

sustainable development commission

**2006 Sustainable Development Action
Plan Progress Report**

**Ministry of Defence
With SDC Commentary**

November 2007

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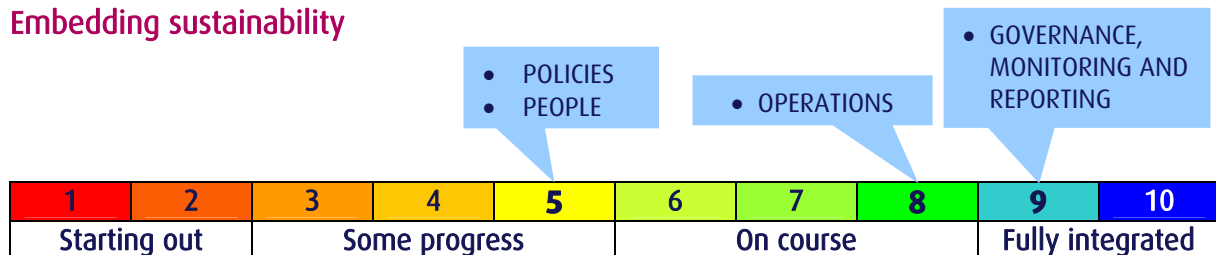
MINISTRY OF DEFENCE'S SELF-ASSESSMENT SUMMARY

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

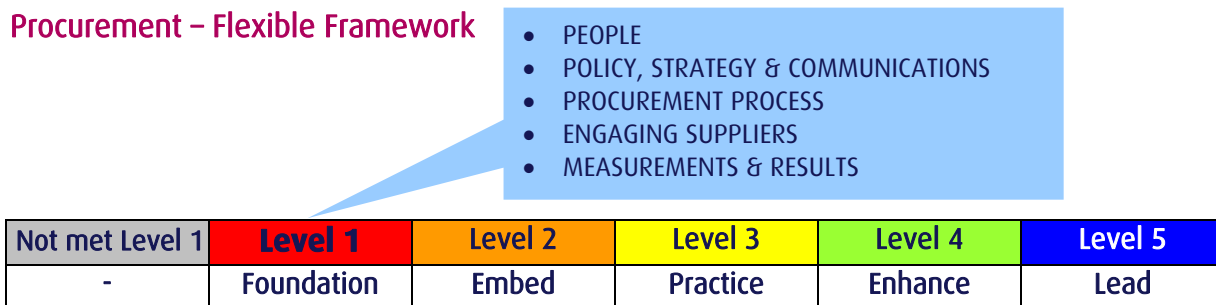
The Ministry of Defence (MOD) is primarily responsible for defending the UK and its interests. It aims to undertake this responsibility by acting as a force for good in the world, helping to strengthen international peace and stability. The SDAP covers all of MOD's Executive agencies.

Progress against actions 78% of actions complete or on target.

Embedding sustainability



Procurement – Flexible Framework



SDC'S SUMMARY COMMENTS

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

Overall, MOD has reported fair progress against its 2006 SDAP and towards embedding SD into the organisation.

Strengths:

- **Strong leadership** has helped embed SD into MOD. The Department appeared conscious of its role as a potential leader of SD and sustainable procurement.

Weaknesses:

- **The evidence provided was limited and poor.** Insufficient detail was often provided in the 'Embedding Sustainability' section.

Challenges for next year's SDAP progress report:

- Consider the impact of each individual action, in addition to the impact of the larger sequence of actions in which it sits
- Provide **more comprehensive evidence** for how sustainability is being embedded into the organisation.

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:

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

- **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 Ministry of Defence's (MOD's) full progress report.⁴

The SDC's commentary evaluates the progress reported by MOD, 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: *Sustainable Development Action Plan*, MOD, February 2006.

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

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

SDC'S COMMENTARY

Progress against actions

Good progress was reported by MOD against actions from its 2006 SDAP.

- MOD reported that it had “completed” or was “on target” for 78% of its actions
- MOD considered that its actions as a whole made an excellent contribution to the Government’s shared priorities for sustainable development (SD)
- Of the high impact actions (levels 3 & 4), the majority (77%) were complete or on target
- Evidence was provided for all but one action, and was readily available in most cases
- Where targets had not been met, reasons were not always provided
- There were some inconsistencies. For example, some actions with overdue target dates were still rated as “green” i.e. on target. These actions should have been “complete” or “amber” (off target but recoverable).

The rationale provided for the impact ratings was often based on future actions that were being developed, and the high impact rating was therefore based more on the potential of future-related actions rather than the initial action itself.

Embedding sustainability

MOD reported varied, but generally good progress in embedding sustainability into its organisation, although evidence was not provided to support fully the levels chosen.

MOD considered itself to be “on course” for embedding SD into *operations*, and referred to the SDC’s Sustainable Development in Government (SDiG) report and MOD’s Strategic Defence Review (SDR) report. However, given the size of MOD’s share of overall government estate and travel operations, the SDC would have liked to see

a much more detailed rationale based on the defined criteria for that level.

MOD considered it had made “some progress” on embedding SD into *policies* and *people*, but limited information was provided to support the levels chosen.

- MOD reported that it could provide examples of good stakeholder engagement regarding biodiversity and working with suppliers, but details were not provided
- It considered it had made “giant strides” in its internal communications, but did not provide any details of what it had done
- Progress was more limited in other areas, such as SD training for staff and reflecting SD in its core vision
- The Management Board tasked with embedding SD into all policies as an action in the SDAP, focused solely on operational targets despite the fact that the action was reported as complete.

MOD felt that it was “fully integrated” on *governance structures, monitoring and reporting*, but again, evidence was lacking. To justify this level, the SDC would expect to see evidence of detailed and robust management reporting systems that covered the entire organisation.

Overall, reporting on this theme was poor, so it is difficult to comment on whether the levels chosen are appropriate. The SDC feels that MOD could have provided further information, for example making links to operational actions in its SDAP to demonstrate how it was embedding sustainability. The SDC would like to see more detail in future progress reports.

Procurement

MOD reported progress against the Flexible Framework, and assessed itself as being at the “foundation” level for all themes.

- MOD indicated that it had made some progress in achieving the next level, “embed”, for all the themes. Therefore, the SDC looks forward to seeing MOD firmly at “embed” next year
- MOD reported strong leadership on sustainable procurement, including the fact that the Second Permanent Under Secretary is the Whitehall Sustainable Procurement Champion
- MOD did make some progress in setting out its policy on sustainable procurement and identifying workstreams and responsibilities to move it along the Flexible Framework, but the evidence provided was limited
- The Department commissioned a study to analyse its expenditure and determine which of its procurement areas have a high SD impact. This was an important first step. MOD reported that its initial focus was on commodities and estates procurement. However, this scope would be expanded to cover all procurement activity; something that the SDC strongly supports.

There were some gaps in the commentary provided to support MOD’s procurement self-assessment. For example, on whether MOD had started to include sustainability criteria into key contracts, whether it had complied with Quick Wins, or whether sustainable procurement had been communicated to staff and key suppliers. The SDC would like full exploration of all criteria.

Taking stock

MOD felt that **high level leadership and enthusiastic policy makers had helped it**

to progress in its SDAP. In particular, it fostered strong relationships with key stakeholders across the Ministry, including explaining the relevance of SD, and had organised awareness raising events.

Despite this progress, **the links between SD and pan-MOD activities were not yet fully appreciated**, so SD was not seen as core Departmental business. This had hindered the delivery of the SDAP.

In terms of measuring the SD impact of the organisation’s overall policies, projects and activities, MOD reported that it recorded the number of statutory and non-statutory assessments and appraisals undertaken, including Sustainability and Environmental Appraisals. However, there was no specific mention of Regulatory Impact Assessments (RIAs). SDC would expect to see full details of how MOD uses Impact Assessments (IAs) in future reports.

Summing up

Overall, the SDC concludes that MOD has reported fair progress against its 2006 SDAP and towards embedding SD, and has demonstrated good leadership.

MOD provided a progress report which covered all of the areas outlined in the SDC’s guidance tool. The information provided was generally clear although there was often insufficient detail provided, particularly in the “Embedding Sustainability” section. In many cases, the evidence, when provided, was either limited or of poor quality.

2006 Sustainable Development
Action Plan Progress Report

Ministry of Defence's
Self-Assessment
31st May 2007

1 EMBEDDING SUSTAINABILITY

MOD 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, MOD 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	

MOD's response

Level: 5	Policies: Some progress	MOD's comments in support of this rating:
<p>Criteria:</p> <ul style="list-style-type: none"> • Some alignment of policy with Government SD Strategy, UK Framework and related guidance • Some joining-up policy goals under the SD umbrella • Some signalling SD in external partnerships and relationships • Some embedding SD in policy approval processes / Regulatory Impact Assessments (RIAs) • Some effective stakeholder engagement • Some building SD capacity among delivery partners. 		<p>We are making some progress against all the statements but limited evidence to support the term "much" although we can provide examples of good stakeholder engagement in our regard for biodiversity and some work with suppliers. SDAP 2007 shows much better alignment with STF.</p>

Level: 5	People: Some progress	MOD's comments in support of this rating:
<p>Criteria: SD is partially reflected in:</p> <ul style="list-style-type: none"> • Core vision and values • Training and development (e.g. core skills, induction, leadership development) • Performance management (e.g. competency framework) • Recruitment • Career planning and placements • Internal communications • Volunteering • Fund raising. 		<p>We have made giant strides in our internal communications which would score a 7. But in other areas action is more limited. SDAP 2007 begins to align SD with our core vision and greater training is planned in 2007-08. Functional competencies are not adopted yet but are developed.</p>

Level: 8	Operations: On course	MOD's comments in support of this rating:
<p>Criteria: Much structure around the Framework for Sustainable Development on the Government Estate including elements such as:</p> <ul style="list-style-type: none"> • Management systems (e.g. EMS) • Energy, water, waste (resource efficiency, recycling etc.) • Travel • Sustainable procurement (e.g. efficient, green, fair, local, healthy) • Construction and refurbishment. • Biodiversity • Positive social and community impact. 		<p>Operations are on course. See our SDR reports and SDiG.</p>

<p>Level: 9</p>	<p>Governance, Monitoring and Reporting: Fully integrated</p>	<p>MOD's comments in support of this rating:</p>
<p>MOD scored itself based on how it felt it is progressing on creating and embedding the appropriate mechanisms and processes to record and report progress of SDAPs, and sustainable development generally. This was a subjective assessment, with no pre-defined criteria.</p>		<p>Fully integrated but problems with data availability from supply chain. This is being addressed.</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*⁷) 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, MOD identified the level it has reached, and provided information in support of this self-assessment.

⁷ *Procuring the Future*, The Sustainable Procurement Task Force National Action Plan. Defra, June 2006.

MOD's response

PEOPLE	
Level 1: FOUNDATION	
<p>Criteria: Sustainable procurement champion identified. Key procurement staff have received basic training in sustainable procurement principles. Sustainable procurement is included as part of a key employee induction programme.</p>	<p>MOD's comments: 2nd PUS is Whitehall SP Champion. Defence Commercial Director is SP Champion. SP included in a number of training packages which has been rolled out to a number of staff. On POEMS training, 18 courses ran during March and April. The SP training extract can be conducted without completing the entire CAPP course, and around 600 individuals had signed up. An SP Steering Group has been established with high level officials to take forward SP in Defence.</p>
POLICY, STRATEGY & COMMUNICATIONS	
Level 1: FOUNDATION	
<p>Criteria: Agree overarching sustainability objectives. Simple sustainable procurement policy in place endorsed by CEO. Communicate to staff and key suppliers.</p>	<p>MOD's comments: JSP 418 Chapter on SP is first element of SP policy. SoFS Policy Statement refers to SP. MOD SP Delivery Plan identifies particular workstreams and individuals and/or units to take forward of elements of SP and how this will move MOD along the Flexible Framework</p>
PROCUREMENT PROCESS	
Level 1: FOUNDATION	
<p>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.</p>	<p>MOD's comments: Commissioned Enviros to undertake an assessment focusing on categories which represent a high level MOD expenditure and those which represent a high share of UK market and those which have a high environment and socio-economic impact, those areas where spend will increase and those areas where we can achieve procurement quick wins.</p>

ENGAGING SUPPLIERS

Level 1: FOUNDATION

Criteria:

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

MOD's comments:

Done through DE Supplier Association. We will agree with Defence Industries a four year action on SP.

MEASUREMENTS & RESULTS

Level 1: FOUNDATION

Criteria:

Key sustainability impacts of procurement activity have been identified.

MOD's comments:

Progress to monitored through steps set out in MOD SP Delivery Plan. To be updated to take on UK SPAP and PMDU study and reported on MOD SDR.

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

Whole of Department including Agencies and Trading Funds. Some outsourced operations. Initial Prioritisation was on commodities and estates procurement. Scope will be explored to cover all (Enviros assessment was on all).

3 TAKING STOCK

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

2nd PUS leadership, strong organisational arrangements, media and public interest, enthusiastic policy makers. We have been fostering strong relationship with key stakeholders across MOD', including explaining the relevance of SD and to Defence business to specific individuals in TLBs.

Organising awareness raising events focused around others campaigns such as UN WED, Energy Awareness Week, and creating our own Biodiversity Day which brings Senior Officers, SCS, middle ranking civil servants, estates managers, foresters, volunteer conservation groups together on a hands-on SD day and got local media coverage in 2006.

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

A lack of appreciation of the link between SD and the relevance for Defence pan-MOD awareness, so not seen as core Departmental business.

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).**

We record the number of statutory and non-statutory assessments and appraisals:

Statutory – 0

Number of non-statutory Sustainability and Environmental Appraisals – 97

Number of those appraisals listed above that were carried out for office/establishment relocations – 4

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

No

4 PROGRESS AGAINST ACTIONS

The tables that follow report MOD’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, MOD 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*.⁸ These are:

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

Column H contains MOD’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

⁸ *Securing the Future – Delivering the UK Sustainable Development Strategy*, HM Government, March 2005.

Ministry of Defence'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
1	RIAs: Provide advice and guidance on RIAs across the Department	Jun 2006	DOMD	Recoverable	Cabinet Office papers	✓	4	TARGET ONGOING Cabinet Office guidance not available to expected timescales. We will deliver advice and guidance on Regulatory Impact Assessments across the Department by Dec 2007. SDAP 2006 Action ongoing. Impact of 4 because this action is key for us to embed SD and the 4 priorities into legislative work and hopefully wider policy making.
2	To develop a coherent policy framework for environmental management based on air land and water as a key enabler of defence	End 2006	D S&C	Behind target	Exploratory meetings with US DoD completed and concept was to be embedded in EMS Pilot with RAF.	✓	4	A coherent policy framework for environmental management exists but it has not been possible to identify resources to focus upon air, land and water as a driver, as we have been forced to focus on the delivery and governance of sustainable

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
								<p>Procurement.</p> <p>We are considering working with OGDs to review the usefulness of environmental accounting and ecosystems based approach to demonstrate that air land and sea are enablers for defence by December 2009.</p> <p>Impact of 4 because this action has the potential to make an outstanding contribution to future defence planning by taking account of all 4 priorities of SD by valuing non-financial costs and benefits.</p>
3	Procurement: Implement actions arising from the Sustainable Procurement Task Force	End 2006	Technical Director / DPA and DSC&C	On target	2PUS is Whitehall SP Champion. 3 year delivery plan and organisational arrangements in place.	✓	4	Impact of 4 because further actions are now being developed and this work-stream has the potential to make an outstanding contribution to defence and

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
								government procurement by taking account of all 4 priorities of SD through our supply chain. Our annual procurement budget is around £16 billion
4	Waste: To develop a business case to identify tri-service options for increased efficiency in waste collection and recovery.	End 2006	D S&C	Complete	Project commenced Jan 2007. Draft report available.	✓	4	Impact of 4 because further actions, arising from the report, will completely alter the way we view waste and manage our supply chain. It is estimated MOD spends £19 million on waste.
5	Climate Change and Energy: Develop a Climate Change Strategy and implement actions arising	End 2006	D S&C	On target	Way forward agreed by DESB PMC and to be completed 2007. Much work completed on mitigation and adaptation. Internal workshop held.	✓	4	Impact of 4. Further actions are now being developed and this work-stream has the potential to make an outstanding contribution to one or more of the priorities through our supply chain, strategic planning for military operations, changing staff behaviour and being an exemplar to other

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
					<p>Fuel and energy CO2 "footprint" now available for year-end 2006.</p> <p>CC presentation by 2PUS to Defence Management Board.</p>			<p>organisations.</p> <p>Each year we produce approximately five and a half million tonnes of carbon dioxide emissions, 1.92 million tonnes of which is from non-operational energy use across the estate. Two thirds of Central Government carbon dioxide emissions from buildings are emitted from our buildings.</p>
6	Water: Review first tranch of baseline leakage and consumption data from Project Aquatrine and implement reduction measures	End 2006	DE ES&P	Complete	First tranch of Information is now available and being reviewed.	✓	4	Impact of 4. Further actions are now being developed and this work-stream has the potential to make an outstanding contribution to one or more of the priorities through our supply chain and changing staff behaviour. We use 24 million cubic metres of water annually.

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
7	Land remediation: Complete desktop assessments covering the whole defence estate and develop prioritised implementation plan and commence remediation based on risk assessments.	End of 2007	DE ES&P	On target	A good deal of Information is now available and is being reviewed.	✓	4	<p>Ongoing</p> <p>We will complete appropriate and prioritised land quality desktop assessments on the MOD estate by the end of 2007 and publish updated policy and guidance on land contamination. Amended SDAP 2006 Action.</p> <p>Impact of 4. Further actions are now being developed and this work-stream has the potential to make an outstanding contribution to one or more of the priorities through our targeted land remediation programme. The size of our estate represents approximately 80% of the Central Government estate. It totals 240,000 hectares of which 80,000 hectares are built, 160,000 hectares are rural</p>

A	B	C	D	E	F	G	H	I
Ref	Action	Target	Responsibility	Progress (RAG analysis)	Evidence/crosscheck used to measure action	Readily available?	Impact (1-4)	Comments
8	Biodiversity: Publish MOD Biodiversity Strategy for the Defence Estate and implement actions arising	Sept 2006	DE ES&P	Complete	Published in internet. Delivery plan in place Leaflet produced. Best ever performance.	✓	4	Impact of 4. Further actions are now being developed and this work-stream is already making an outstanding contribution to one or more of the priorities. We are the third largest landowner in the country And we are responsible for 174 Sites of Special Scientific Interest (SSSIs) around half of Government's total
9	Heritage: Implement DCMS Protocol for the Care of the Historic Government Estate	End 2006	DE ES&P	Complete	Adopted as part of the MOD Historic Environment Strategy and Delivery Plan. Progress is reported within the MOD Biennial heritage Report		2	Impact of 4. Further actions are now being developed and this work-stream is making an outstanding contribution to local communities and we are now strengthening the links with OGDs to ensure we work more closely to achieve wider government targets.
10	Social Strategy: Develop a Framework for defence	Sept 2006	DOMD	Complete	Paper produced and endorsed by SDEB.	✓	4	Impact of 4. Further actions are now being developed and this work-stream has the

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
	related social issues and implement actions arising				Board to be created 2007.			potential to make an outstanding contribution to defence planning and performance measurement by taking account of all 4 priorities of SD.
11	EMS: Verify roll-out and quality of the implementation of Environmental Management Systems (EMSs) and outline next steps towards delivery	Apr 2006	D S&C	Complete	EMS data available for vast majority of estate rated by completeness. Paper endorsed by SDEB and DESB PMC,	✓	4	Ongoing. We will continue to roll-out Project Oriented Environmental Management Systems consistently to all new projects and learn from our early implementers by publicising best practice. Amended SDAP 2006 Action. Impact of 4. This action will continue to develop and has the potential to make an outstanding contribution to defence procurement by taking account of all 4 priorities of SD through our supply chain. Our annual procurement

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
								budget is around £16 billion
12	POEMS: All new equipment operating to Project Orientated EMS (POEMS)	Apr 2007	Technical Director / DPA	On target			4	Impact of 4. Further actions are now being developed to take forward this report. They have the potential to make an outstanding contribution to improving the performance of defence procurement, planning and estate issues by taking account of all 4 priorities of SD through our supply chain and changing how we work.
13	Training: Assess training needs and its availability, and implement actions arising	Sept 2006	D S&C Roger	Complete	Review published and actions being identified.	✓	4	Impact of 4. This work-stream will continue. It has the potential to make an outstanding contribution to defence planning and performance by holding MOD organisations to account for their own performance against all 4 priorities of SD.
14	Communications: Develop and implement SD	Apr 2006	D S&C	Complete	Strategy in place. Action Plan live.	✓	4	11.45% This target's impact is 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
	communication strategy and develop communication action plan				Actions planned for 2007.			Work against this target and related diversity targets will continue to develop and it is making a good contribution to sustainable communities by demonstrating to others that we are conducting our business in such a way to ensure a strong healthy and just society and contributing to a sustainable economy. This contributes to a sustainable community and good governance. We employ over 190,000 Service Personnel and over 90,000 Civilian Personnel.

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
15	Leadership: DMB members should consider the environmental, economic and social implications of MOD's activities and agree the strategic and policy context for SD	End 2006	2nd PUS	Complete	Several SOGE measures will be included in Defence Plan 2007 and balanced scorecard measures will be reviewed by DMB. SDAs will also incorporate SOGE targets.	✓	4	Zero% This target's impact is 3. Work against this target and related diversity targets will continue to develop and it is making a good contribution to sustainable communities by demonstrating to others that we are conducting our business in such a way to ensure a strong healthy and just society and contributing to a sustainable economy. This contributes to a sustainable community and good governance. We employ 190,000 Service Personnel and 90,000 Civilian Personnel.
16	Diversity: 15% of the SCS to be women	end of 2006	DGCP	Recoverable	Accurate data now available	✓	3	Zero % This target's impact is 3. Work against this target and related diversity targets will continue to develop and it is making a good contribution to

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
								sustainable communities by demonstrating to others that we are conducting our business in such a way to ensure a strong healthy and just society and contributing to a sustainable economy. This contributes to a sustainable community and good governance. We employ 190,000 Service Personnel and 90,000 Civilian Personnel.
17	Diversity: 3.2% of SCS to be minority ethnic staff	End 2006	DGCP	Behind target	Accurate data now available	✓	3	Impact of 2. This work-stream will continue to develop and is making a fair contribution to reducing stress. We employ 190,000 Service Personnel and 90,000 Civilian Personnel
18	Diversity: 2.0% of SCS to be disabled staff	End 2006	DGCP	Behind target	Accurate data now available	✓	3	Impact of 4. The actions arising have the potential to make an outstanding contribution to improving

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
								defence performance against all 4 priorities of SD.
19	Stress: Work with HSE to pilot Stress Management Standards in MOD	End 2006	D S&C OHS	On target	MOD ethics committee given approval for trial. A pilot was currently underway at DLO Devonport (55 questionnaires). The main stress pilots will start in the New Year.	✓	2	Impact of 4. This work-stream will continue. It has the potential to make an outstanding contribution to defence planning, performance measurement and assurance by taking account of all 4 priorities of SD.
20	Excellence: Conduct a strategic gap analysis to determine where MOD stands against a "world class" standard and implement actions arising	End 2006	D S&C OHS	Complete	Paper to DESB Feb 2007	✓	4	Impact of 4. This action has already improved our data gathering. Over time it will have made an outstanding contribution to improving defence performance by taking account of all 4 priorities of SD.
21	Governance: Review governance arrangements for SD and implement actions arising	End 2006	D S&C Env	Complete	S of S Policy Statement revised. Organisation and arrangements in place since 2005	✓	4	Impact of 4. This action has the potential to make an outstanding contribution to improving our auditing scope and helping to improve performance against SOGE

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
					constantly under review. SP being integrated into these arrangements. JSP 815 published and revised JSP 418 due out in 2007-08			and wider Government targets by taking account of all 4 priorities of SD.
22	Measurement: Develop a framework of objectives and metrics for measuring SD performance across Defence	End 2006	D S&C Env	Complete	Measurement tool developed and used for 2006 data collection. Framework in place for 22 measures.	✓	4	
23	Risk: Develop a methodology for risk-based auditing	End 2006	D S&C Audit	Complete	DESB have agreed strategy for risk-based auditing, and methodology now incorporated into TLB audits	✓	4	

MOD response signed by:

SD Reporting Officer: Richard Brewin, SD Reporting Officer, 22-06-07

SD Responsible Officer: John Cole, SD Responsible Officer, 22-06-07

SDC review and commentary:

Commentary by: Farooq Ullah, Watchdog Team

Peer reviewed by: Claire Monkhouse, Watchdog Team

Authorised by: Becky Willis & Tim O'Riordan, SDC Commissioners

Sign-off date: 01-10-2007