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2006 Sustainable Development Action Plan Progress Report

Department for Culture, Media and Sport
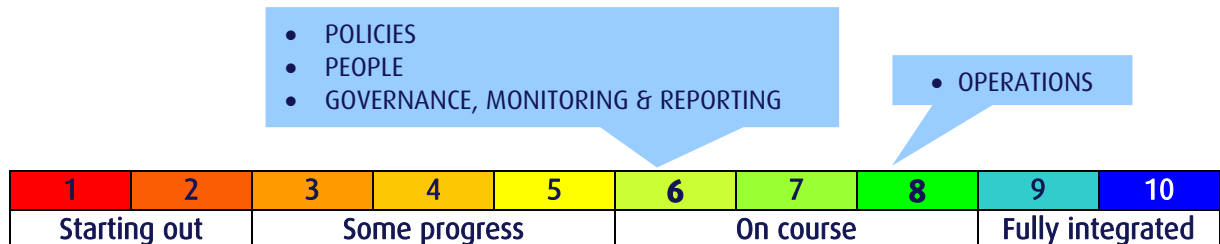### With SDC Commentary

November 2007

CONTENTS

SUMMARY OF DEPARTMENT FOR CULTURE, MEDIA & SPORT'S SELF-ASSESSMENT

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

In supporting cultural and sporting activities, promoting tourism and championing the creative and leisure industries, the Department for Culture Media and Sport (DCMS) endeavours to improve the quality of life for all. The SDAP covers the core department only.

PROGRESS AGAINST ACTIONS: 87% of actions were reported as complete or on target.

EMBEDDING SUSTAINABILITY

- POLICIES
- PEOPLE
- GOVERNANCE, MONITORING & REPORTING

- OPERATIONS

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

PROCUREMENT – FLEXIBLE FRAMEWORK

- PROCUREMENT PROCESS

- PEOPLE
- POLICY, STRATEGY & COMMUNICATIONS
- ENGAGING SUPPLIERS
- MEASUREMENTS & RESULTS

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

SUMMARY OF SDC'S COMMENTS

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

DCMS reported good progress towards meeting the targets in its SDAP, and demonstrated wider engagement with its NDPBs on issues of sustainability.

Strengths:

- Good governance structures were put in place, with quarterly reporting of progress against the SDAP to a senior management board.

Weaknesses:

- Rationale for levels selected did not always demonstrate compliance with criteria, particularly in relation to embedding SD in policies and people, and progress against the Flexible Framework.

Challenges for next year's SDAP progress report:

- Demonstrate how DCMS has considered and assessed the sustainable development impacts and other effects of its policies and activities

- Provide comprehensive rationale for assessment levels selected.

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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, and thereby make its required contribution to the delivery of the Government's commitments and goals as 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. As this period has now ended, the SDC designed a self-assessment guidance tool to help Departments and EAs to produce a progress report. The tool covered the following areas:

- **Progress against actions:** Report progress against actions in the 2006/07 SDAPs, 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 (from here on referred to as the "SD shared priorities")[2]

- **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,[3] or using an alternative suitable framework

- **Taking stock:** Identify what had helped and hindered the organisation in delivering its SDAP.

The purpose of progress reporting was 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.

This report comprises the SDC's commentary, followed by the Department for Culture Media & Sport's (DCMS') full progress report.[4]

The SDC's commentary evaluates the progress reported by DCMS, as well as the quality of its self-assessment.[5] There was no process of external verification by the SDC. All ratings/levels reported are the organisation's own judgement of performance.

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]

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[1] *Securing the Future – Delivering the UK Sustainable Development Strategy*, HM Government, March 2005.
[2] The SD shared priorities, 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 of '*Sustainable Development Action Plan'*, DCMS, March 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

DCMS reported good progress against the actions in its 2006 SDAP.

- DCMS considered that its actions as a whole would make a good contribution to the SD shared priorities
- 87% of actions were reported as complete or on target, including almost all of those with high impact ratings (3 and 4)
- Evidence was provided against all actions, and was readily available in most instances
- Where targets were not met, reasons were provided.

In some instances, actions were reported as "on target" even though the target date in the SDAP had passed. In these instances, commentary demonstrated that progress had been made towards meeting these actions. However, the SDC feels that these actions should not have been given the "on target" rating without appropriate justification.

Embedding sustainability

DCMS has made a good assessment of how it has embedded SD into its governance and reporting structures, but insufficient rationale was provided to support DCMS's assessment that it in "on course" for embedding SD in other key areas (*people*, *policies* and *operations*).

However, evidence of good progress included:

- The 2006 SDAP was approved by a senior management board, and progress was reported quarterly by a working group of representatives from across the whole department and its NDPBs

- Staff were given the opportunity to volunteer as Environmental Champions, thereby developing leadership skills
- Environmental Management Systems (EMS) were in operation across the estate.

However, the SDC would have liked to see more detail where statements were not backed up with facts, or where rationale did not support the criteria. For example:

- How DCMS had engaged with stakeholders and formally signalled SD in external partnerships and relationships
- How DCMS planned to embed SD in policy approval processes
- How SD had been reflected in DCMS's core vision and values, recruitment process, and career planning.

Procurement

DCMS made good progress towards sustainable procurement, particularly in terms of developing its procurement policy and strategy. However, the SDC would like to have seen more information in places to support the levels selected against the Flexible Framework.

For *policy, strategy and communications* ("embed" level) and *procurement process* ("foundation" level), DCMS indicated good progress and gave examples to support how it had met the required criteria. For example, it:

- Produced a sustainable procurement strategy/practitioners guide, endorsed by the DCMS board
- Provided procurement support and improved communications to NDPBs and Agencies
- Assessed the sustainability impacts of its top ten expenditures.

For the *people*, *engaging suppliers* and *measurement and results* themes, DCMS reported that it had reached the "embed" level of the Flexible Framework. However, the SDC would like to see more information in support of this. For example:

- For *measurements and results*, only statements were provided against the criteria, with no actual evidence
- For *engaging suppliers*, it was not clear whether the good examples of engagement with some key suppliers were underpinned by a robust programme of supplier engagement
- Evidence of detailed spend analysis and senior management involvement would strengthen the "embed" rating.

The following elements, required for achievement of the "embed" level for *people*, did not appear to be in place at the time of reporting (although their implementation was planned):

- Inclusion of sustainable procurement training in the staff induction process
- Advanced sustainable procurement training for key staff.

Taking stock

DCMS felt that **good leadership and engagement with its NDPBs** helped to deliver sustainable development across the departmental family. However, the **small size of the Department and a limited budget**, made delivery of the SDAP challenging.

The SDC would like to have seen commentary to explain how DCMS has considered and assessed the SD impacts of its policies and activities, for example through Regulatory Impact Assessments (RIAs).

Summing up

The progress report provided by DCMS covered all areas outlined in SDC's guidance tool. However, additional detail could be included to support ratings in places, particularly on embedding SD in its policies and people, and progress against the Flexible Framework.

Overall, the SDC concludes from DCMS's self-assessment that it made good progress towards meeting the commitments in its SDAP, and demonstrated wider engagement with its NDPBs on issues of sustainability.

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2006 Sustainable Development Action Plan Progress Report

Department for Culture, Media and Sport's Self-Assessment
13th June 2007

1 EMBEDDING SUSTAINABILITY

DCMS 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, DCMS 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	

DCMS's response

Level: 6	Policies: On course	DCMS's comments in support of this rating:
Criteria: • Much alignment of policy with Government SD Strategy, UK Framework and related guidance • Much joining-up policy goals under the SD umbrella • Much signalling SD in external partnerships and relationships • Much embedding SD in policy approval processes / Regulatory Impact Assessments (RIAs) • Much effective stakeholder engagement • Much building SD capacity among delivery partners.		DCMS rates 6. We have much effective stakeholder engagement, and have built sustainable development capacity in our Non Departmental Public Bodies. DCMS policies are aligned in some areas with the Government SD strategy e.g. Sustainable Communities, related to one of our strategic priorities, and most notably in our input to developing SD policies for the 2012 Olympic Games and its legacy. The ODA has produced a SD strategy and LOCOG's SD strategy is due in September. Work is continuing on improving our evidence base which will allow us to embed SD in policy approval processes. DCMS has made good connection with the Framework for SD of the Government Estate. We have formally signalled sustainable development in external partnerships and relationships,. Many of our bodies are extremely keen to embrace sd and we have encouraged them to do so.

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Level: **6**	**People:** On course	**DCMS's comments in support of this rating:**
Criteria: SD is greatly reflected in: • 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.		DCMS rates 6 because we reflect SD in: training and development - internally in our induction process, with a particular emphasis on equality and diversity; in developing leadership among staff with our volunteer Environmental Champions, who are assessed on their performance as part of their annual reports; and via internal communications (lots of information on our intranet and regular articles in department newsletters)

Level: **8**	**Operations:** On course	**DCMS's comments in support of this rating:**
Criteria: Much structure around the Framework for Sustainable Development on the Government Estate including elements such as: • 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.		DCMS rates 8 because we have a fully embedded EMS which is awaiting certification to ISO14001 in June 2007; we received accreditation to the Energy Efficiency Accreditation Scheme (we have used 100% renewable energy for some time);we introduced many energy efficiencies in our recent refurbishment (including piloting a new and particularly efficient form of lighting for one manufacturer) monitoring systems are in place for travel, energy, water and waste; we have an ongoing recycling scheme in our offices; we produced a sustainable procurement practitioner's guide and rolled this out to our Non Departmental Public Bodies; we followed sustainable development principles during our recent refurbishment, including biodiversity implications; we promote biodiversity through our Non Departmental Bodies, Cont...

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Criteria:	the Natural History Museum, the Horniman Museum, the Science Museum our sole Agency The Royal Parks includes a site of special scientific interest; and staff are encouraged to volunteer among the general community by the offer of five days per year for that purpose.
Much structure around the Framework for Sustainable Development on the Government Estate including elements such as: • 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.	

Level: 6	Governance, Monitoring and Reporting: On course	DCMS's comments in support of this rating:
DCMS 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.		DCMS rates 6. Initial approval for the Action Plan was by a Steering Board of senior managers, who met twice during the development of the plan, before the draft went to the DCMS Board and Ministers for final approval. Progress against the targets of SDAP06 was monitored primarily by the Head of Sustainable Development in Strategy Division, via a working group drawn from all parts of the department and from representatives of the Non Departmental Public Bodies, who reported on their own sections roughly once a quarter. The Director of Strategy is also Board Champion for sustainable development and the Head of Sustainable Development reported to him regularly. On the operational side, the Sustainable Estates Manager is responsible for the progress of the Environmental Management System. There is also a Sustainable Procurement Manager. Both have a close liaison with the Head of the Sustainable Development Unit and with the volunteer staff group of Environmental Champions.

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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 five key themes which are, in effect, the key behavioural and operational change programmes that need to be delivered in each public sector organisation to deliver sustainable procurement. For each theme, compliance criteria for five levels are detailed.

For each theme in the Flexible Framework, DCMS identified the level it has reached, and provided information in support of this self-assessment.

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

DCMS's response

PEOPLE	
Level 2: EMBED	
Criteria: All procurement staff have received basic training in sustainable procurement principles. Key staff have received advanced training on sustainable procurement principles.	**DCMS's comments:** DCMS has a sustainable procurement champion at Board level (Director of Strategy). All procurement staff have received basic training. This will continue, using the National School for Government to provide more advanced training in sustainable procurement principles. We plan to include sustainable procurement as part of the new DCMS induction programme which will be carried out on-line. This is likely to be in place by summer 2007.

POLICY, STRATEGY & COMMUNICATIONS	
Level 2: EMBED	
Criteria: Review and enhance sustainable procurement policy, in particular consider supplier engagement. Ensure it is part of a wider Sustainable Development strategy. Communicate to staff, suppliers and key stakeholders.	**DCMS's comments:** DCMS published an agreed set of objectives on our website within the Sustainable Development Action Plan. The DCMS board endorsed a sustainable strategy/practioners guide which was made available for our Non Departmental Public Bodies to use. The procurement team has developed a communication tool for the wider DCMS procurement community i.e. Agencies and NDPBs, plus a buyer profile on the main DCMS website accessible to all suppliers.

PROCUREMENT PROCESS	
Level 1: FOUNDATION	
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.	**DCMS's comments:** DCMS has undertaken an analysis of our top 10 expenditures and investigated the sustainability impacts of each. For the DCMS refurbishment project, the specification and evaluation criteria were embedded into the procurement process. All DCMS contracts already take account of value for money rather than lowest price and have adopted the quick wins as outlined by OGC.

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ENGAGING SUPPLIERS
Level 2: EMBED

Criteria:	DCMS's comments:
Detailed supplier spend analysis undertaken. General programme of supplier engagement initiated, with senior manager involvement.	DCMS has undertaken some spend analysis, and key expenditure has been identified to highlight the suppliers who will have a high sustainability impact. Over the past year we engaged with a number of our suppliers e.g. MITIE (our FM contractor) to develop a new waste management strategy which was implemented in January 2007; Canon (UK) in helping to reduce DCMS printing requirement and carbon footprint by introducing multi-functional devices to replace desktop printers; and Wates who were awarded the DCMS refurbishment project contract on the basis of the evidence they could provide of their sustainable credentials and environmental processes.

MEASUREMENTS & RESULTS
Level 2: EMBED

Criteria:	DCMS's comments:
Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken. Measures implemented to manage the identified high risk impact areas.	The impact of procurement activity is evident in some of our contracts. For example we fitted Automatic Meter Readers to benchmark our energy usage as the first step to reduction, and we use 100% renewable energy; the procurement of new MFD's through Canon (UK) have had a big impact on the amount of printed material used because of combined copy, print and scanning functions.

TAKING STOCK

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

Our capacity for leadership and the willingness of several of our Non Departmental Public Bodies to embrace sustainable development. In their positions of high influence and public visibility.

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

DCMS is a small department with a limited budget and a very broad sphere of influence which needs to be carefully prioritised and directed in order to maximise our impact..

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).**

Case studies from our sponsored bodies and the data which supports the operational side.

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

No.

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PROGRESS AGAINST ACTIONS

The tables that follow report DCMS'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, DCMS 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 DCMS'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

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

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Department for Culture, Media and Sport'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	Set up the Sustainable Development Steering Board	By end March 2006. First meeting in April and then quarterly.	Strategy Division	Complete	Minutes of 8 May meeting Agenda and Paper for 14 Sept Meeting Terms of Reference	yes	1	Board set up successfully; meetings held in May and September
2	Hold up to six seminars for DCMS and NDPBs to raise awareness of the Better Regulation agenda, including the principles of sustainable development	Initial seminar to be held by end January 2006	Better Regulation Unit, Strategy Division/ Economic Impacts Unit	Behind target	Seminar held	no	1	Preliminary seminar held Jan 06. Staff resource problems prevented the further seminars planned taking place.

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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
3	Introduce an Equality Impacts Workshop for policy makers to give an understanding of how to assess the impact of policies from an equality perspective	To be held through-out 2006, starting in February	Better Regulation Unit, Strategy Division	Complete	Workshops held	yes	2	3 workshops held in March 07 (fourth and final workshop 18 April) Short report evaluating workshops produced at end March.
4	Introduce a more robust quality control function to ensure that Impact Assessment becomes an integrated part of policy development across the department.	By Dec 2006	Better Regulation Unit, Strategy Division	On target	Toolkit placed on DCMS website, email sent	yes	2	A toolkit placed on our intranet by the end of March; plus the board Diversity Champion alerted senior management by email.
5	Increase the number of funding agreements between DCMS and sponsored bodies which incorporate sustainable development targets (from a baseline of April 2006).	by April 2009	Public Services Division, Strategy Division	On target	Table showing current status of SD inclusion in funding agreements completed	yes	2	Funding agreements are negotiated with our NDPBs on a 2-3 year cycle. The last cycle ended on April 06, so no opportunity for alteration yet. The next round starts in April 08, hence the deadline of 2009

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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
6	Publish a Sustainable Procurement strategy for DCMS which will include reference to sustainable development at all stages of the procurement process and act as an exemplar for sponsored bodies' procurement strategies.	Dec 06	Human and Business Resources Division	Complete	Strategy published	yes	3	All criteria fulfilled
7	Agree appropriate targets for each sponsored body by holding a series of meetings with NDPBs.	By Autumn 2006	Strategy Division	Recoverable	Targets for sponsored bodies set out under "Communications" in the SDAP	yes	2	Not able to set targets for each of DCMS's 65 bodies; those specified were the Lottery distributors, Arts Council England, English Heritage, and Sport England – see below

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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	Devise appropriate monitoring systems to track progress against each target.	By autumn 2006	Strategy Division, Human and Business Resources Division	Complete	Evaluated progress regularly, using Red – no progress; Amber – action initiated; Green – progress good	yes	2	Progress against targets was reported by working group at regular meetings throughout the year
9	Increase star rating in Framework for Sustainable Development in the Government Estate from 2 stars to 3 by improving performance in energy, waste and carbon emission categories – see targets below (subject to agreement that DCMS return may be separated from data from The Royal Parks).	SDiG 2006 Report	Human and Business Resources	On target	See the published SDiG report	yes	2	Once that the refurbishment of the main building is over, the efficiencies carried our should take effect and rating should rise

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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
10	Carry out refurbishment of Cockspur Street premises to achieve BREEAM rating of at least Very Good	By end of refurb. project (2007)	Human and Business Resources	On target	BREEAM inspection carried out	yes	3	The final inspection cannot be carried out until all the work is finished, which will not be till June 07. The interim inspection rating met the mark.
11	Have the estate certified to ISO14001 by an independent assessor	Dec 2006	Human and Business Resources	On target	ISO14001 certificate issued	yes	3	DCMS is in the final stages of certification – we are currently being audited. The date for completion is June 07
12	Include sustainable development criteria in all contracts.	From 2005, ongoing	Human and Business Resources	Recoverable	All contracts include sd criteria	yes	3	DCMS is making good progress here but we do not carry out all contracting directly. Our next step is to try to influence subcontractors.

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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
13	Publish Energy Strategy for DCMS with appropriate targets.	March 2006	Human and Business Resources	Complete	Strategy published on internal website	yes	2	We hired an energy consultant to produce an energy strategy. We also worked with a consultant from the Energy Savings Trust who identified more energy savings for us.
14	Reduce energy and water use by at least 1% per year, from a 2006 baseline.	Year on year from 2006	Human and Business Resources	On target	Year on year data collected	yes	2	Data for energy is accurate, but data for water use is not quite so robust yet.
15	Reduce waste arisings by at least 1% per year, from a 2006 baseline.	Year on year from 2006	Human and Business Resources	On target	Data available from January 2007	yes	2	We had to tender to find a contractor to deal with waste, and they were only able to start in January 07, but recycling is now built into offices and is on course for categories to be extended from paper, plastic bottles and cans into food.

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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
16	Reduce carbon emissions by at least 1% per year, from a 2006 baseline.	Year on year from 2006	Human and Business Resources	On target	Year on year data collected	yes	2	We have data on the carbon emissions of each site per building for the past year
17	Develop an education programme to increase the implementation of SD principles throughout the DCMS family.	Dec 2006	Strategy Division, Human and Business Resources	On target	Workshops, seminars, meetings of SD Forum and Museums and Galleries Energy Forum, inter organisational visits	yes	3	Workshop for the 11 least involved NDPBs held in October; seminar on Climate Change for larger audience of NDPBs and divisions held in November; 6 NDPBs exhibited at Environment Agency conference in Nov; regular meetings of SDF and MAGEC held; several inter-organisational visits arranged - this is an ongoing agenda

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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
18	Re-launch Environmental Champions successfully and make their role clear to DCMS staff	Starting in March 2006, with regular events over the next year	Environmental Champions	Complete	Lots of information about Champs on DCMS intranet; information also included as part of welcome handout given to staff when refurbished premises first occupied	yes	3	The Champs held various exhibitions giving staff information on how to save energy and reduce waste, and about their role generally. Some gave presentations to their branches; they held a lunchtime seminar with the contractors and senior staff to discuss what was being done under the refurbishment – they sat on the sub groups on design, equipment and pantries and bathrooms of the refurbishment project
19	Publish a report on department's overall progress in sustainable development, including sponsored bodies	On website by January 2007	Strategy Division	On target	Will be available on SDC website and will be on DCMS intra net	yes	2	This report is part of it. The deadline for responses moved to end May 2007

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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
20	Publish case studies on DCMS website, to share good practice.	By April 2006, with quarterly updates	Strategy Division	On target	Case studies on DCMS internal and external websites	yes	2	There are case studies on the DCMS internal website, and were also on AGORA, which was a public website but primarily aimed at NDPBs. Our departmental website is being re-designed and AGORA is being re organised and subsumed into the main DCMS website.
21	Review current published set of tourism indicators to ensure they remain relevant and reflect sustainable tourism priorities.	Dec 2006	Tourism Division	On target	. Consultation with public carried out	yes	2	The consultation responses were in favour of the development of a new framework and indicators. First draft of six key challenges for tourism (i.e. the framework) now drawn up which will be floated for further discussion and development in the Tourism Strategy for 2012 which should be published in summer 07

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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
22	Devise new data set for future publication.	Dec 2007	Tourism Division	Recoverable	Set of indicators produced	Not yet available	2	An initial set of indicators also drawn up but requires further refinement and identification of data sources and will largely depend on the agreed framework.
23	Arts Council England to meet the agreed sustainability targets as set out in the funding agreement.	Dec 2006	Arts Council England	On target	Available from ACE	yes	3	ACE have made excellent progress. They worked with a consultant, Ecofys, and the Carbon Trust to produce a series of toolkits and a framework that will allow the organisations they sponsor to self audit their carbon footprint and assess their potential to reduce emissions. ACE have now identified around 20 potential regularly funded organisations to test this framework and the pilot is about to go ahead. Then the intention is to have the toolkits and framework available on a website so that any arts organisation can use it.

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
24	English Heritage to publish a sustainable development strategy.	Autumn 2006	English Heritage	Complete	Published on EH website internally in April 07, will be on external website shortly	Yes	3	EH have made tremendous progress. They have sustainable development requirements in their funding agreement and are taking their obligations very seriously, with several new projects on the horizon.
25	English Heritage to establish a sustainable development board to deliver their strategy.	Autumn 2006	English Heritage	Complete	EH confirms the SD board was established in January 07	yes	3	EH has produced an excellent action plan covering 2006 – 2010
26	Sport England to publish a sustainable development strategy with targets and monitoring procedures.	Dec 2006	Sport England	Complete	Strategy on internal website Draft document available and new "Active Design" document published to website	yes	3	Sport England had their strategy endorsed by their regional branches and their management board; a change of CEO delayed posting on external website but should be on soon. SE has a strong suite of economic/social sustainability guidance. Improvements underway to

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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
								existing environmental sustainability guidance, and links to grant application material
27	Lottery Distributors to ensure, in an appropriate way, that funded projects further the objectives of sustainable development.	Dec 2006	Lottery Distributors	On target	Different distributors have different documents	Varies: Project plan available for ACE, For SE see above; Big Lottery has examples available	4	This is an ongoing commitment. Lottery distributors are encouraged to make improvements to guidance materials, where appropriate, to enable projects to further the objectives of sustainable development."
28	Lottery Distributors to make improvements to grant application material and guidance to applicants on sustainable development for Lottery funded projects, where appropriate	Dec 07	Lottery Distributors					
29	The Royal Parks to produce a Sustainable Development Action Plan	June 2006	The Royal Parks	Complete	Published in October 06	yes	4	The Royal Parks published a three year plan which is on their website

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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
30	DCMS to agree objectives for the Olympic Delivery Programme with delivery partners	March 2006	To be developed by OGU with the ODA, LOCOG and other delivery partners	Complete	Objectives agreed	yes	4	The Olympic Delivery Authority, rather than DCMS, has operational responsibility for sd, but they and LOCOG work closely with DCMS Olympic division.
31	DCMS to produce combined SD policies and targets with delivery partners	End 2006	To be developed by OGU with the ODA, LOCOG and other delivery partners	Complete	SD policy and procurement policy published	yes	4	The Olympic Delivery Authority published their SD policy in January 07. Their final procurement policy was published in February 07.

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DCMS response signed by:

SD Reporting Officer: Patricia Mandeville, Head of Sustainable Development Unit 30-05-07

SD Responsible Officer: David Roe, Director of Strategy, 11-06-07

SDC review and commentary:

Commentary by: Rachel Hurle, Watchdog Team

Peer reviewed by: Farooq Ullah, Watchdog Team

Authorised by: Waheed Saleem, SDC Commissioner

Sign-off date: 23-07-07

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