

**sustainable development commission**

**2006 Sustainable Development  
Action Plan  
Progress Report**

**Home Office**  
With SDC Commentary  
**November 2007**

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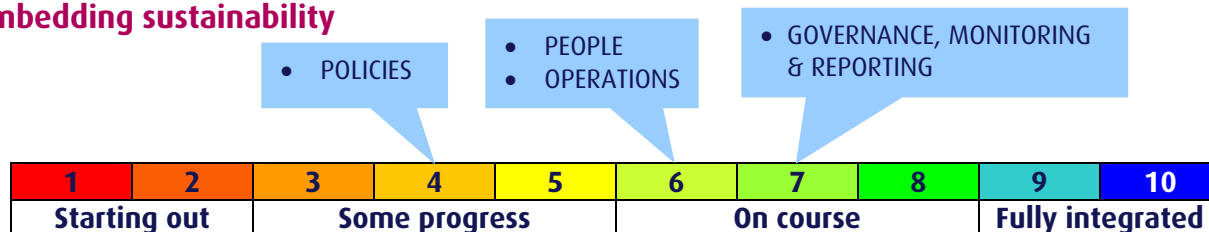
## HOME OFFICE'S SELF-ASSESSMENT SUMMARY

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

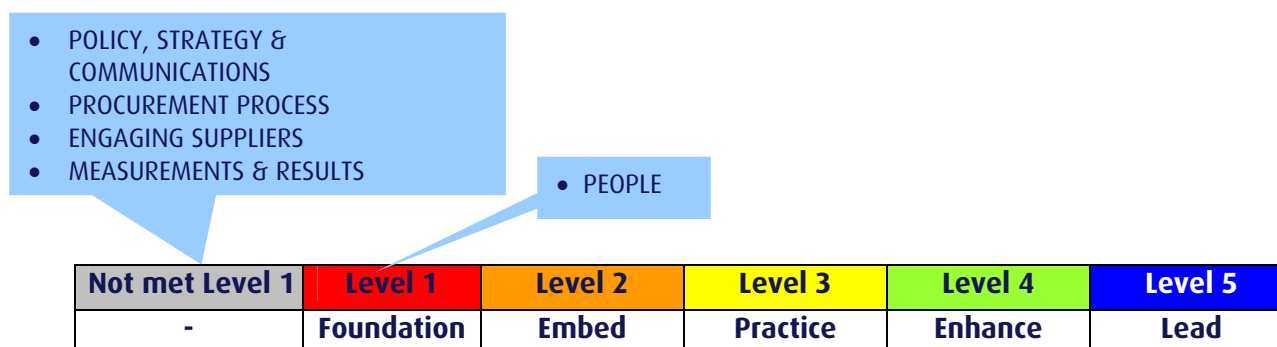
The Home Office (HO) is responsible for creating a safe and secure environment for the public. It leads the national effort to protect the UK from terrorism, crime and anti-social behaviour, and is also responsible for immigration and asylum. The SDAP covers the HO group including the Forensic Science Service and all other Executive Agencies.

**Progress against actions:** 62% of actions were reported as complete or on target.

### Embedding sustainability



### Procurement – Flexible Framework



## SDC'S SUMMARY COMMENTS

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

The Home Office reported fair progress against its SDAP actions. However, poor progress was reported against the procurement Flexible Framework, and on embedding SD into policies, which remains an area of concern.

#### Strengths:

- Good evidence for progress was provided for the majority of actions
- Good awareness of areas for improvement, including increasing EMS coverage.

#### Weaknesses:

- Lack of evidence and commentary against some criteria for measuring progress in the "Embedding sustainability" and "Procurement" sections
- It was not clear how HO had assessed the impact ratings of its actions.

#### Challenges for next year's SDAP progress report:

- Demonstrate how HO has considered and assessed the sustainable development impacts of its policies and activities, and ensure that SD principles are embedded into policy decisions
- Demonstrate progress against the Flexible Framework.

# 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*,<sup>1</sup> 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"<sup>2</sup> (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 Framework<sup>3</sup> 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 Home Office's (HO's) full progress report.<sup>4</sup>

The SDC's commentary evaluates the progress reported by HO, as well as the quality of its self-assessment.<sup>5</sup> 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*.<sup>6</sup>

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<sup>2</sup> 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.

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

<sup>4</sup> Reported progress against: *The Sustainable Development Action Plan (2006-2007)*, HO, September 2006.

<sup>5</sup> Please see SDAP Progress Report methodology paper – [www.sd-commission.org.uk](http://www.sd-commission.org.uk).

<sup>6</sup> *Off the Starting Block*, Sustainable Development Commission, November 2006.

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

# SDC'S COMMENTARY

## Progress against actions

**HO reported fair progress against the actions in its 2006 SDAP.**

- 62% of actions were reported as complete or on target, including the majority of those with high impact ratings (3 and 4)
- HO considered that its actions as a whole made a good contribution to the SD shared priorities
- Evidence was provided against the majority of actions, and was readily available in more than half of instances
- Progress against five actions (all relating to the Prison Service estate) was not reported. As the Prison Service came under the HO until 9 May 2007, the SDC would have expected progress on actions in the 2006 SDAP to have been reported, or for details of any alternative reporting arrangements to have been provided
- Where targets had not been met, HO did not always explain why this was the case, or say how it intended to get progress back on track.

**The SDC is concerned that no progress, or poor progress, was reported against the actions that related to Environmental Management Systems (EMS).<sup>7</sup> EMSs help Departments to manage and monitor the sustainability of their operations, and to measure progress.**

Many of the targets were not SMART,<sup>8</sup> and HO may have found it difficult to report progress against them in some cases. Some actions were reported as being "on target" when the target date had passed. In these cases, the actions should have been assessed as "complete" or "recoverable". **The SDC encourages organisations to set SMART targets in their SDAPs, to enable effective measurement of progress.**

The rationale for impact ratings was not provided for any of the actions. **The SDC would like HO to demonstrate how it is considering the impacts of its actions.**

<sup>7</sup> Actions: Op. 1, 7, 8 and 9.

<sup>8</sup> SMART = Specific, Measurable, Achievable, Realistic and Time-related.

## Embedding sustainability

**HO considered itself to be "on course" for embedding SD into *people, operations and governance, monitoring and reporting*, and had made "some progress" in embedding SD in *policies*. However, the SDC would like to have seen more commentary in relation to the criteria provided in the self-assessment tool.** For example:

- How HO had aligned its policy with *Securing the Future*, and joined up policy goals under the SD umbrella
- How HO had engaged stakeholders and delivery partners
- Whether [and how] SD was included in recruitment, performance management, and career planning
- How HO was tackling its operational performance, and why it considered itself to be "on course" when around half of its actions on operations were reported as behind target
- What governance and monitoring mechanisms were in place for SD reporting, and why HO considered itself to be "on course" in this area, despite reporting "variable" performance.

For *policies*, HO recognised that progress was unsatisfactory in some areas, but did not highlight what had been achieved or planned, or why progress had been slow, for example as a possible result of the split to form MoJ. The SDC hopes to see this rectified in the next SDAP. However good progress reported included:

- Staff were encouraged to take up to 5 days paid leave each year to take part in voluntary work (although the SDC would like to see some mention of the outcome of this measure, and how it contributes to the government's SD agenda)
- Monthly SD articles were published on the intranet, with interactive elements such as competitions, and the SDC hopes HO builds on this with more 'two-way' engagement processes, e.g. lunchtime seminars, department events etc.
- Detailed annual reports on SD produced by the Prison Service (which comprised 80% of HO's estate).

The SDC was pleased that HO recognised some areas for improvement, including:

- Consideration of SD in policy approval processes, although SDC would like to see a more active embedding of SD principles, rather than just consideration
- Capacity building among delivery partners
- Work on EMS to achieve more coverage
- The need to embed SD in the newly focused Home Office objectives.

**The SDC welcomes HO's commitment to the future efforts necessary to build on the progress of the past year.**

## Procurement

**HO reported poor progress on sustainable procurement, having met the "foundation" level of the Flexible Framework in only one of the five themes (*people*).** Progress towards the "foundation" level was reported for the *policy, strategy and communications* and *procurement process* themes. However, HO did not consider it had made any progress towards meeting the criteria for *engaging suppliers* and *measurements and results*, due to a lack of resources. This is disappointing given the Strategy commitment for the UK to be a leader in sustainable procurement in the EU by 2009. **The SDC looks forward to seeing HO tackle this resource issue, in order for it to move forward, as planned, over the coming year.**

**The SDC would like to have seen more detailed explanation** for the slow progress reported. For example, it was not clear from the commentary provided whether:

- sustainable procurement was included as part of the key employee induction programme and ongoing staff development
- expenditure analysis had been undertaken, and key sustainability impacts identified
- key contracts included any sustainability criteria.

Good examples of progress were given in other areas. Namely *people* and *policy, strategy and communications*. For example:

- A sustainable procurement champion was identified
- A sustainable procurement workshop was held to train key senior management staff, and HO was looking at how to provide training to all procurement staff during the 2007/08

- A high level procurement manual incorporating simple sustainable procurement policy was drafted, and was to be posted on intranet. However, the SDC would like to see more explanation of how HO ensures staff will read this document and more explanation of the role of the procurement champion, and how he/she engages other staff
- All contracts were awarded on a value for money basis, not on lowest price.

## Taking stock

HO felt that good communication, and having policies with clear links to SD which were well established and funded, helped engage staff with SD across the departmental family. However, re-organisation and changing priorities within the Department made a consistent approach to SD delivery difficult. HO also reported that improved data gathering mechanisms and capacity would enable it to monitor progress more closely and identify problems at an earlier stage. **The SDC looks forward to seeing how HO plans to address these issues in next year's plan.**

HO reported that it did not hold information regarding the impacts of its policies and activities, such as Regulatory Impact Assessments (RIAs). The SDC feels that it is important that mechanisms for considering such impacts are developed, to help the department ensure the SD effectiveness of all its policies and focus its resources effectively.

## Summing up

**Overall, the SDC concludes that HO reported fair progress against the actions set out in its SDAP. On the whole, good evidence was provided to support the assessment of actions taken, although the SDC would like to see how HO had assessed the impact of its actions.**

HO reported good progress on embedding SD into *people, operations* and *governance, monitoring and reporting*, although the SDC would have liked to have seen more commentary to support the levels selected. Less progress was reported on embedding SD into *policies*, and this remains an area of concern. Progress towards the procurement Flexible Framework was reported to be slow, and resource issues will need to be resolved if the Department is to improve in this area.

**2006 Sustainable Development  
Action Plan Progress Report**

**Home Office's  
Self-Assessment  
13<sup>th</sup> June 2007**

# 1 EMBEDDING SUSTAINABILITY

HO 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, HO 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	

## HO's response

<b>Level: 4</b>	<b>Policies:</b> Some progress	<b>HO's comments in support of this rating:</b>
<p><b>Criteria:</b></p> <ul style="list-style-type: none"> <li>• Some alignment of policy with Government SD Strategy, UK Framework and related guidance</li> <li>• Some joining-up policy goals under the SD umbrella</li> <li>• Some signalling of SD in external partnerships and relationships</li> <li>• Some embedding SD in policy approval processes / Regulatory Impact Assessments (RIAs)</li> <li>• Some effective stakeholder engagement</li> <li>• Some building SD capacity among delivery partners</li> </ul>		<p>In terms of policy alignment and joined up policy goals and stakeholder engagement HO is on course but progress has been less satisfactory on policy approval, capacity building among delivery partners.</p>



<b>Level: 6</b>	<b>People:</b> On course	<b>HO's comments in support of this rating:</b>
<b>Criteria:</b> SD is greatly reflected in: <ul style="list-style-type: none"> <li>• Core vision and values</li> <li>• Training and development (e.g. core skills, induction, leadership development)</li> <li>• Performance management (e.g. competency framework)</li> <li>• Recruitment</li> <li>• Career planning and placements</li> <li>• Internal communications</li> <li>• Volunteering</li> <li>• Fund raising.</li> </ul>		Although there is scope to do more the Department has made a good start in terms of integrating SD into training and development ( it forms part of the Induction pack) and internal communications: SD articles are published monthly on the intranet often including interactive elements, for example competitions, or asking staff to make pledges to reduce their environmental impact. Staff volunteering is well established within the Department and staff are encouraged to take up to 5 days paid leave each year to take part in voluntary work.

<b>Level: 6</b>	<b>Operations:</b> On course	<b>HO's comments in support of this rating:</b>
<b>Criteria:</b> Much structure around the Framework for Sustainable Development on the Government Estate including elements such as: <ul style="list-style-type: none"> <li>• Management systems (e.g. EMS)</li> <li>• Energy, water, waste (resource efficiency, recycling etc.)</li> <li>• Travel</li> <li>• Sustainable procurement (e.g. efficient, green, fair, local, healthy)</li> <li>• Construction and refurbishment.</li> <li>• Biodiversity</li> <li>• Positive social and community impact.</li> </ul>		The Department's performance on the cross-Government targets is on average reasonably good - with much structure around the elements such as biodiversity and positive social and community impact. On areas such construction and refurbishment our performance is satisfactory whereas on EMSs there remains more work to be done in order to achieve greater coverage.

<b>Level: 7</b>	<b>Governance, Monitoring and Reporting:</b> On course	<b>HO's comments in support of this rating:</b>
	<p>HO scored itself based on how it felt it is progressing on creating and embedding the appropriate mechanisms and processes to record and report progress of SDAPs, and sustainable development generally.</p> <p>This was a subjective assessment, with no pre-defined criteria.</p>	<p>Performance is variable. The Prison Service (which was 80% of the Department's estate during the reporting period) has published detailed annual reports on SD for many years. For the main Dept SD has been included within the annual report and as such is space-limited. The HO website includes information about our SD strategy and progress but this is not always up to date. A reform of the HO is currently underway based on a programme of 20 different workstreams. Many of these relate to SD themes and will provide an opportunity to embed SD in the newly focused Home Office objectives.</p>

## 2 PROCUREMENT

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

The Flexible Framework (detailed in *Procuring the Future*<sup>9</sup>) identifies 5 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, HO identified the level it has reached, and provided information in support of this self-assessment.**

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

**HO's response**

PEOPLE	
Level 1: FOUNDATION	
<p><b>Criteria:</b> Sustainable procurement champion identified. Key procurement staff have received basic training in sustainable procurement principles. Sustainable procurement is included as part of a key employee induction programme.</p>	<p><b>HO's comments:</b> We have mainly met the Foundation Level 1 targets. A Sustainable Procurement champion has been identified by the Commercial Director. Within the Directorate key staff at senior management level have received basic training in the principles of sustainable procurement this was achieved by holding a workshop facilitated by the National School of Government. We are looking at how we can provide training on sustainable development to all procurement staff in the core HO during the current financial year to move us towards achieving level 2 of the framework.</p>

POLICY, STRATEGY & COMMUNICATIONS	
Level 0: NOT MET FLEXIBLE FRAMEWORK	
<p><b>Criteria:</b> Agree overarching sustainability objectives. Simple sustainable procurement policy in place endorsed by CEO. Communicate to staff and key suppliers.</p>	<p><b>HO's comments:</b> Nearly achieved Level 1.  A new high level procurement policy manual has been drafted which includes a simple sustainable procurement policy which will be endorsed by the Commercial Director. The policy manual is waiting final approval and will be made available to staff via the intranet site. This would enable us to achieve most of the Level 1 objectives We would then expect to move forward and develop a wider Sustainable Development strategy as required for Level 2.</p>

## PROCUREMENT PROCESS

### Level 0: NOT MET FLEXIBLE FRAMEWORK

**Criteria:**

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

**HO's comments:**

Partially achieved Level 1.

All HO contracts are awarded on a value for money basis and not on lowest price. Staff are aware of Quick Wins which will be made available on the intranet site. HO already buys recycled paper and uses energy efficient lightbulbs in its HQ building. We are only partially meeting the objectives for Level 1 of the procurement flexible framework.

## ENGAGING SUPPLIERS

### Level 0: NOT MET FLEXIBLE FRAMEWORK

**Criteria:**

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

**HO's comments:**

We have not made any progress in this area due to lack of resources to undertake key supplier spend analysis. It is hoped that we can move these forward during this year

## MEASUREMENTS & RESULTS

### Level 0: NOT MET FLEXIBLE FRAMEWORK

**Criteria:**

Key sustainability impacts of procurement activity have been identified.

**HO's comments:**

We have not made any progress in this area due to lack of resources to identify the key sustainability impacts of procurement activity. It is hoped that we can move this part of the flexible framework during this year.

### 3 TAKING STOCK

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

Primarily policies, many of which had a clear link to the SD agenda and were well established and funded. Good communications and access to a variety of media within the Department also helped ensure greater awareness and commitment to the SDAP.

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

The re-organisation of the Department and Ministerial changes, with resulting changing priorities, made it difficult to ensure consistency of approach. Improved data gathering mechanisms and capacity would enable us to keep closer track of progress and identify problems at an earlier stage.

- 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).**

None held.

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

NA

## 4 PROGRESS AGAINST ACTIONS

The tables that follow report HO'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, HO 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*.<sup>10</sup> These are:

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

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

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

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

## Home Office's self-assessment of progress towards SDAP actions

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Po.1	Work with partners through the Government Offices in the Regions (GOs) to deliver targets; performance manage CDRPs' delivery of their own crime reduction targets; via PSU manage police performance, giving them the tools they need to tackle any particular local problems.	End 2006	Director of PCSD/PPSU	<b>Recoverable</b>	-Monthly Delivery Review meetings with all HORDDs - Quarterly Delivery review meetings with individual HORDDs - Collation and delivery of effective practice to GOs and partnerships - Provision of Partnership Support Programmes to individual partnerships – all resulting in performance improvement	✓	3	Joint PSU/PPSU partnership support work has now led to planned merger of the two units to provide sharper and more integrated focus on local performance.  Delivery Review meetings have led to more effective accountability between GOs and central HO.
Po. 2	Ensure that Local Area Agreements adequately reflect national and local community safety priorities, and work with ODPM and GOs to secure	End 2006	Director of PCSD/PPSU	<b>On target</b>	By the end of 2006 all Local Area Agreements contained outcomes to reduce crime, the fear of crime, the harm caused by illegal drugs and anti-social behaviour and to re-assure the public.		3	



A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	effective delivery of those Agreements				At the winter 2006 six monthly reviews the Government Offices assessed the overall performance of 26% of LAAs as green, 74% amber and none red. They assessed the direction of travel of 52% of LAAs as green, 48% amber and none red.			
Po. 3	Reorganise the way HO is structured so that it is able to address all aspects of the PSA 1 target, including criminal damage, other acquisitive crime and thematic issues such as planning out crime	End 2006	Director of PCSD/PPSU	<b>Recoverable</b>	<ul style="list-style-type: none"> <li>- PSA1 Delivery Plan</li> <li>- PSA1 Delivery Board Minutes</li> <li>- Action Plans from 44 CDRPs identified as a priority for the delivery of PSA1.</li> <li>- Calendar of events in support of above.</li> <li>- Partnership Support Programmes completed and planned.</li> <li>- Data provided to Home Office, Government Offices and CDRPs by PFAU.</li> </ul>	✓	3	PCSD is co-ordinating a PSA1 delivery board which brings together colleagues across CRCSG to discuss progress towards the PSA and risks to delivery with a view to addressing performance issues. PSU, PPSU and OBIU continue to support local areas including the 44 CDRPs identified as a priority for delivery of PSA1. A two weekly meeting is also in train to discuss priority areas and progress towards action plans submitted by priority 44.


A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Po. 4	Continue to focus effort on tackling the most prolific and other priority offenders and on driving work to tackle the major causes of crime and disorder, including drugs and alcohol	End 2006	Director of PCSD/PPSU  Director of Crime & Drug Strategy Directorate	On target	PPO evaluation report published on 20 February (early reports suggest positive regional coverage).	<a href="http://www.homeoffice.gov.uk/rds/onlinepubs1.html">www.homeoffice.gov.uk/rds/onlinepubs1.html</a> and <a href="http://www.crimereduction.gov.uk/ppo/ppominisite01.htm">www.crimereduction.gov.uk/ppo/ppominisite01.htm</a>  Walker,A., Kershaw,C., & Nicholas N., (2006). Crime in England and Wales 2005/06. Home Office Statistical Bulletin 12/06.	3	Since the onset of the Drug Interventions Programme (DIP) (the 12 months to March 2003) recorded acquisitive crime - to which drug-related crime makes a significant contribution- has fallen by 20%.

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Po. 5	Work with other Government Departments and other stakeholders to make the fullest possible use of the contributions they can make to reducing crime and the fear of crime	End 2006	Director of PCSD/PPSU	On target	The National Community Safety Plan is the main vehicle for this process. An update was published in November 2006. There is also ongoing work with OGDs on indicator sets and delivery agreements for the new PSAs to ensure full contributions to reducing crime and the fear of crime.	✓	3	The NCSP (original and update) is published and available on the internet (Welsh translation of the NCSP 2006 Update is currently in production). PSAs and delivery agreements due for publication later in 2007.
Po. 6	Introduce changes to the legislative framework governing CDRPs to help them become even more effective vehicles for improving the safety of their communities and develop national standards	End 2006	Director of PCSD/PPSU	On target	Act available – published November 2006. regulations drafted for commencement Summer 2007.	✓	2	See evidence

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Po. 7	Implement the National Community Safety Plan, bringing greater coherence to the development and implementation across Whitehall of policy initiatives with a community safety dimension	End 2006	Director of PCSD/PPSU	On target	Timescale for implementation runs to 2009. Annex A of the 2006 Update outlines progress against 06/07 actions (mostly green, none red).	✓	3	NCSP Update published on the internet (Welsh translation currently in production). As part of the development of a new crime strategy, governance arrangements are being reviewed, to ensure that cross-government community safety governance is sufficient.
Po. 8	Continue with this partnership approach to reducing crime, learning any lessons and continuing to spread good practice	March 2009	Director of PCSD/PPSU	On target	Crime Reduction website receiving average of 69,678 visitors per week by Feb 07 (36% increase form Feb 06).  Website refresh complete.  Ad hoc responses e.g. to PSA1 Delivery Board commissioning effective practice on criminal damage in support of the 44 priority areas.		3	Effective practice database, (searchable on website in development) using "ideas exchange" facility to collate and spread good practice.  Tilley Award applications being added to website.  IPAK domestic burglary evidence base to be on crime reduction website end March 2007

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
					On-line expert discussion sessions hosted on behalf of policy teams, with more planned.			Effective practice to be key element in support of implementation of national standards for partnerships.
Po. 9	See crimes against business fully integrated into our crime reduction strategy and performance management regime	March 2009	Director of PCSD/PPSU	Recoverable	Action is underway to improve the information available on business crime-commercial burglary to be separated from 'burglary other' and furthers weeps of the Commercial Victimization survey planned.	✓	2	Improving the information available on business crime is vital to supporting local CDRP work on business crime.
Po. 10	Develop clear set of standards that ensure that crime reduction is built into the way that places are planned and products designed	March 2009	Director of PCSD/PPSU	On target	Standards exist for car security, asset registers and mobile phone security. Generic principles for crime prevention are available for developers and designers.	✓	3	A strategy for designing out crime to be published in July.

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Po. 11	Work with other Government Departments and local delivery partners to ensure a vibrant and safe night time economy	March 2009	Director of PCSD/PPSU	On target	A new Alcohol Strategy will be published in May/June 2007, which will have a major focus on tackling the alcohol-related violent crime and disorder associated with the night time economy – complimented by PSU nationally coordinated enforcement initiatives.	Not Yet	3	The objectives of the Alcohol Strategy will be reflected in the new drugs and alcohol PSA target, and appropriate performance management measures will be negotiated – with PSU generating good practice and enforcement guidance throughout 07/08.

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Op. 1	Plan further EMS developments within the public sector Prison Service	Sept 2006	SD Coordinator, NOMs				2	
Op. 2	Promote the 'travel hierarchy' across the estate, with the aim to increase the use of technologies such as video conferencing to reduce the need for travel. Uptake will be monitored to check the effectiveness of promotional measures	Sept 2006	Director of Shared Services	<b>Recoverable</b>	The Department records mileage data for the purchased and leased fleet, hire vehicles and private vehicles used for business (grey fleet). Uptake of video-conferencing facilities is also recorded, enabling an estimate to be made of business miles saved.	 Business mileage is published in the annual SDiG report.	2	The apparent drop in grey fleet mileage that was recorded in 05-06 may have been down to changed recording methods rather than a real decrease. This makes it difficult to assess progress. There has been a real decrease in the use of video-conferencing facilities in the HQ building due to problems in accessing the equipment. Steps are being taken to address this.

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Op. 3	Analyse 2005/2006 water consumption data to review/evaluate the impact of actions taken following 2004 water survey and agree action plans with relevant property managers to improve performance	Sept 2006	Central SD Team	On target	Water consumption data available from SD team's Excel spreadsheets and auditable correspondence.	✓	2	Analysis of data reveals that 70% of the buildings monitored showed a marked reduction in consumption, and 60% fell below the 7.7m <sup>3</sup> per person threshold. Of the remaining 3 properties that have yet to meet the former FSDGE target, one has reduced its consumption by 37% compared to 2004 levels. We will shortly receive 06/07 data and depending on consumption levels at the remaining 2 buildings will, if relevant, agree action plans with those property managers to address their performance .
Op. 4	Draw up a strategy that will ensure the ability to identify and manage impacts of estates management and construction	Sept 2006	Central SD Team	Complete	Unpublished Strategy paper available for inspection.	✗	2	Strategy compiled and approved after consulting stakeholders. Most actions have been superseded by publication of SOGE targets but an action plan will now be developed to pursue other actions.



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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Op. 5	Complete energy benchmarking of key office properties and determine a timetable for conducting energy surveys at any buildings performing above the benchmark. (The first tranche of any surveys needed to be carried out in 4th quarter of 2006)	Sept 2006	Central SD Team	Recoverable	Auditable correspondence	✓	2	Energy benchmarking complete for 04/05 and 05/06 data. Comparing 2 years sets of data ensures consistency in performance ratings. The worst 5 performing buildings have been identified (they are at least 20% above the benchmark). SD team has met with the Carbon Trust with a view to exploring how they can help with staff behaviour techniques and energy surveys for these buildings. Next step is to arrange surveys for the worst 5 performing key properties.
Op. 6	Publish Sustainable Procurement Strategy and develop specific targets on sustainable procurement	Sept 2006	Director of Commercial Directorate	Recoverable	Sustainable procurement policy will be made available on Commercial Directorate Intranet site by the end of May 2007.	✗	2	The Commercial Directorate will publish a new high level Home Office Procurement Policy Manual including a sustainable procurement policy currently in final draft form. This will be underpinned by a sustainable procurement strategy which is currently in draft form. Both documents are awaiting sign off by the Commercial Director.

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Op. 7	Implement EMSs across the wider prison estate, planned for the end of the year	End 2006	SD Coordinator, NOMS				1	
Op. 8	Audit existing EMSs on the office estate after the first year of operation	End 2006	Central SD Team	<b>Behind target</b>	In early 2007 key staff across the HO attended and IEMA approved Internal EMS Auditor course. We now have in the range of 10 people qualified to undertake and internal EMS audit. As yet no audits have been undertaken.	✓	2	Evidence available for the auditor course.
Op. 9	Review office accommodation to assess the potential for more sites to develop an EMS	End 2006	Central SD Team	<b>Behind target</b>		✗	2	An estates review during 2006 has meant slippage on this area of work. A new estates database is being produced and we are working with colleagues to reassess Ho key properties. When this is complete we will be able to identify which sites are suitable/require an EMS.

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Op. 10	Collect baseline data on the use of hired vehicles with the aim to create a benchmark against which to measure future reductions	End 2006	Central SD Team	Complete	We supplied data for hire car usage for the 05/06 SDiG return. We shall use this as our baseline. In the period 1/4/05031/3/06 hire vehicles accounted for 1,669,570 miles.	✓	2	(This data has been calculated based on the Management Information supplied by the Home Office's contracted suppliers for Vehicle Hire during the period 01/04/05 to 31/03/06). The fuel type/consumption of the vehicles used can not be identified from the management information provided by the suppliers.
Op. 11	Include a water consumption target within a "sustainability" KPT for the Prison Service	End 2006	SD Coordinator, NOMS				2	
Op. 12	Facilitate a coordinated approach, in conjunction with suppliers and contractors to identify further water saving initiatives/opportunities throughout the Department	End 2006	Central SD Team	Complete	On 21 April 06 the HO minister responsible for Sustainable Development wrote to all building managers across the HO estate (including executive agencies and NDPBs) to ask them to use water prudently during the summer of 2006.	✓	2	We will follow this up after examination of the latest SDiG data.

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
					They were asked to monitor consumption and put in place measures to reduce water use where possible. Property managers were directed to a number of water saving initiatives recommended by Envirowise, OGC Buying Solutions, and also their own water suppliers.			
Op. 13	In the April and September contract rounds, seek to increase the amount of green energy procured and explore with the Office of Government Commerce opportunities for purchasing good quality Combined Heat and Power	End 2006	SD Coordinator, NOMS and Central SD Team	<b>Complete</b>	Emails to OGC and EDF requesting CHP supplies. Researched and have a list of agreed properties that can transfer to CHP when any supplies become available. List of OGC properties currently on renewable contracts.	✓	2	There were no opportunities in the April and September rounds to extend the amount of green energy procured. OGC and EDF have been unable to contractually supply us with CHP and there are limitations on green energy availability. 17% of our estate already procures renewable energy, which is 7% above the target requirement.

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Op. 14	Draw up a plan for replacing equipment containing ozone depleting substances and those with high global warming potential, subject to available funds	End 2006	SD Coordinator, NOMS and Central SD Team	Recoverable	Auditable correspondence	✗	1	A strategy has been drawn up which outlines plans for the SD policy team to require accommodation managers to compile an inventory of HFC based equipment/systems by Oct 2007. The inventory will include timetable of planned refurb/replacements with a view to replacement with non HFC based systems where feasible in line with Govt policy. This action will be deferred pending completion of the transition phase of the estates review when accommodation manager's roles have been identified. Future actions will include ensuring there is clear guidance on the process to be followed when requests for use of HFCs and other substances with high global warming potential are submitted.

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Op. 15	Develop a database of key protected species, listing all key species that will be protected on the Prison Service Estate	End 2006	SD coordinator, NOMS				3	
Op. 16	Work with Police and Prison service to develop clear and ambitious targets for increasing fair trade use across the Home Office	End 2006	Central SD Team Director of Finance and Commercial, NOMS	<b>Behind target</b>	<p>Collaboration is a high priority for all initiatives with all Government Bodies, however fair trade has not been an area that has been high on the agenda thus far, however it is being written into all new strategy and policy documents and will be taken forward as a next agenda item in April 2007. <b>[NOMS]</b></p> <p>Agree targets for increasing fair trade use across the HO. <b>[HO procurement]</b></p>	x	1	Responsibility for Prison Service now lies with Ministry of Justice. HO will work with NPIA to influence police policy in this area.

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Op. 17	Adopt a purchasing and leasing strategy that will lead to a 20% increase in Euro IV diesel cars (vans are excluded, as they are not available with this technology) for the financial year 2005-06. Furthermore this 20% target will apply in each subsequent financial year thus ensuring that by 2009 94% of fleet cars will be Euro IV compliant - or whatever the industry standard is at that time	March 2009	Central SD Team and Departmental Transport Manager	On target	212 cars purchased/leased 2006-2007 82.5% Euro IV compliant.  Currently 45.67% of Total Fleet Euro IV compliant.  Vehicle Manufacturer data & HMPS system database.	✓	2	On target to achieve 2009 objective.
Op. 18	Commence reporting on waste data and disposal methods at all key properties across the estate using baseline data on waste arisings gathered from April 2006	March 2009	Central SD Team	Complete			2	Achieved. In 2005/06 waste data (though not in all cases drilled down to individual waste streams) covering 77 key properties was reported. It is likely that the key property list will be revised in 2007 due to Ministry of Justice changes. 6 of the properties reported on in 2005/06 have already left H0 estate.

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Op. 19	Develop a strategy to identify low/ no cost measures to move waste arisings up the waste hierarchy from 2007, once baseline data has been established	March 2009	Central SD Team	Recoverable			2	This is ongoing.
Op. 20	Pursue proposals to install a pilot wind turbine at one of the Prison Estate sites	March 2009	SD coordinator, NOMS				1	
Op. 21	Aim to develop and maintain effective systems for monitoring, measuring and assessing performance against objectives and targets in procuring goods, services and works	March 2009	Director of Commercial and Director of Finance & Procurement, NOMS	Recoverable	The Commercial Strategy highlights the needs at a high level for sustainable development monitoring which is being encompassed into the Competitions, Commercial Management and Development Teams within CCU. Documents are currently in the process of being produced along with	x	2	Monitoring, measuring and assessing is work that is being factored into CCU's vision and objectives. Work is already ongoing in construction. <b>[NOMS]</b>



					<p>collaboration with OGD into how they are analysing these key areas. <b>[NOMS response]</b></p> <p>Procurement delegation letters will require devolved procurement units to measure and report performance against sustainability objectives and targets to the Commercial Director. <b>[Main HO response]</b></p>			<p>Reporting on performance will be part of the letter from the Commercial Director that provides procurement delegation to key delivery areas such as BIA, HOPG and other procurement delegated areas. <b>[Main HO response]</b></p>
Op. 22	Make use of eco-labels and certification schemes as assurance of suppliers green claims	March 2009	Director of Commercial and Director of Finance & Procurement, NOMS	<b>Recoverable</b>	<p>The pre-qualification questionnaires are being designed to capture this information and award scores appropriately. <b>[NOMS]</b></p> <p>As per comments on Op 21 above. 'Quick Wins' document</p>	x	2	<p>Eco-labels and certification schemes is work that is being factored into CCU's pre-qualification questionnaires. <b>[NOMS]</b></p>

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
					will be made available on Commercial Directorate intranet site.			As per comments on Op21 above. In addition Commercial directorate will ensure that the updated 'Quick Wins' document is issued to all Heads of devolved procurement units and made available on our Intranet site. <b>[Main HO]</b>
Op. 23	Encourage suppliers on a voluntary basis to supply fair trade and ethically produced goods where they provide value for money. Develop targets on sustainable food procurement.	March 2009	Director of Commercial and Director of Finance & Procurement, NOMS	<b>Recoverable</b>	Operational Specification for new prisons requires contractors to specifically identify how they would intend to meet the Home Office's sustainable development agenda. <b>[NOMS]</b>	✓ <b>[NOMS]</b>	1	Sustainable Development issues need to be considered in the light of Value for Money consideration. <b>[NOMS]</b>

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
					Suppliers encouraged through supplier forums arranged by the Commercial Directorate to supply fair trade and ethically produced goods.	✗ [Main HO]		Encouraging suppliers on a voluntary basis to supply fair trade and ethically produced goods will require a behavioural change across the HO including educating users outside the scope of procurement. [Main HO response]
Op. 24	Where possible, implement standard clauses into contracts to ensure that estates contracts incorporate sustainable development into all capital projects	March 2009	Director of Commercial and Director of Finance & Procurement, NOMS	Recoverable	<p>Contract extensions for new houseblocks in the Private Sector include requirements to address sustainable development issues, including provisions for works to achieve specific BREEAM ratings as set out in schedule A to the contract. [NOMS]</p> <p>Contract managers to record sustainable development issues on the contract Management database and dashboard. Once contract templates have been</p>	<p>✓ [NOMS]</p> <p>✗ [Main HO]</p>	2	<p>Sustainable Development issues need to be considered in the light of Value for Money considerations. [NOMS]</p> <p>We are currently in the process of tendering a number of estates contracts and have included a schedule for tenderers to complete covering all relevant sustainable development issues. We are</p>

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
					reviewed and updated they will be made available to the HO community via the Lab intranet site and via a link from the commercial Directorate intranet site. <b>[Main HO]</b>			also working with our Legal Advisors Branch (LAB) to update all our template contracts and will ensure that standard clauses are implemented in contracts to ensure sustainable development is incorporated into all capital projects. <b>[Main HO]</b>
Op. 25	Progress a broad work plan covering estates management and construction with the aim of integrating SD into strategic planning as well as day to day operational performance, highlighting interdependencies to ensure that all Framework targets are addressed	March 2009	Central SD Team	<b>On target</b>	Strategy document	<b>x</b>	2	A strategy approving plans to draw up criteria for accommodation/estate/project managers outlining the key SD criteria to be applied to their estate management activities was agreed in early 2006. The criteria will now be reviewed to encompass topics covered by the new SOGE targets by end 2008.

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Op. 26	Devise a strategy that will enable us to identify and manage any significant social impacts of our Estate	March 2009	Central SD Team	On target	Unpublished strategy document available for inspection.	✘	2	Our social impacts strategy is incorporated within the strategy outlined in Op 4. We shall advise estate management colleagues of the need to take account of impacts on staff/neighbours and local community when proposals/decisions for construction/refer/disposal and ongoing estate management activity are considered.

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Per 1	Publish the Home Secretary's race employment targets in the Annual Diversity Monitoring Report	Sept 2006	Director of Human Resources	Complete	Signed off by the Home Secretary and will be launched by him at the National Policing Board.	✓	2	Will be available on Home Office website once COI have converted to a PDF.
Per 2	Roll out diversity awareness training in the core Home Office	Sept 2006	Director of Human Resources	Complete	Diversity training is an ongoing programme, however all staff have been trained and CLD now pick up new joiners to attend.	✓ Available through CLD and IND college.	2	
Pe. 3	Deliver a programme of rolling review to ensure that the Home Office is prepared for the January 2007 renewal of the Investors in People (IiP) Accreditation	Sept 2006	Director of Human Resources	On target	Initial on-line survey completed. Report published. Light touch assessment due April 2007. 15 internal reviews in train or completed and a further 30 planned by December 2007.	✓	2	After a delayed start and an agreement from IiP national to defer the 2007 assessment, the project is back on line for re-accreditation between January and April 2008.

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Pe. 4	Introduce contact details for every Home Office Unit by January 2006 to allow stakeholders to contact policy makers more easily	January 2006	Director of Communications	Complete	Entries are on the Home Office website	✓	2	
Pe. 5	Build a stakeholder contacts database by March 2006 to ensure more effective understanding of which stakeholders are being contacted by which policy areas	March 2006	Director of Communications	Complete	Database now in place	✓	3	
Pe. 6	Re-launch staff magazine in January 2006 with a professional journalist as editor to further improve the quality of writing and level of engagement with staff	January 2006	Director of Communications	Complete	New format magazine introduced.	✓	1	

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Pe. 7	Undertake a review of 'Alternative Working Patterns' jointly with IND to look at take up, updating guidance for staff and providing line managers with relevant guidance to promote an increase in staff working flexibly	Sept 2006	Director of Human Resources	Recoverable		✗	2	The start of this project was delayed because of other priorities (Pe8). Work on the project will now start July 2007.
Pe. 8	Issue revised Maternity/ Paternity Support Leave and Adoption Leave guidance to staff. (The guidance has been updated to reflect the new Employment Equality (Religion or Belief and Sexual Orientation) Regulations 2003)	Sept 2006	Director of Human Resources	Complete	New guidance in the form of Home Office Notices for staff and managers were published on 9 February 2007.	✓	2	



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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Pe. 9	Revise and issue revised policy on Special Unpaid Leave and Career Breaks to staff	Sept 2006	Director of Human Resources	Complete	New policy issued and changes made to Chapter 2.7 of the Staff Handbook.	✓	2	
Pe. 10	Explore the possibility of establishing a 'Volunteering Framework' to further assist staff in finding suitable volunteering opportunities	Sept 2006	Director of Human Resources	Complete	The Home Office Volunteering Strategy was refreshed in early 2006. The Out of Office Experience Programme continues to match staff with opportunities and staff are encouraged to take secondments to the voluntary sector.	✓	2	The Home Office continues to work with Westminster Time & Talents to promote volunteering. There is a regular programme of visits by charities to the main Home Office building. Westminster Time & Talents report that the Home Office is the most proactive of the government departments in Westminster in its promotion of employee volunteering.
Pe. 11	Deliver the 'Development Plus Programme', a positive action development programme to include women, ethnic minority and disabled staff	End 2006	Director of Human Resources	Complete	Development Plus rolled out successfully throughout the year with 159 attendees. The 2007 programme is currently being reviewed.	✓	2	

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Pe. 12	Develop race impact assessment training	End 2006	Director of Human Resources	Complete	A single equality impact assessment template has been developed and a 2 day training programme rolled out across the department. Ongoing rollout programme.	✓	3	
Pe. 13	Review the Home Office's 'Race Equality Scheme'	End 2006	Director of Human Resources	Recoverable		✗	2	A combined Race, Disability and Gender Equality Scheme for the Home Office were published on 30 <sup>th</sup> April 2007.
Pe. 14	Take forward plans for implementing new public sector duty flowing from Disability Legislation (DDA 2005) and proposed Gender Duty Equality Bill	End 2006	Director of Human Resources	On target		✗	2	A combined Race, Disability and Gender Equality Scheme for the Home Office were published on 30 <sup>th</sup> April 2007.

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Pe. 15	Implement plans for the next 'Investors in People' re-accreditation review	End 2006	Director of Human Resources	On target	See also Pe 3. The plans for re-accreditation are being rolled out currently and we are online for a January to April 2008 assessment. The development and action plan in response to the online survey is being drawn up.	✓	2	Considerable momentum has been gained.
Pe. 16	Host a further series of stakeholder engagement events by June 2006	June 2006	Director of Communications	Complete	Series of 5 events held in May and June 06 with stakeholders to discuss PSAs	✓	3	
Pe. 17	Devise a gateway for stakeholder communications by July 2006 to better coordinate how communications flow to stakeholders	July 2006	Director of Communications	Recoverable	Database now in place	See Pe.5	2	It was decided not to pursue a separate gateway function but to better coordinate communication through the stakeholder database

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
Pe. 18	Host two staff events in 2006 to introduce the new Permanent Secretary to staff to allow him to hear staff's views first hand	End 2006	Director of Communications	Complete	Joint event on 24/1/06 held linking staff in London and Liverpool	✓	2	
Pe. 19	Expand the Childcare Voucher Scheme (launched in June 2005 and currently being piloted in IND) to all IND staff by April 2006	End 2006	Director of Human Resources	Complete	Completed on target. Launched to IND staff on 3 April 2006 via coverage on Horizon (staff intranet) and with a series of presentations to staff.	✓	2	
Pe. 20	Develop a policy on the provision of paid special leave for carers as part of the Pay negotiations	End 2006	Director of Human Resources	Recoverable		✗	2	Work on developing the policy is currently in process.
Pe. 21	Continue work (with the Community Services Volunteers) on the new	End 2006	Director of Human Resources	Complete	Please see response to Pe 10.	✓	2	

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	employee volunteering strategy for the Home Office (this will cover 2006 and beyond)			<b>Complete</b>				
Pe. 22	Repeat annual fundraising activities within the Home Office (including Jeans for Genes Day and the Westminster City Challenge). These will also take place beyond 2006	End 2006	Director of Human Resources		These have been repeated and will continue to be so.	✓	1	Despite falling numbers of HO staff in London, these continue to be well supported.
Pe. 23	Take forward race and diversity programme evaluation measures	March 2009	Director of Human Resources		<b>On target</b>			2
Pe. 24	Continue learning and development programmes in the core Home Office for a	March 2009	Director of Human Resources			✓	2	5082 delegates have attended CLD courses this financial year (06/07). 6799 delegates have

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	minimum of three years to support the delivery of the 'Home Office People Strategy'							registered on the Learning Management System for E-Learning (at 16/3/07). 66 delegates have passed IT MOS exams since April 06. 426 delegates have passed Programme and Project Management professional qualifications since March 06. 261 delegates have gained an accredited qualification through the Management Development Programme. 160 people are currently studying towards a qualification on the Management Development programme.
Pe. 25	Take action on any developmental areas raised from the January 2007 liP re-accreditation and embed these in	March 2009	Director of Human Resources	On target	The liP team is working with RDAT to develop plans to address the key areas of concern in the liP online survey, that is fairness in career progression and harassment and bullying.	✓	2	The findings from the research were conclusive in that staff perception of these key issues is very poor. There are clear measures which can be made to check for improvement.

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	Home Office processes and practice							
Pe. 26	Redevelop our intranet by March 2007 to build an infrastructure which allows us to share information across internal departmental boundaries and provide better targeting of information based on staff's place in the organisation, job role and geographic location	March 2007	Director of Communications	On target	OGC Gateway Review report available Proof of concept successfully delivered. Contracts for implementation infrastructure to be signed by end March 2007 for delivery of the system in March 2008	✓	2	Longer procurement route decided to ensure best value.
Pe. 27	Implement the Maternity, Paternity and Adoption Leave policies to reflect the changes announced in the	April 2007	Director of Human Resources	Complete	New guidance in the form of Home Office notices to staff were published on 9 February 2007.	✓	2	

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Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/ crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
	new Work and Families Bill which will take effect from April 2007							
Pe. 28	Make necessary changes in policy to accommodate the right to request Flexible Working by carers, announced in the Work and Families Bill, and to take effect from April 2007	April 2007	Director of Human Resources	Recoverable		x	2	This will be taken forward as part of the review of Alternative Working Patterns.



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**H0 response signed by:**

SD Reporting Officer: Greg Marshall, 25/05/07

SD Responsible Officer: Helen Kilpatrick, 25/05/2007

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**SDC review and commentary:**

Commentary by: Siobhan O’Keeffe, Watchdog Team

Peer reviewed by: Rachel Hurle, Watchdog Team

Authorised by: Peter Davies, SDC Commissioner

Sign-off date: 07/11/2007