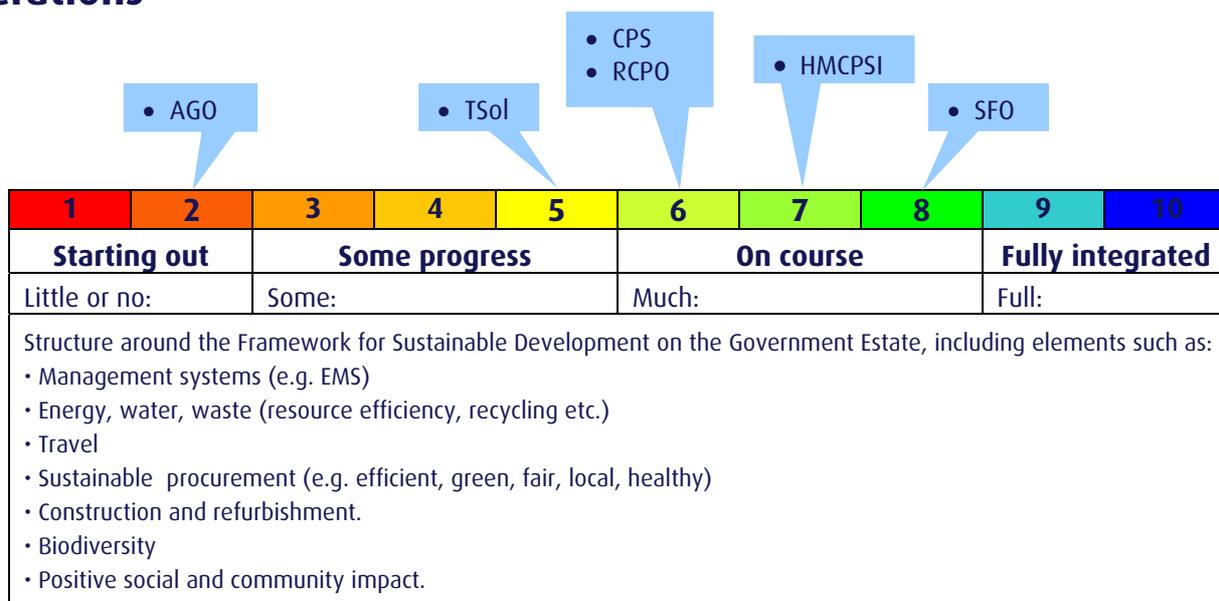
Her Majesty’s Crown Prosecution Service Inspectorate (Level 4: “Some Progress”) – Within the Inspectorate Sustainable Development is commonly thought of as being about recycling and energy efficiency and that most staff are not really involved. . It does feature in this year’s business plan, for the first time, it does make up a key competency when recruiting and is commonly found referenced in internal communications. However, there is no support for volunteering and fund raising.

Revenue and Customs Prosecutions Office (Level 2: “Starting Out”) – We are now considering how SD issues can be better communicated to our staff. This work will commence in early 2007/08 when a survey will baseline staffs understanding of the departments and the governments SD commitments. This understanding will be improved year on year through articles in our in house magazine and through designated SD areas in our internal intranet.

Serious Fraud Office (Level 6: “On Course”) – Being a small office, a lot of our internal communications are informal. We do have a regular section on SD in our monthly Director’s Bulletin, SD is considered in our staff survey, and we have several individuals throughout the organisation who take an interest in SD and volunteer for SD-related activities.

The Treasury Solicitor’s Department (Level 5: “Some Progress”) – TSol has included SD business objectives in the 07/08 Business Plan. Key procurement staff have attended training courses. An SD working group has been set up, involving staff with genuine SD interest. The group has identified Key initiatives.

Operations



The Law Officers' Department's response:

Attorney General's Office (Level 2: "Starting Out") – We are developing a database to keep records of data re waste, energy, water, travel for our new building. Our refurbishment embraced SD principles including materials from sustainable sources. MFDs to replace old office equipment and the provision of a cycle rack. We are considering linking up with a local charity or school to forge links with the local community.

Crown Prosecution Service (Level 6: "On Course") – Our SDAP reflects the SOGE Targets; We have a large percentage of Renewable energy. We have reviewed our data processes in collecting data on Water, waste and Travel. Our procurement and contract procedures are more sustainable. We have a standard specification for our premises and business case processes. Our Annual report reflects our community impact.

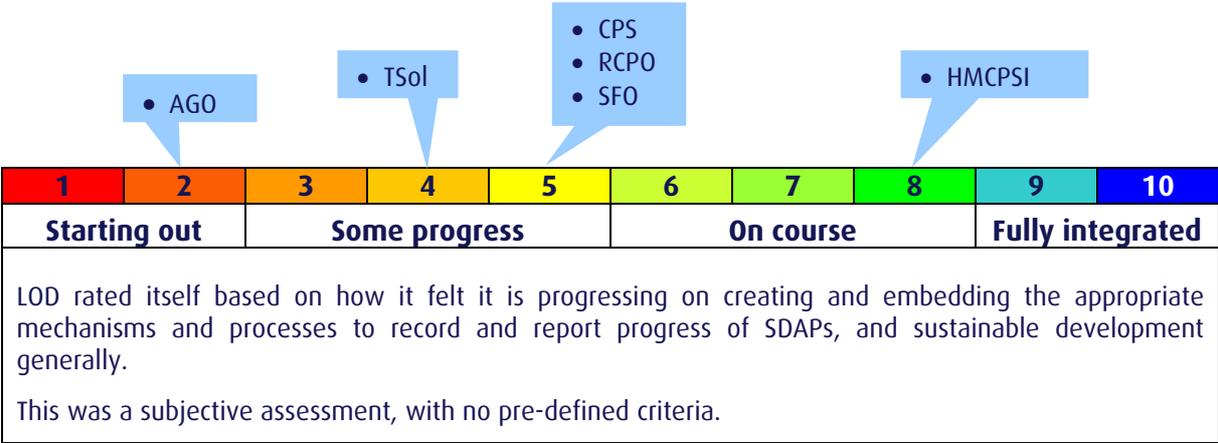
Her Majesty's Crown Prosecution Service Inspectorate (Level 7: "On Course") – Implementing ISO 14001 is an objective in this years business plan, resource efficiency and recycling are common topics in internal communications and process are put in place to make these easier and more effective. Greener travel is also an objective for the coming year as we hope to build upon the progress of past years. Sustainable procurement is becoming more and more embedded with the organisation as more staff undergo training in it. Biodiversity, construction and refurbishment are not applicable to us, but we could do more to provide a positive social and community impact, but are limited by resources.

Revenue and Customs Prosecutions Office (Level 6: "On Course") – Overall the RCPO has very little scope in this area as we are not responsible for managing estate. In the areas where we are able to exercise control such as procurement, refurbishment and travel we have made good progress. Little work however has been taken forward so far in relation to our social and community impacts, but this area will be tackled in 07/08.

Serious Fraud Office (Level 8: "On Course") – We have in-house management systems and record all our energy, waste and water figures. We also recycle all our paper and collect other recyclable waste. SD is taken into account in all our refurbishments and new builds.

The Treasury Solicitor's Department (Level 5: "Some Progress") – We are looking to adopt an EMS model based on CPS method. Data for waste, energy and water is collated on a monthly basis and analysed. SD requirements are included in contract with suppliers.

Governance, Monitoring and Reporting



The Law Officers’ Department’s response:

Attorney General’s Office (Level 2: “Starting Out”) – The Director of Policy and Administration chairs the LOD Steering Group. We are developing systems to record and report progress.

Crown Prosecution Service (Level 5: “On Course”) – There is greater interaction between internal elements of the department; CPU, FMBC, P&CS and IT. We are a pilot member in the OGCs Property benchmarking scheme. We support the LOD SD Steering Group that our Finance director regularly attends. We are also members of OGCs Energy forum.

Her Majesty’s Crown Prosecution Service Inspectorate (Level 8: “On Course”) – The SDAP has reporting deadlines built into it, and we now record far more information than in any previous year. Our data is not yet externally verified but this one of the developments we hope to implement over the next twelve months.

Revenue and Customs Prosecutions Office (Level 5: “On Course”) – RCPO has developed reporting mechanisms for the areas that it has direct control over. Many of the areas that we are required to report on (T&S claims) are still administered by HMRS and figures are not yet separately identifiable and are therefore included in HMRCs return. Work still needs to be taken forward during 07/08 in order to disentangle RCPOs data from that of HMRC.

Serious Fraud Office (Level 5: “Some Progress”) – We are generally developing healthy mechanisms to achieve sustainable development. However, being a very small department we are sometimes struggling to create new mechanisms and processes every time new targets are imposed and new reporting formats required.

The Treasury Solicitor’s Department (Level 4: “Some Progress”) – We are introducing processes to record and report progress.

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*¹²) 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, the six LOD departments identified the level they had reached, and provided information in support of this self-assessment.

¹² *Procuring the Future*, The Sustainable Procurement Task Force National Action Plan. Defra, June 2006.

People

Not met Level 1	Level 1	Level 2	Level 3	Level 4	Level 5
-	Foundation	Embed	Practice	Enhance	Lead
Not met the criteria for Level 1.	<p>Sustainable procurement champion identified. Key procurement staff have received basic training in sustainable procurement principles.</p> <p>Sustainable procurement is included as part of a key employee induction programme.</p>	<p>All procurement staff have received basic training in sustainable procurement principles. Key staff have received advanced training on sustainable procurement principles.</p>	<p>Targeted refresher training on latest sustainable procurement principles. Performance objectives and appraisal include sustainable procurement factors. Simple incentive programme in place.</p>	<p>Sustainable procurement included in competencies and selection criteria. Sustainable procurement is included as part of employee induction programme.</p>	<p>Achievements are publicised and used to attract procurement professionals. Internal and external awards are received for achievements. Focus is on benefits achieved. Good practice shared with other organisations.</p>

- HMCPSI
- AGO
- CPS
- RCPO
- TSol
- SFO

The Law Officers’ Department’s response:

Attorney General’s Office (Level 2: “Embed”) – We have a small procurement team and it is the same team which reports on SD issues, so SP is embedded in the team.

Crown Prosecution Service (Level 2/3: “Embed”) – Sustainable Procurement champion has been identified, terms of reference drafted and agreed for this role; key procurement staff have received SD and SP training through the CPS as well as through the attendance of various OGC/Defra workshops and events arranged around this topic and the SD Gov Action plan. Training is in the organisational phase for Senior CPS staff and LOD colleagues with regards to SD in general and SP principles. Performance appraisals are being updated with specific SP targets. Specific sustainable objectives have been drafted and are being communicated and agreed with staff members. Past and current good practice has been shared with other departments at a recent Prime Ministers Delivery Units/ Defra workshop. A key procurement member of staff is being seconded to the EU Commission DG Environment SD and integration directorate to work on embedding the use of environmental criteria amongst procurers and promoting of sustainable products and consumption products- best practice and lessons learned will be disseminated to CPS and LOD key procurement colleagues.

Her Majesty’s Crown Prosecution Service Inspectorate (Level 1/2: “Foundation”) – Sustainable procurement champion identified and basic training undertaken, although there have been no new staff they would undergo instruction in sustainable procurement. Those members of staff who require further training have been identified and it is hoped relevant training can be found within the new financial year.

Revenue and Customs Prosecutions Office (Level 2: “Embed”) – As a small department all procurement activity is handled by a very small team, 2-3 staff. These staff also work in the team that manages and monitors the departments SD performance. Therefore by default, the need to consider and champion DS issues is being carried forward. Staff outside of the team do not have responsibility for procurement, therefore our general induction events do not need to cover this topic. Staff in the team have not received specific SD training as they are well aware of the principles through their work leading on SD more widely. Procurement targets and performance measures in relation to SD have not been established.

Serious Fraud Office (Level 3: “Practice”) – All procurement staff have received basic training on Sustainable Procurement principles and aware that almost all OGC contracts take account of Sustainable Development targets.

The Treasury Solicitor’s Department (Level 2: “Embed”) – Procurement staff have received basic training. Key staff have received advanced training.

Policy, Strategy and Communications

Not met Level 1	Level 1	Level 2	Level 3	Level 4	Level 5
-	Foundation	Embed	Practice	Enhance	Lead
Not met the criteria for Level 1.	<ul style="list-style-type: none"> • AGO • HMPCSI • RCPO <p>Agree overarching sustainability objectives. Simple sustainable procurement policy in place endorsed by CEO. Communicate to staff and key suppliers.</p>	<ul style="list-style-type: none"> • CPS • TSol <p>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>	<ul style="list-style-type: none"> • SFO <p>Augment the sustainable procurement policy into a strategy covering risk, process integration, marketing, supplier engagement, measurement and a review process. Strategy endorsed by CEO.</p>	<p>Review and enhance the sustainable procurement strategy, in particular recognising the potential of new technologies. Try to link strategy to EMS and include in overall corporate strategy.</p>	<p>Strategy is: reviewed regularly, externally scrutinised and directly linked to organisations' EMS. The Sustainable Procurement strategy recognised by political leaders, is communicated widely. A detailed review is undertaken to determine future priorities and a new strategy is produced beyond this framework.</p>

The Law Officers' Department's response:

Attorney General's Office (Level 1: "Foundation") – Now we have moved we will be reviewing all current contracts and an initial step will be to outline a SP strategy to measure current contracts against.

Crown Prosecution Service (Level 2/3: "Embed") – A simple SP strategy and environmental policy have been published on the CPS website and communicated to staff and suppliers alike. This strategy has senior management buy-in and endorsement. The CPS is in the process of drafting its Procurement strategy for 2007/2010 and SP is an area that features prominently within it, as are social considerations. Reference is made to the overarching UK Gov SPAP. The embedding of this new strategy is in the planning phase and will follow a consultation process with key internal and external stakeholders.

Her Majesty's Crown Prosecution Service Inspectorate (Level 1: "Foundation") – Our Key objectives have been identified and relevant suppliers contacted. A simple policy has been drawn up although this is yet to go before the Chief Inspector for endorsement. Sustainable procurement is part of the Inspectorate's SD strategy and this is being communicated to staff through internal newsletters.

Revenue and Customs Prosecutions Office (Level 1: "Foundation") – Departments Procurement Policy covers SD issues and it has been published to all staff. Further work needs to be undertaken to engage with key suppliers. However, this is often difficult as the RCPO is not the lead owner of many contracts.

Serious Fraud Office (Level 3: "Practice") – Sustainability is a central part of our Procurement Policy as advertised on our Intranet and is fully endorsed by the management board.

The Treasury Solicitor's Department (Level 2: "Embed") – SD objectives included in 07/08 Business Plan. Risk and measurement will be carried out as part of our corporate government arrangements.

Procurement Process

Not met Level 1	Level 1	Level 2	Level 3	Level 4	Level 5
-	Foundation	Embed	Practice	Enhance	Lead
Not met the criteria for Level 1.	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.	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.	All contracts are assessed for general sustainability risks and management actions identified. Risks managed throughout all stages of the procurement process. Targets to improve sustainability are agreed with key suppliers.	Detailed sustainability risks assessed for high impact contracts. Project/contract sustainability governance is in place. A life-cycle approach to cost/impact assessment is applied.	Life-cycle analysis has been undertaken for key commodity areas. Sustainability Key Performance Indicators agreed with key suppliers. Progress is rewarded or penalised based on performance. Barriers to sustainable procurement have been removed. Best practice shared with other organisations.

- HMCPSP
- RCPO

- AGO
- TSol

- CPS
- SFO

The Law Officers’ Department’s response:

Attorney General’s Office (Level 2: “Embed”) – We have ensured that new contracts embrace general sustainability criteria, Contracts are awarded on the basis of value for money not lowest price.

Crown Prosecution Service (Level 3/4: “Practice”) – The CPs conducts expenditure analysis on a regular basis and sustainability issues are assessed at all stages of the procurement life cycle. Key contracts include sustainability clauses and criteria; procurers use Quick wins ; sustainability issues are discussed at contract management meetings with key suppliers; CPs contracts are always as a policy awarded on the basis for value for money not price alone; contracts are assessed for risks.

Her Majesty’s Crown Prosecution Service Inspectorate (Level 1: “Foundation”) – Quick wins have been adopted and key areas of expenditure and suppliers have been identified. All new contracts are considered on the basis of value for money and their sustainable impact. A lack of training has hindered progress in developing whole-life-cost analysis techniques, but it is hoped this will be rectified in the new financial year.

Revenue and Customs Prosecutions Office (Level 1: “Foundation”) – Almost all paper products are recycled. Any new key contracts that the department is the lead on will include sustainable development criteria. Evaluation criteria will include sustainably. The department does not expect to agree any new key contracts during 07/08 that it is the lead department on.

Serious Fraud Office (Level 3: “Practice”) – The vast majority of our contracts are let via OGC framework agreements, which are assessed for general sustainability risks. Risks managed throughout all stages of the procurement process. Targets to improve sustainability are agreed with key suppliers.

The Treasury Solicitor’s Department (Level 2: “Embed”) – Contracts include general SD criteria and are awarded on the basis of value for money.

Engaging Suppliers



Not met Level 1	Level 1	Level 2	Level 3	Level 4	Level 5
-	Foundation	Embed	Practice	Enhance	Lead
Not met the criteria for Level 1.	Key supplier spend analysis undertaken and high sustainability impact suppliers identified. Key suppliers targeted for engagement and views on procurement policy sought.	Detailed supplier spend analysis undertaken. General programme of supplier engagement initiated, with senior manager involvement.	Targeted supplier engagement programme in place, promoting continual sustainability improvement. Two way communication between procurer and supplier exists with incentives. Supply chains for key spend areas have been mapped.	Key suppliers targeted for intensive development. Sustainability audits and supply chain improvement programmes in place. Achievements are formally recorded. CEO involved in the supplier engagement programme.	Suppliers recognised as essential to delivery of organisations' sustainable procurement strategy. CEO engages with suppliers. Best practice shared with other/peer organisations. Suppliers recognise they must continually improve their sustainability profile to keep the client's business.

The Law Officers' Department's response:

Attorney General's Office (Level 2: "Embed") – Wherever possible, we aim to call off suppliers and service providers from the OGCbs framework to ensure that firms embrace SD principles. Where a contract is outside the framework we ensure that the firm/product is acceptable in terms of SD.

Crown Prosecution Service (Level 2/3: "Embed") – The CPS conducts regular expenditure analysis and works with key suppliers to embed sustainability principles and ensures that agreed sustainability KPI are adhered to. Sustainability issues are part of contract management meetings/discussions with suppliers.

Her Majesty's Crown Prosecution Service Inspectorate (Level 1: "Foundation") – We have contacted key suppliers in relation to our priority spend areas and are working with them to improve performance as well as working on our own internal policies that drive demand to see how we can reduce needs for non sustainable resources. Many of our key suppliers were responsive to our needs as they are also suppliers to other government offices and other major companies and through market pressure were already implementing many of the changes in their supply lines that we required.

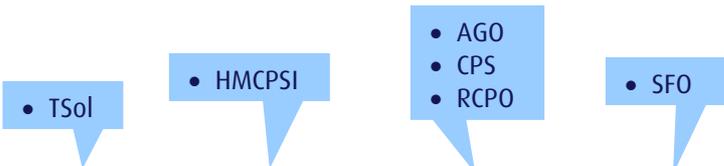
Revenue and Customs Prosecutions Office (Level 1: “Foundation”) – Stationery suppliers and refurbishment contractors are aware of the need to offer sustainable solutions to our procurement needs. Again the department is not the lead authority on any key contracts. However, we will benefit from the negotiations undertaken by other departments (OGC and HMRC) when entering into collaboration agreements.

Serious Fraud Office (Level 3: “Practice”) – The vast majority of our contracts are let via OGC framework agreements which have targeted supplier engagement programmes in place, promoting continual sustainability improvement. OGC ensures two-way communication between procurer and supplier exists with incentives. Supply chains for key spend areas have been mapped.

The Treasury Solicitor’s Department (Level 1: “Foundation”) – Some progress made on this, but we are working towards widening the scope.

Measurements and Results

Not met Level 1	Level 1	Level 2	Level 3	Level 4	Level 5
-	Foundation	Embed	Practice	Enhance	Lead
Not met the criteria for Level 1.	Key sustainability impacts of procurement activity have been identified.	Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken. Measures implemented to manage the identified high risk impact areas.	Sustainability measures refined from general departmental measures to include individual procurers and are linked to development objectives.	Measures are integrated into a balanced score card approach reflecting both input and output. Comparison is made with peer organisations. Benefit statements have been produced.	Measures used to drive organisational sustainable development strategy direction. Progress formally benchmarked with peer organisations. Benefits from sustainable procurement are clearly evidenced. Independent audit reports available in the public domain.



The Law Officers’ Department’s response:

Attorney General’s Office (Level 2: “Embed”) – We are at contract review stage and this exercise will engender a score card approach, but we are not there yet.

Crown Prosecution Service (Level 2: “Embed”) – To date key sustainability impacts of procurement have been identified but a full impact assessment has not yet been carried out. This planned for the future as the CPs has only just recently concluded an equalities impact assessment of its procurement function. And needs to urgently embed the recommendations of that review. Once embedded we will move towards carrying out a full sustainability impact assessment of our procurement function.

Her Majesty’s Crown Prosecution Service Inspectorate (Level 1: “Foundation”) – The sustainable procurement policy at HMCPsi includes all expenditure within our control. Being a small office with under 50 staff, our procurement needs aren't great, but it has meant that to bring in new policy and make changes to the old process has not been particularly difficult. Our greatest obstacle has been the lack of capacity to devote serious amounts of time and energy into detailed analysis.

Revenue and Customs Prosecutions Office (Level 2: “Embed”) – Main areas are paper products and furniture. All suppliers and procurements in these areas adhere to SD policies and best practice.

Serious Fraud Office (Level 3: “Practice”) – Due to our size sustainability impacts are limited. Wherever cost effective we minimise the impact on the environment of our procurement as a matter of best practice. The OGC contracts contain a requirement on the supplier to maintain management information in respect of sustainability issues on our behalf.

The Treasury Solicitor’s Department (Level 1: “Foundation”) – We are not currently at this stage.

3 TAKING STOCK

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

AGO: Leadership and organisational arrangements, including a new building.

CPS: We received a low assessment in the latest SDIG Report. This has led to more senior involvement at Board level. The setting up of the LOD SD Steering Group headed by an SCS member of which we provide the Secretariat. Internal groups involvement e.g. FMBC.

HMCPsi: Leadership, organisational arrangements, policies.

RCPO: As a new department the RCPO has been able to benefit from establishing a number of shared service and shared contract agreements. From day one we have also been able to ensure that procurement activity and refurbishment projects met the required environmental targets.

SFO: We are a comparatively small department with approximately 450 staff. As such, it is relatively easy for us to collect and interpret data and to be aware of any sustainability issues around the office. We work closely with our colleagues in other departments and can share information quickly and effectively.

TSol: Leadership and organisational arrangements are currently helping us to identify how we deliver our SDAP.

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

AGO: Capacity, policies, organisational arrangements.

CPS: Resources both Staff and Funds. Our Culture, Senior Management focus on Core Business and internal change process. (Review/change).

HMCPsi: culture, funding, capacity

RCPO: as a small dept a disproportionate amount of effort is required to capture all of the required data eg taxi mileage. Still being tied into HMRCs systems also means that is often difficult or impossible to extract RCPO specific data, which means that our figures are often included within HMRCs reporting streams.

SFO: Because we are such a small department, it is difficult for us to make drastic changes to our estate that would be cost-effective. Because our overall impact on the environment is so small, there are not many economies-of-scale savings and energy efficiencies to be had.

TSol: The biggest hindrance relates mainly to capacity, as we are a small organisation.

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).

AGO: None.

CPS: We are a non policy making Department. In regards to Internal operating Procedures our data bases have been improving.

HMCPsi: electricity, gas and water usage, waste and recycling arisings, car, train and plane travel. Key supplier's EMSs,

SFO: We maintain data on our energy and water usage and our waste, which we are trying to minimise so as to minimise any negative impact on the environment. Again, because we are so small the sustainable development impact of our policies is restricted and there is only limited scope for cost-effective impact data management.

RCPO: None.

TSol: We do not currently carry out Impact Assessments.

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

CPS: None only date changes.

TSol: We have moved further forward with policy and guidance for procurement processes.

RCPO, HMCPsi, SFO, AGO: None.

4 PROGRESS AGAINST ACTIONS

The tables that follow report LOD'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, LOD 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*.¹³ These are:

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

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

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

¹³ *Securing the Future – Delivering the UK Sustainable Development Strategy*, HM Government, March 2005.

Law Officers' Department's self-assessment of progress towards SDAP actions

The six LOD departments reported progress separately. For ease of reference, the SDC compiled the reports into a single table (below).

Key to LOD departments: AGO = Attorney General's Office; CPS = Crown Prosecution Service; HMCPSP = Her Majesty's Crown Prosecution Service Inspectorate; RCPO = Revenue and Customs Prosecutions Office; SFO = Serious Fraud Office; TSol = Treasury Solicitor's Department.

A	B	C	D	E	F	G	H	I
Ref	Action	LOD body	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
1	Continue the move to renewable energy. Liaise with all current contractors/suppliers to indicate need to have renewable energy supplied. Establish where each LOD member was at 31 March 2006. Members to report at the end of September 2006 and March 2007 of	AGO		Recoverable	EDF invoices	Yes		We have very recently moved and the current energy supply is non-renewable. We intend to move towards renewable energy as part of our review of current contracts
		CPS	TD	On target	BRE energy Return, British Gas Reports, EDG Reports,	Yes	3	The CPS is continually moving its accounts to renewable sources.
		HMCPSP	Head of Sustainable Development	Complete	Bill, notification letters of a change of tariff.	Yes	3	March '06 – 0% September '06 – 50% March '07 – 100%
		RCPO	N/A	N/A	N/A			RCPO is a minor occupier of the HMRC estate. All estates actions and targets relating to the space and facilities RCPO utilises are covered under HMRC's SD action plan and reporting.
		SFO	FM/Commercial	Complete	Yes	Yes	4	

A	B	C	D	E	F	G	H	I
Ref	Action	LOD body	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	any increase in supply.	TSol		Complete	We have moved to a BREAMM assessed building of very good.	Yes	3	We source 100% CHP energy via our Landlord.

A	B	C	D	E	F	G	H	I
Ref	Action	LOD body	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
2	Consider the potential benefits to be implemented from the Carbon Trust Survey report (of 3 CPS buildings) across the whole of the LOD. Issue reports to each member by the end of July 2006. To record take up of report's recommendations and report position by 31 October 2006 and March 2007.	AGO						[No response]
		CPS	TD	Recoverable	Emails sent to Area Green Groups.	Yes	2	Integration of the requirements of the reports is a slow process but it is still moving in the right direction. These reports and our progress has been audited and the Carbon Trust are satisfied with our actions. We expect our GGAP (Green Group Advisory Panel) to progress this action.
		HMCPsi	Head of Sustainable Development	On target	Internal magazines and publicity campaign material	Yes	3	Where possible appropriate targets have already been met, but work to align HMCPsi with the relevant recommendations continues.
		RCPO	N/A	N/A	N/A			RCPO is a minor occupier of the HMRC estate. All estates actions and targets relating to the space and facilities RCPO utilises are covered under HMRC's SD action plan and reporting.
		SFO	FM	On target				Report under consideration; early indication is that we are already doing a lot of this.

A	B	C	D	E	F	G	H	I
Ref	Action	LOD body	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
		TSol		On target	We have moved to a BREAMM assessed building of very good. We are currently considering the taking forward CPS Carbon Trust survey report recommendations.		3	We source 100% CHP energy via our Landlord, which is low in Carbon Emissions.
3	All new office equipment to meet latest energy efficiency levels. Each member to report initially on their position by November 2006. With further reporting by March 2007.	AGO		Complete	Relevant documentation (order form, invoices)	Yes	2	Took opportunity of moving offices to replace old equipment with MFDs, thereby considerably reducing our office machinery.
		CPS	BIS/P&CS	On target	Screen Refresh will have been completed by the end of May 07. Procurement is giving guidance to procurers as part of the SPTF Action plan	Yes, Screens on view in office,	2	There is to be a printer refresh in the department next year.

A	B	C	D	E	F	G	H	I
Ref	Action	LOD body	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
		HMCPST	Head of Sustainable Development	Complete	The new office equipment	Yes	2	All requested equipment is assessed against Defra Quick Wins specifications to ensure compliance.
		RCPO	Head of Corporate Services	On target	New lighting in place	Yes		RCPO target: To upgrade lighting in the London office from Cat 2 to more efficient Cat 3.
		SFO	FM/IST	Complete		Yes	4	
		TSol		On target	Finance and procurement have provided quick wins guidance to IT and FM procurement staff.		3	We are now procuring equipment, which meets energy efficiency guidance.

A	B	C	D	E	F	G	H	I	
Ref	Action	LOD body	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments	
4	Ensure CHP is considered when refurbishing plant, also the use of wind turbines. All business cases to include this consideration. Business case proforma to include this by March 2007.	AGO		Recoverable			2	We have recently moved and will be considering CHP installation as part of our review of current contracts	
		CPS	TD	Recoverable	Business case proforma will be available in due course.	Yes	1	CHP awareness is in place for acquisitions/replacement plant. And will be included in 07/08 business case proforma.	
		HMCPsi		N/A				CHP is not appropriate for our building and would carry a cost that is far higher than any potential benefit we would receive within the next five years that we are based here.	
		RCPO	N/A	N/A	N/A			RCPO is a minor occupier of the HMRC estate. All estates actions and targets relating to the space and facilities RCPO utilises are covered under HMRC's SD action plan and reporting.	
		SFO	Commercial	Complete				1	
		TSol		Complete	We have moved to a BREAMM assessed building of very good.			2	We source 100% CHP energy via our Landlord.

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Ref	Action	LOD body	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
5	Ensure Estate strategy takes on board the Code for sustainable buildings and the new building regulations. Estate Strategy to be amended by 31 December 2006.	AGO		Complete	Contractors documentation	Yes	3	Almost all the materials from our refurbishment are from renewable sources
		CPS	CPU	Recoverable		FM/MA contract	2	Our MA/FM contractors should assist us in meeting this requirement.
		HMCPISI	Head of Sustainable Development	Recoverable	Estate Strategy	Yes	2	The HMCPISI Estate Strategy has developed organically as "to do" document in response to changes in staff over the last 3-4 years, it is also regularly added to as a font of codes and regulations.
		RCPO	N/A	N/A	N/A			RCPO is a minor occupier of the HMRC estate. All estates actions and targets relating to the space and facilities RCPO utilises are covered under HMRC's SD action plan and reporting.
		SFO	Commercial	Complete			2	
		TSol		N/A				

A	B	C	D	E	F	G	H	I
Ref	Action	LOD body	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
6	Establish mileage/emissions from all Departmental vehicles including couriers, hire cars, grey fleet, van and car fleet to establish baseline data at 31 March 2006 (where possible).	AGO		Recoverable			2	We are developing a database to record travel, water, waste and energy information
		CPS	TD	Complete	Finance Documentation	Yes	2	Data available in finance documentation and from supplier. ND Couriers not recorded at present but may be available in the future.
		HMCPSI	Head of Sustainable Development	Complete	Estimated figure for 05/06 based upon SDC guidance.	Yes	3	We have a figure for the grey fleet, but it is not possible or not applicable to have figures for other vehicles. It is likely that the figures for 07/08 will be recorded in a different way and therefore will be more accurate as the T&S form is being reviewed.
		RCPO	Head of Corporate Services	On target	RCPO target: Mileage resulting from RCPO's hire car usage to be recorded. Evidence: Hire car invoices	Yes	4	In line with the Government's shared services agenda RCPO continues to utilise many of HMRC's contracts and IT systems (including online T&S claims). Data relating to couriers and grey fleet is included within HMRC's data as it can not be separately identified. RCPO does not have any fleet vehicles.
		SFO	FM	On target	Yes	Yes	3	No own fleet; new hire car supplier will provide mileage data. Courier data not currently available.

A	B	C	D	E	F	G	H	I
Ref	Action	LOD body	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
		TSol		Behind target	We have no fleet vehicles. No formal data recording currently set up for grey fleet and courier mileage.		1	We are currently looking to see how we can improve these processes.

A	B	C	D	E	F	G	H	I	
Ref	Action	LOD body	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments	
7	Continue to record air travel, extend to include rail travel by 31 December 2006.	AGO		Complete (air) Recoverable (rail)	Record of air miles	Yes	2	We are developing a database to record travel, water, waste and energy information.	
		CPS	TD	On target (Air) Behind target (Rail)	Data available through supplier for air miles but rail info is not available at present	Yes for Air miles No for Rail	2	No process have yet been put in place for rail travel but this is being looked at With our contracts team and HR.	
		HMCPsi	Head of Sustainable Development	Behind target				3	The current T&S form does not allow for this data to be properly extrapolated, but this is being rectified for 07/08.
		RCPO	Head of Corporate Services	On target	E-mails from individual teams detailing air travel during 2006/07.	Yes	4	Record of air travel mileage recorded. Up until 31st March 2007 RCPO used HMRC's travel booking contract and rail data is not able to be separately extracted for RCPO's bookings. In order to avoid double counting any estimate has been excluded from RCPO's returns. WEF 1st April 2007 the RCPO has entered into a new travel booking contract and the management information available from the supplier means that for 07/08 RCPO's data will be separately recorded.	
		SFO	FM	Complete	Yes	Yes	3		

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Ref	Action	LOD body	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments	
		TSol		On target (Air) Recoverable (Rail)	Air travel recorded by booking contractor. Rail travel recording being looked into with the contractor.		2	We are looking at Rail travel data recording processes.	
8	Support any Central Schemes for offsetting as they become available.	AGO		On target			2	We will support offsetting schemes as they become available	
		CPS	TD	Recoverable	See Action 7.	Yes	2	At present we support GCOF.	
		HMCPsi	Head of Sustainable Development	Behind target				1	HMCPsi is opposed to off-setting as a viable function of sustainable development.
		RCPO	Head of Corporate Services	On target	Payment by DEFRA	Yes		4	Calculation and recording of air travel data means that we are able to support the Government's Air Travel off-set scheme.
		SFO	FM/ Commercial	On target	Yes	Yes		3	
		TSol		Recoverable	We are contributing for air travel usage offsetting.			2	We are contributing for air travel usage offsetting.

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Ref	Action	LOD body	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
9	Raise energy efficiency awareness across the LOD by publishing articles in in-house publications as appropriate, communicating with office managers, reducing temperature	AGO		On target	Staff guidance re move		2	We intend to begin a staff awareness campaign, which will remind staff to use resources responsibly
		CPS	TD	On target – awareness Recoverable – reductions etc.	Copies of Articles including the DPP article in CPS News Building log books.	Yes	2	There is an ongoing series of articles being published. We have set up discussions with our FMs to develop this area through their work.
		HMCPSI	Head of Sustainable Development	Complete	Past in-house newsletters, Greenzine and other publicity material, as well as the recorded data of energy usage for the last 36 months.	Yes	2	

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Ref	Action	LOD body	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	settings and operating times of both heating and air conditioning plant.	RCPO	Head of Corporate Services	Recoverable	RCPO Target: SD articles to be published in in-house newsletter covering aspects of efficiency awareness which RCPO staff can directly contribute towards (e.g travel). Evidence: In-house magazine as available	Yes	3	RCPO is a minor occupier of the HMRC estate. We therefore have no control over temperature settings, operating times of heating, air conditioning and plant. Only one edition of the new RCPO newsletter was published during 06/07 and this was the first edition. An article will be published in the next edition and further information published on a specific area on the Departmental intranet site during 2007/08. An e-mail to all managers has been said in April 07 advising staff to book hire cars that offer greater fuel efficiency. This message will be backed-up in future communications.
		SFO	FM/SD group /Communications	On target	Yes	Yes	2	
		TSol		On target (awareness) Recoverable (reducing temperature settings)	We attend Team Meetings to assess/improve staff awareness.		2	We have produced internal newsletters and have set up an internal working group.
10	Use the Staff	AGO		N/A	N/A			We are a small department and have not carried out a full staff survey

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Ref	Action	LOD body	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	Survey results to increase awareness.	CPS	TD	Recoverable	Area Green groups minutes. GGAP Minutes once group started.	Yes	2	Some areas have taken this on board. See section 9 above.
		HMCPsi	Head of Sustainable Development	On target	Greenzine the new internal staff newsletter regarding sustainable development carries a questionnaire.	Yes	1	
		RCPO	Head of Corporate Services	Recoverable	Draft questions for 2007 Staff Survey cover staff awareness of SD across Government and RCPO. This will set the baseline upon which improvements will be made.	Yes	3	RCPO did not carry out a staff survey in 05/06 Staff survey due with Q due to be issued in May 07.
		SFO	SD group	On target	Yes	Yes	3	
		TSol		Recoverable	We do not currently have any staff survey results.		1	A full staff survey is planned for later this year. SD will be incorporated.
11	Establish waste arising figures for the period 2004/05 or at least as close to period as possible to establish	AGO		Recoverable				Our waste patterns were unpredictable recently due to our move, but plans are now in place to collect this data. We expect our waste to reduce significantly as we have introduced recycling bins to every desk.
		CPS	TD	Behind target/ Recoverable	Data from these areas	Yes	2	We are developing data for waste and hope to report in June 2007.

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Ref	Action	LOD body	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	baseline data by 31 December 2006.	HMCPsi	Head of Sustainable Development	On target	We have a numerical figure for 06/07.	Yes	2	We now record not only the amount but also weight, so will have more precise data for 07/08
		RCPO	N/A	N/A	N/A			RCPO is a minor occupier of the HMRC estate. All estates actions and targets relating to the space and facilities RCPO utilises are covered under HMRC's SD action plan and reporting.
		SFO	FM	Complete	Yes	Yes	3	
		TSol		Recoverable	Waste figures recorded for our BREAMM assessed building effective from May 06.		2	We are looking at reviewing our baselines with the SDC.

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Ref	Action	LOD body	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
12	Establish what % can be recycled from above waste data.	AGO		Recoverable				See 11
		CPS						See action 11. Although we have been recycling paper for some years now. We only have some data at present.
		HMCSI	Head of Sustainable Development	On target	Weekly figures	Yes	2	By weighing the bags then rummaging through and removing any recyclable products and re-weighting the bags we are able to calculate this figure.
		RCPO	Head of Corporate Services	On target	CRISP (Community recycling in Southwark Partnership) are able to mend broken office equipment which would usually be destroyed for redeploying in local community groups.	Yes	3	RCPO target: Identify recycling opportunities in addition to HMRC managed contracts
		SFO	FM	Complete	Yes	Yes	4	Although we aim to maximise the amount of waste that we recycle, we cannot establish % since we don't have total waste data.
		TSol		Complete	Recycled data recorded effective from May 06		3	Recycling services are provided by our Landlord, as part of our service charge arrangements.

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13	Ensure Estate Strategy has the facility to encapsulate biodiversity issues. Estate Strategy to be amended by 31 October 2006.	AGO		N/A	N/A			
		CPS	TD	Complete	See strategy document.	Yes	1	We are office based and We have no areas of SSSIs.
		HMCPsi		N/A				
		RCPO	N/A	N/A	N/A			RCPO is a minor occupier of the HMRC estate. All estates actions and targets relating to the space and facilities RCPO utilises are covered under HMRC's SD action plan and reporting.
		SFO		N/A				Not applicable
		TSol		N/A				
14	Establish baseline water data for period 04/05 or at least as close to period as possible by 30 Nov 2006.	AGO		Complete	Water data	Yes		We are now developing a database to record this information in our new building
		CPS	TD	Behind target	Water Data	Yes	2	We are reviewing our position in this area of data. The position should improve in the near future.
		HMCPsi	Head of Sustainable Development	Complete	Bills and our utilities consumption table onto which we record this data.	Yes	2	
		RCPO	N/A	N/A	N/A			RCPO is a minor occupier of the HMRC estate. All estates actions and targets relating to the space and facilities RCPO utilises are covered under HMRC's SD action plan and reporting.
		SFO	FM	Complete	Yes	Yes	3	

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Ref	Action	LOD body	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments	
		TSol		Recoverable	Water figures recorded for our BREAMM assessed building effective from May 06.		2	We are looking at reviewing our baselines with the SD.	
15	Ensure water consumption is reduced to an average of 3m3 per person/year for all new office builds or major office refurbishments by using best available practices. Estate strategy and business case template to be amended to include this requirement by November 2006.	AGO		Recoverable				See 14. Our new building has more kitchen points and toilets than our previous building, so staff awareness regarding careful use of water will be crucial	
		CPS	TD	Behind target/recoverable	Consumption not reduced to target but strategy amended.	Yes	1	See target 14.	
		HMCPsi		N/A					
		RCPO	N/A	N/A	N/A				RCPO is a minor occupier of the HMRC estate. All estates actions and targets relating to the space and facilities RCPO utilises are covered under HMRC's SD action plan and reporting.
		SFO	FM/ Commercial	Complete	N/A	N/A		1	No new office builds or major office refurbishments;
		TSol		Recoverable	Water figures recorded for our BREAMM assessed building effective from May 06.			2	We are looking at ways of improving our water consumption.

LOD response signed by:

Department	SD Reporting Officer	SD Responsible Officer
AGO	Not signed	Not signed
CPS	Tim Dexter, 28/05/07	Jenny Rowe, Director of Policy & Administration, 11/06/07
HMCPSI	Not signed	Not signed
RCPO	Andrew Dines, 20/04/07	Mark Williams, 20/04/07
SFO	Marek Dalibor, 04/05/07	Steve Grunbaum, 07/05/07
TSol	Jonathan Longley, 28/05/07	Not signed

SDC review and commentary:

Commentary by: Rachel Hurle, Watchdog Team

Peer reviewed by: Claire Monkhouse, Watchdog Team

Authorised by: Tess Gill, SDC Commissioner

Sign-off date: 06/11/07