



**Sustainable**  
Development Commission

## **Department for Culture, Media and Sports**

**Sustainable Development Minister:  
Shaun Woodward MP**

**SDC Assessment**



# Checklist

## Sustainable Development Action Plan

1	Does the plan specify the period of time it will cover?	✓	Majority of targets are for 2006.
2	Does the plan specify which organisations it covers?	✓	
3	Has the organisation articulated what SD means for them?	✓	
4	Does the plan describe the benefits of having an SD approach to the organisation?	✗	The plan does not explicitly refer to the benefits related to taking a sustainable development approach.
5	Does the plan acknowledge the Government's sustainable development goal?	✗	Plan does not explain the Government's aim/goal.
6	Does the plan acknowledge the priorities of <i>Securing the Future</i> ?	✗	The plan does not explain that <i>Securing the Future</i> sets out shared priorities for action.
	Does the plan mention one or more of the priorities of <i>Securing the Future</i> ?	✗	Sustainable communities listed in a diagram as a desired outcome but narrative of the plan does not refer to this.
7	Does the plan identify links to the priorities of <i>Securing the Future</i> ?	✗	Ministerial forward mentions need for strong and healthy communities but no real links are made between sustainable communities and departmental work.
8	Does the plan acknowledge the principles of <i>Securing the Future</i> ?	✓	
	Does the plan mention one or more of the principles of <i>Securing the Future</i> ?	✓	
9	Does the plan identify links to the principles of <i>Securing the Future</i> ?	✓	
10	Have the organisation's relevant executive agencies produced their own plan?	✗	The agency will produce a plan in June 2006.
11	Does the action plan contain a work programme?	✓	
12	Does the plan include actions relating to commitments from the SD strategy?	✓	
13	Does the action plan cover government policy?	✓	
14	Does the action plan cover operations?	✓	
15	Was the plan publicly available by 13th January 2006?	✗	

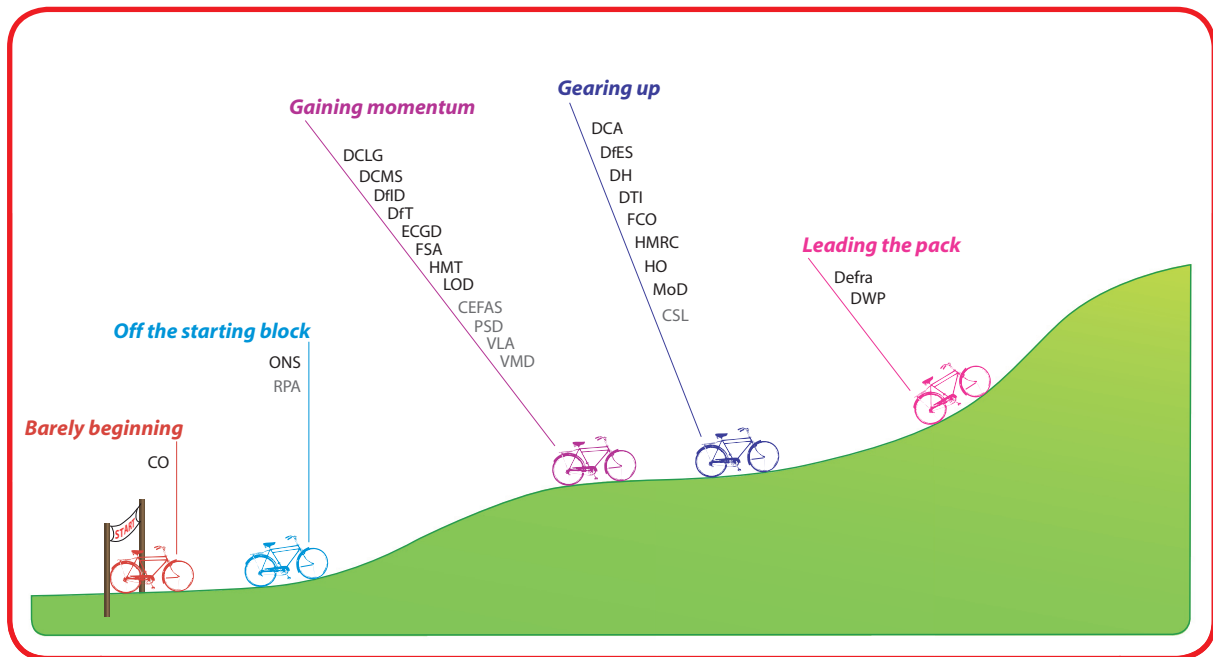
16	Does the plan outline any arrangements for strengthening SD capacity in the organisation?	✓	
17	Does the plan describe the infrastructure in place to deliver the plan?	✓	
18	Does the plan make it clear who signed it off?	✓	
19	Does the plan designate who is accountable for the delivery of the overall plan?	✓	
20	Does the plan explain how the organisation will monitor progress against the plan?	✓	Department is developing a monitoring framework.
21	Does the plan describe how the organisation will report against the plan?	✓	Report will be made on overall progress against SDAP to Board and Ministers.
22	Does the plan describe how it links in to other reporting mechanisms within the organisation? E.g. the annual report	✗	Plan does not explain how the department will report on progress publicly.
23	Does the plan commit to reporting against the plan on a defined regular basis?	✗	Plan does not commit to reporting regularly in the future.

**Senior Accountable Officer:** DCMS Director of Strategy

Status of Plan: Published 28.02.06

**Please note that the SDC rating is based on a competency framework and not straight addition of the scores in the table above. Please see main report for full explanation of the methodology.**

## How is DCMS doing?



### Background

**Background:** the department aims to improve the quality of life for all through cultural and sporting activities, to support the pursuit of excellence and to champion the tourism, creative and leisure industries.

### Context

**Context:** DCMS has produced a prioritised action plan focusing on the three themes identified in their 2004 Sustainable Development Strategy. The department has set up a Sustainable Development Steering Board to ensure the commitments set out in the plan are delivered and to encourage the wider integration of sustainable development across the organisation.

### Coverage

**Coverage:** the SDAP covers the core department only. DCMS's only executive agency – Royal Parks, will produce its own SDAP in 2006.

## Departmental view of Sustainable Development

DCMS sees its links to sustainable development in its role of 'preserving and sustaining the best of the past, for present and future generations to enjoy.' The department sponsors bodies such as English Heritage and The Royal Parks, which have a role to play in highlighting the importance of looking after the environment and the natural world. DCMS also recognise that culture and creativity drive economic

growth and social change, helping to sustain international competitiveness and building strong and healthy local communities. The SDAP however does not explore the role the department can play in providing education to the public on sustainable development, through the public service broadcasting commitment of the BBC.

### Benefits of taking a sustainable development approach

The department does not set out in their plan the benefits of taking a sustainable development approach at a national level, nor the specific benefits a sustainable development

approach will bring to the department itself. It is important that SDAPs make clear how a sustainable development approach supports core business.

## Link to *Securing the Future*

### Guiding Principles

The SDAP sets out the links between the department's core business and strategic priorities and the five guiding principles. The department contributes to *Achieving a Sustainable Economy* (one of the UK's five sustainable development principles), through its work to 'maximise the contribution made by tourism and the creative and leisure industries which together make up some 13.5% of the economy.' The SDAP also highlights the department's contribution to *Ensuring a Strong, Healthy and Just Society* principle through its PSA 1 which relates to increasing children's involvement in schools sports and PSA 3 which is aimed at increasing adult engagement in sport.

The SDAP explains that several of the department's sponsored bodies 'make a major contribution to wider science issues' and contribute to *Securing the Future's* principle to 'Use Sound Science Responsibly'. The SDAP explains that the Natural History Museum is an international leader in the scientific study of the natural world and 'along with other

UK plant diversity organisations, its scientists collaborate increasingly with scientists in China, sharing experiences and exchanging views on the application of science to the conservation of plant diversity.' However, the SDAP does not explain how the department intends to use scientific studies and knowledge or how they will monitor this responsibility.

### Shared priorities for UK action

The action plan does not acknowledge the four shared priorities for immediate UK action despite the SDAP acknowledging the role the department can play in creating sustainable communities. This is particularly evident in the department's Five Year Strategy which commits to 'work to maintain a key role for culture and leisure in the implementation of the government's sustainable development strategy and specifically in the Sustainable Communities Action Plan.'<sup>1</sup> In future plans the SDC would expect DCMS to set out clearly how it is contributing to the four priority areas of *Securing the Future* with corresponding actions.

## Policy priorities

To its credit, DCMS has identified several high level objectives as their key policy priorities for their 2006 action plan. These objectives are based on the high level themes identified in the department's 2004 Sustainable Development Strategy. The three themes are:

- 1. Sustainable policy making:** integrating social, economic and environmental factors into policy development,
- 2. Sustainable estate management:** complying with the Framework for Sustainable Development on the Government Estate and
- 3. Sustainable communications:** raising awareness about sustainable development in an attempt to bring about behaviour changes in staff, sponsored bodies and citizens.

The department has also made a commitment to ensure that sustainable development targets and policies are integrated into the Olympics delivery plans. However, the plan does not set out the practical steps the department will take to ensure the Olympic delivery plans are compliant with the sustainable development principles.

The SDAP recognises that the 65 bodies the department sponsors are 'in an excellent position to promote the benefits of sustainable development in an accessible and positive way either because of their strategic role in the sporting and cultural sector or because their facilities are enjoyed and used by the public'. However, the SDAP makes no commitment to making this a core part of their work. The SDC would like to see the department using its NDPBs more actively to contribute to *Securing the Future's* cross-cutting theme of behaviour change.

## Leading by example

DCMS achieved a two star rating out of five in the SDC's 2005 review of government performance against the Framework for Sustainable Development on the Government Estate (SDiG). The operational targets included in the SDAP are based on its operational weaknesses as highlighted in the SDiG report. Their high level operational target identified in the SDAP is to 'increase star rating in Framework for Sustainable Development in the Government Estate from two stars to three, by improving performance in energy, waste and carbon emission categories.'

The department has set itself targets to reduce energy and water use by at least 1% as

well as reducing carbon emissions by at least 1%. However, it is not clear from the plan what key actions the department needs to take to achieve these targets.

DCMS explained in bilateral discussions that the Natural History Museum recently won an Invest to Save bid from HMT of £2.85m for a carbon offsetting project, as well as funding for a grey water scheme for the South Bank. The department explained that they will use the visibility of such projects as a lever to engage the public in sustainable development. The SDC would expect future plans to include actions aimed at showcasing good practice examples.

## Securing the Future commitments

### Departmental commitment

*Securing the Future* sets out commitments on sustainable tourism for which DCMS share the lead with Defra and DTI. The department has included an action in their plan to 'review current published set of tourism indicators to ensure they remain relevant and reflect sustainable tourism priorities' by December 2006. Bilateral discussions revealed that DCMS is working with other government departments to actively encourage sustainable tourism and is involved in setting up cross-governmental mechanisms to promote this. However, the department was unable to provide specific details on the cross government mechanism at the time of the bilateral.

## Policy making

### Sustainable Development "proofing"

The SDAP sets a high level objective to integrate social, economic and environmental factors into all DCMS policy development. The SDAP acknowledges the need to introduce a more robust quality control function to ensure that Impact Assessments becomes an integrated part of policy development across the department.

The department will hold seminars to raise awareness of the Better Regulation agenda and the principles of sustainable development, but does not specify what mechanisms it will need to put in place to ensure all Impact Assessments include an assessment against sustainable development. It was explained in the bilateral that the Better Regulation unit is looking at how to improve RIAs and that this is partly a process issue and partly a need to win hearts and minds. The actions set out in this plan are aimed at raising awareness of sustainable development and ensuring staff

### Cross-government commitments

The SDAP includes actions relating to some relevant areas, but does not set these actions out in the context of contributing to cross-government commitments set out in *Securing the Future*. The department has set actions relating to skills and sustainable development capacity, integrating the five principles into decision-making and sustainable procurement.

### Target setting

The department has set high-level targets, indicating timescales for completion and allocating responsibility for each of the actions. However, it is not always clear what actions the department needs to take to achieve these targets. For example, it is not clear how the department will 're-launch Environmental Champions.'

are aware of the implications of sustainable development on their areas of work.

The SDAP commits to integrating the five guiding principles into policy development and includes an action to 'develop an education programme to increase the implementation of the sustainable development principles throughout the DCMS family'. The plan does not set out the processes that will need to be in place to ensure this happens.

### Sustainable Development skills

The plan does not set out specific targets aimed at increasing sustainable development capacity through skills. It was explained in the bilateral that the department is relying on National School for Government to build up sustainable development skills for senior managers. The SDC would expect to see future plans set out a clear skills programme.

## Achieving Sustainable Development outcomes

### Infrastructure

The department has established a Sustainable Development Steering Board which has responsibility for delivering the action plan. The Board is chaired by the DCMS Sustainable Development Champion who is the DCMS Director of Strategy, and includes representation from heads of division, the Chief Economist, HR, Sustainable Development Policy Manager and the Sustainable Estates Manager. The department's action plan sets out the organisational structures within the department and their relationship to the Sustainable Development Steering Board. The department also has environmental champions in place across the organisation to help integrate sustainable development into the department.

### Engagement

The SDAP commits the department to raising awareness of sustainable development issues, and it includes a high level objective to 'raise awareness about sustainable development and ultimately bring about behaviour changes in staff, sponsored bodies and citizens'. To tackle this commitment, the SDAP includes an action to hold six seminars aimed at raising awareness in the department and develop an education programme to increase the implementation of the sustainable development principles across the DCMS family.

Bilateral discussions revealed that the department aims to use its environmental champions to change behaviours within the organisation.

## Monitoring and reporting

DCMS explained in bilateral discussions that the timeframe of the plan is for 2006 only. The department has set itself a target to devise appropriate monitoring systems to track progress against each of the targets included in the plan.

The department intends to report on progress against the SDAP to Ministers and the DCMS Board by January 2007. The plan does

not set how the department plans to report on progress publicly. It was explained in the bilateral that DCMS is considering reporting on progress in its Annual Report, which will be published at the end of the Financial Year. The SDC would welcome this mainstreaming of sustainable development issues into the department's reporting.











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1 Department for Culture, Media and Sport five Year Plan, *Living Live to the Full*, 2005, page 8

## Strengths to build upon

	<p>Work to integrate the five principles into the department's decision-making, ensuring the departments work to raise awareness of the need to do so, is also supported by the right systems and mechanisms.</p>
	<p>Devise a forward plan for sustainable development capacity building in the department, including a clear sustainable development skills programme.</p>

## Challenges for 2007

	<p>Clearly set out how the department is contributing to the four priority areas of <i>Securing the Future</i> with corresponding actions, particularly to the shared priority on Sustainable Communities, in line with departmental commitments set out in the Five Year strategy.</p>
	<p>Include actions aimed at promoting the benefits of sustainable development in an accessible and positive way' through the use of the department's NDPBs, for example through the public service broadcasting commitment of the BBC.</p>
	<p>Ensure all high-level targets indicate the key actions the department has to take to achieve the high level objectives set out in future plans.</p>
	<p>Showcase good practice examples such as the carbon offsetting project for the Natural History Museum and the grey water scheme for the South Bank.</p>



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