

REPORT TO: POLICY AND RESOURCES COMMITTEE - 14 MARCH 2011
REPORT ON: SUSTAINABLE DEVELOPMENT GOVERNANCE FRAMEWORK
REPORT BY: ASSISTANT CHIEF EXECUTIVE
REPORT NO: 57-2011

1. PURPOSE OF REPORT

To seek Committee approval for the Council's updated governance arrangements for its continued approach to corporate and departmental Sustainable Development.

2. RECOMMENDATIONS

It is recommended that the Committee:

- a) approve the updated Sustainable Development Governance Framework attached including Appendices 1 and 2
- b) adopt the Sustainable Development Policy Statement as set out on p4 of the Governance Framework. This will replace the Council's current Sustainability Policy
- c) adopt the Indicators in Table 1, Appendix 1 as the Council's key corporate Indicators for Sustainable Development
- d) agree that ongoing corporate and departmental performance is reported directly to and assessed by the Climate Change Board. This will replace the existing Sustainability Policy Implementation Group and Review Group
- e) agree that an annual Sustainable Development Progress Report be submitted to Committee for approval

3. FINANCIAL IMPLICATIONS

Any corporate and departmental improvement actions arising from the self-assessments outlined in the Framework will be required to be met from existing budgets.

4. BACKGROUND

The Local Government in Scotland Act 2003 introduced statutory duties relating to Best Value and Community Planning, one of which - s1(5) - specifically requires that *"the local authority shall discharge its duties under this section in a way which contributes to the achievement of sustainable development"*. This statutory requirement states that contributing to the achievement of sustainable development should be reflected in the authority's objectives and highlighted in all strategies and plans at corporate and service level.

Sustainable development is commonly defined as being development which secures a balance of social, economic and environmental well-being in the impact of activities and decisions, and which seeks to meet the needs of the present without compromising the ability of future generations to meet their own needs (*Local Government in Scotland Act 2003 Best Value Guidance*).

The Council's first Sustainable Development Framework was introduced in 2005 as a result of an internal review of activity and in conjunction with the Council's first audit of Best Value. A Sustainability Policy Statement was adopted and an action plan implemented. Since then, the following significant policy developments have also occurred:

- The Council produced its first Single Outcome Agreement (SOA) in 2008, followed by the Dundee Partnership SOA in 2009.

- Audit Scotland published its Best Value 2 consultation document (*'Best Value 2 Proposals for Consultation, March 2009'*) including a new draft integrated framework for auditing Sustainable Development.
- The Climate Change (Scotland) Act 2009 was enacted in August 2009 that aims to move the public and private sectors towards a low carbon economy. As of the 1st January 2011 Scottish public bodies are now legally obliged to comply with the duties placed upon them by Part 4 of the Act.
- The Council developed its Climate Change Framework and joined the Carbon Trust's Public Sector Carbon Management Programme.
- The Council adopted its vision for the city.

In 2009 the Council was again audited as one the Pathfinder Councils for Best Value 2. The new audit approach is more proportionate and risk-based with greater focus on impact and outcomes. In view of this, the Council's corporate approach to sustainable development has been updated to address the new policy developments and auditing approaches which will provide greater evidence (of action) and evaluation (of performance). The updated framework will aim to continue to facilitate the integration of sustainable development into all Council policies, services and activities, through strategic corporate and service level action. In doing so, the Council will work towards achieving its contribution towards sustainable development, in line with the Best Value requirements for sustainable development.

The main features of the updated Framework are:

- A Sustainable Development Policy Statement comprising a set of Principles for Sustainable Development reflecting the themed objectives of the Dundee Partnership. This would replace the Council's current Sustainability Policy.
- Adopting a more strategic performance approach to Sustainable Development to meet the criteria of Best Value 2. This will include key corporate indicators for Sustainable Development (taken from existing agreed indicators in the Single Outcome Agreement, Statutory Performance Indicators and Service Plans).
- Focus on key improvement actions through corporate and departmental 'Sustainable Development Self-Assessment Toolkits' that link into the Council's Public Sector Improvement Framework (PSIF) work.
- Target action on climate change and reducing the Council's greenhouse gas emissions as the Council's key priority theme for Sustainable Development.

Governance Arrangements

It is proposed that responsibility for Sustainable Development is held by the Council's existing Climate Change Board. The Board will be responsible for the Sustainable Development Governance Framework and assessing ongoing corporate and departmental performance. The Board comprises Chief Executive, Director of Finance, Director of City Development, Director of Dundee Contract Services, City Architectural Services Officer and other advisors as and when required.

It is proposed that the Climate Change Board replace the existing Sustainability Policy Implementation Group and the Sustainability Policy Review Group to better reflect the move towards assessing strategic performance of sustainable development.

Monitoring And Reporting

Corporate and Departmental improvement actions arising from the self-assessments as well as actions relating to climate change activity will be monitored through the Council's Online Plan and Online Performance Monitoring Database. The database will also be used to capture other sustainable development action to reflect the themes within Audit Scotland's draft integrated framework for auditing Sustainable Development e.g. (Strategic Environmental Assessment, waste, energy, sustainable procurement, ecological footprinting etc..).

Annual progress reports will continue to be submitted to Committee for approval.

5. **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Risk Management. There are no issues in this regard to report on.

An Equality Impact Assessment has been carried out and will be made available on the Council website <http://www.dundee.gov.uk/equanddiv/equipact/>.

6. **CONSULTATIONS**

The Chief Executive, Depute Chief Executive (Support Services) and Director of Finance have been consulted on this report and are in agreement with its contents.

7. **BACKGROUND PAPERS**

Housing, Dundee Contract Services and Environment Services Committee, 24 November 2008, Report No 577-2008 : Sustainable Development Framework - Annual Progress Report.

Chris Ward
Assistant Chief Executive

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08/03/2011

Dundee City Council

SUSTAINABLE DEVELOPMENT

Governance Framework

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1. **BACKGROUND**

Best Value & Sustainable Development

The Local Government in Scotland Act 2003 introduced statutory duties relating to Best Value and Community Planning, one of which - s1(5) - specifically requires that:

"The local authority shall discharge its duties under this section in a way which contributes to the achievement of sustainable development."

Sustainable development is commonly defined as being development which secures a balance of social, economic and environmental well-being in the impact of activities and decisions, and which seeks to meet the needs of the present without compromising the ability of future generations to meet their own needs (*Local Government in Scotland Act 2003 Best Value Guidance*).

Sustainable development is a fundamental part of Best Value. Every aspect of continuous improvement activity in the Council should be informed and influenced by sustainable development – from planning to delivery and review. This statutory requirement states that contributing to the achievement of sustainable development should be reflected in the authority's objectives and highlighted in all strategies and plans at corporate and service level.

Dundee City Council & Sustainable Development

The Council's first Sustainable Development Framework was introduced in 2005 as a result of an internal review of activity and in conjunction with the Council's first audit of Best Value. A Sustainability Policy Statement was adopted and an action plan implemented. A final progress report for this framework period was produced and can be found here: <http://www.dundee.gov.uk/reports/reports/577-2008.pdf>.

Since then, the following significant policy developments have also occurred:

- The Council produced its first Single Outcome Agreement (SOA) in 2008, followed by the Dundee Partnership SOA in 2009.
- Audit Scotland published its Best Value 2 consultation document (*'Best Value 2 Proposals for Consultation, March 2009'*) including a new draft integrated framework for auditing Sustainable Development.
- The Climate Change (Scotland) Act 2009 was enacted in August 2009 that aims to move the public and private sectors towards a low carbon economy. As of the 1st January 2011 Scottish public bodies are now legally obliged to comply with the duties placed upon them by Part 4 of the Act.
- The Council developed its Climate Change Framework and joined the Carbon Trust's Public Sector Carbon Management Programme.
- The Council adopted its vision for the city.

During June/July 2009 the Council was again audited as one of the Pathfinder Councils for Best Value 2 (BV2). The new audit approach is more proportionate and risk-based with greater focus on impact and outcomes. In its performance assessment, Audit Scotland identified that greater evidence and performance information was required in order to assess the progress of the Council and its partners against sustainability commitments and in improving the city's sustainable environment.

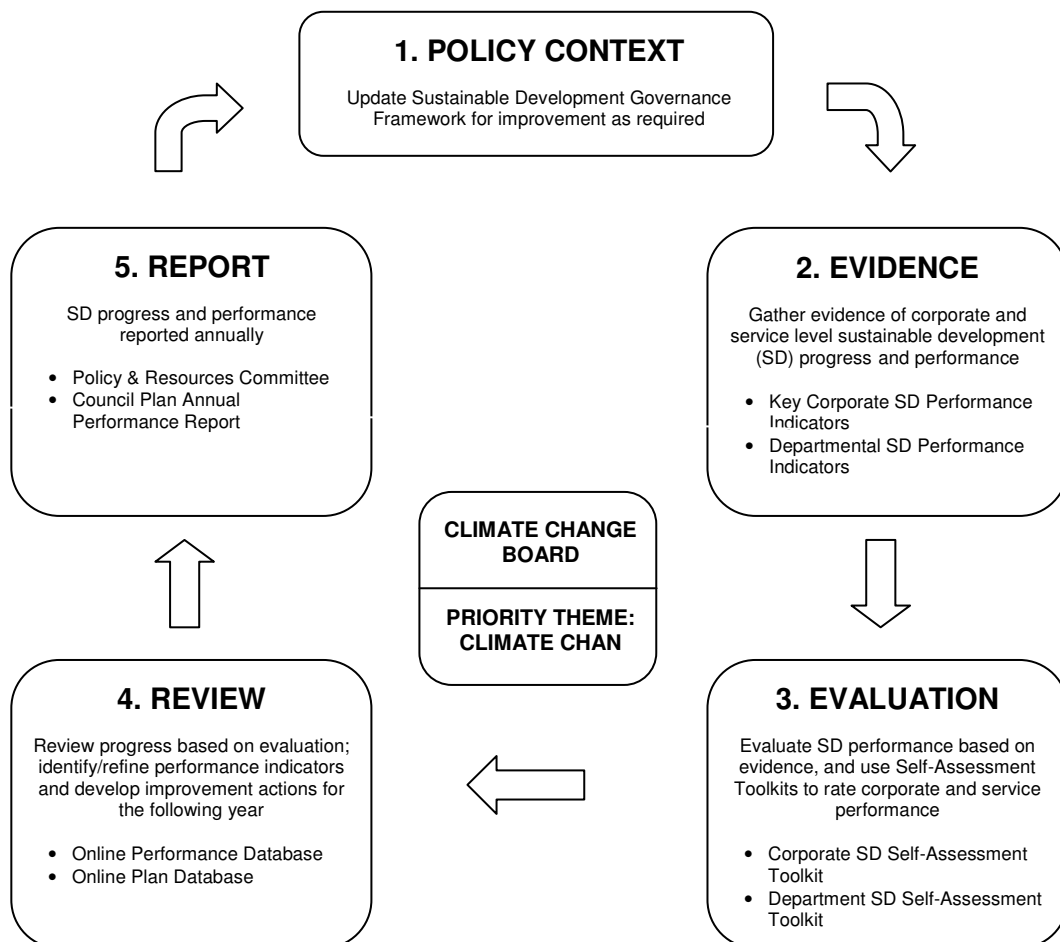
In view of this, the Council's corporate approach to sustainable development has been updated to address these new policy developments and audit comments. The updated framework will aim to continue to facilitate the integration of sustainable development into all Council policies, services and activities, through strategic corporate and service level action. In doing so, the Council will work towards achieving its contribution towards sustainable development, in line with the Best Value requirements for sustainable development.

2. GOVERNANCE FRAMEWORK

The governance framework consists of five key stages as outlined in Figure 1 below. The framework is a cyclical process seeking continual improvement in the Council's sustainable development performance on a year by year basis.

The Council's Climate Change Board will be responsible for the framework and assessing ongoing corporate and departmental performance. The Board comprises Chief Executive, Director of Finance, Director of City Development, Director of Dundee Contract Services, City Architectural Services Officer and other advisors as and when required.

Figure 1: Stages of Sustainable Development Governance Framework



STAGE 1 – POLICY CONTEXT

The Council recognises the impact it has as an organisation and therefore aims to carry out its services and activities in a sustainable manner that delivers best value and, as far as possible, mitigates any adverse impacts on the environment, having regard to social and economic considerations. By adopting a Policy Statement on Sustainable Development the Council will make clear its commitment to the achievement of sustainable development at a partnership, corporate and service level.

Dundee City Council Sustainable Development Policy Statement

Dundee City Council recognises that the goal of sustainable development is to secure a balance of social, economic and environmental well-being in the impact of activities and decisions, and seek to meet the needs of the present without compromising the ability of future generations to meet their own needs.

Sustainable Development is therefore a central guiding principle for all of the City Council's activities and is reflected in the organisation's values and shared Dundee Partnership vision. By adopting the following principles, Dundee City Council publicly affirms its commitment to ensuring an improved and sustainable quality of life in the city - now and for future generations:

- A just society that promotes social inclusion, sustainable communities and personal well being.
- A sustainable, innovative and productive economy that delivers high levels of employment, education and training and freedom from poverty and discrimination.
- The efficient use of resources and energy and the protection of the physical and natural environment.
- Citywide improvements in the overall quality of life through policies, plans and services that have positive impacts on public health, community safety and local environmental quality.

In helping to achieve a sustainable future for Dundee, the City Council also recognises the importance of sustainable communities and the local circumstances that determine their needs. The City Council will therefore pursue the delivery of a more sustainable city through its commitment to partnership working and delivering the local outcomes and priorities set out in Dundee's Single Outcome Agreement.

The Single Outcome Agreement for Dundee represents the shared aspirations of the Dundee Partnership, builds on the firm foundation of community planning in the city and promises renewed effort to improve the quality of life for the people of Dundee. The 11 Strategic Outcomes of Dundee's Single Outcome Agreement, and their associated Performance Indicators, directly contribute to addressing economic, social and environmental principles of sustainable development.

1. *Dundee will be a regional centre with better job opportunities and increased employability for our people.*
2. *Our people will be better educated and skilled within a knowledge economy renowned for research, innovation and culture.*
3. *Our children will be safe, nurtured, healthy, achieving, active, respected, responsible and included.*
4. *Our people will experience fewer health inequalities.*
5. *Our people will have improved physical and mental well being.*
6. *Our people will receive effective care when they need it.*
7. *Our communities will be safe and feel safe.*
8. *Our people will experience fewer social inequalities.*
9. *Our people will live in stable, attractive and popular neighbourhoods.*
10. *Our people will have high quality and accessible local services and facilities.*
11. *Dundee will have a sustainable environment.*

The City Council will seek to promote a clear understanding of, and commitment to, sustainable development so that everyone can contribute to the overall goal through their individual decisions and actions. The Council's progress on sustainable development will be monitored and reviewed regularly and publicly reported in the interests of open and transparent governance.

.....

(insert date)

David K. Dorward
Chief Executive, Dundee City Council



STAGE 2 – EVIDENCE

Corporate Level evidence

A set of key corporate indicators will be used to provide evidence of the Council's overall contribution towards sustainable development. The indicators will be taken from the existing SOA, Corporate Plan and Statutory Performance indicator sets. They are not intended to be an exhaustive list, but rather to communicate and highlight performance of the key economic, social and environmental issues for the Council (see Appendix 1).

Service Level evidence

Similar to the corporate level evidence, services will be required to identify existing 'high-level' service indicators and associated actions from the SOA and Service Plans that contribute to sustainable development. The information will be used to aid the service evaluation stage.

STAGE 3 – EVALUATION

After the performance evidence has been collected, it will be collated, evaluated and presented using the Corporate and Service Self Assessment Toolkits.

Corporate - Sustainable Development Self Assessment Toolkit

The Corporate Sustainable Development Self Assessment Toolkit (see Appendix 2) will be used on an annual basis to assess the Council's current strategic performance in contributing towards the achievement of sustainable development. This will be largely process driven and will give an indication of the extent to which sustainable development is mainstreamed within the Council's processes and practices.

The toolkit has been organised into five elements, corresponding with the five sections of Audit Scotland's Best Value 2 'Assessment Matrix' for Sustainability.

It is proposed that the toolkit will be completed annually by the Climate Change Board and a cross representation of service advisors to the Board. Completion of the toolkit will result in an in-house annual 'statement of position' regarding the Council's sustainable development progress; highlighting any areas of achievement or in need of improvement.

Departmental - Sustainable Development Self Assessment Toolkit

A Departmental Sustainable Development Self Assessment Toolkit will be used on an annual basis to assess the Council's departmental performance in contributing towards the achievement of sustainable development. This will give an indication of the extent to which sustainable development is being mainstreamed within service processes and practices.

The toolkit has been adapted from the Best Value and Sustainable Development toolkit for Local Authorities, (Sustainable Scotland Network, Sept 2006). In the form of a self-assessment questionnaire, it is designed to enable the Council's departments to assess their current position against paths to improvement for sustainable development. It also sets a framework within which the Council can, progressively engage, more fully with sustainable development and provide added value to the Council's corporate PSIF model.

The toolkit is designed to enable services to demonstrate that they are meeting Best Value requirements and that sustainable development is an integral part of their service delivery

STAGE 4 – REVIEW

To address the areas for improvement identified in the evaluation stage a summary action plan will be collated and reviewed annually by the Climate Change Board.

The action plan will set out the strategic improvement actions and targets, at both corporate and service level. Each action will specify targets, key personnel, measure(s) of progress, and also identify which of the five elements of Audit Scotland's Best Value 2 'Assessment Matrix' for Sustainability it contributes to (as illustrated by the example template in Appendix 2, p23).

STAGE 5 - REPORTING

Following completion of the above stages, the Council's annual sustainable development progress and performance, together with the action plan for the following year, will be reported to Council.

For future Service Plan reporting, evidence of service contribution towards sustainable development will be required. A summary of the completed questionnaires will be incorporated into future Service Plan progress reports.

PRIORITY THEME: CLIMATE CHANGE

Climate Change and carbon management will play an increasing role in the Council's efforts in achieving sustainable development and is therefore proposed as a priority Sustainable Development theme for action.

There are a number of new and imminent drivers related to tackling climate change that will impact upon the Council and require resources to be targeted accordingly. The most recently revised target as detailed by the Climate Change (Scotland) Act 2009 sets a target for a 42% cut in greenhouse gas emissions by 2020, rising to 80% by 2050.

Part 4 of the Act places duties on public bodies that require them, in exercising their functions, to act:

- in the way best calculated to contribute to delivery of the Act's emissions reduction targets;
- in the way best calculated to deliver any statutory adaptation programme; and
- in a way that it considers most sustainable.

The duties came into force on 1st January 2011 and draft guidance has been published by the Scottish Government to assist public bodies in complying with the duties.

Dundee City Council has recognised the threats and opportunities that climate change poses to the Council, its operations and to the communities it serves. The Council introduced a strategic framework for the Council's response to climate change in April 2008, identifying key areas for action both to mitigate emissions and to adapt to the impacts of climate change ([P&R Committee Report No. 219-2008](#)).

Since then, the Council has graduated from the Carbon Trust's Public Sector Carbon Management Programme which requires us to plan monitor and review our carbon management aims and to build upon its current commitment to carbon management. The Carbon Management Plan, approved in April 2009 ([P&R Committee Report No. 241-2009](#)), commits the Council to a target of reducing CO₂ by 10% by 2013 and underpins potential financial savings to the organisation of around £5.25 million.

The Carbon Management Plan will be the key document in the Council's efforts to tackle Climate Change and will integrate into Best Value reviews and continual pursuit of improved quality of services, while implementing efficiency savings. The Carbon Management Plan is designed to ensure all carbon emissions reduction proposals increase operational efficiency.

Table 1. Key Corporate Indicators for Sustainable Development

Type	Indicator	Source
ECONOMIC		
1. Employment	Total per annum growth in number of jobs.	Council Plan
2. Diversity of employment	% share of knowledge sector jobs.	Council Plan
3. Local Economy	Number of active enterprises.	Council Plan
4. Tourism	Levels of tourism expenditure (£m) per annum.	Council Plan
SOCIAL		
5. Crime	Reduce crime in groups 1-4.	Single Outcome Agreement
6. Education	% of school leavers leaving for positive destinations.	Council Plan
7. Housing	% of housing stock passing the Scottish Housing Quality Standard.	Council Plan
8. Physical Health	Gap in healthy life expectancy between those in the most deprived areas and the Dundee average.	Single Outcome Agreement
9. Mental Health	Average score of adults on the Warwick-Edinburgh Mental Health wellbeing scale.	Single Outcome Agreement
10. Community	% of residents who rate their neighbourhood as a good place to live (city-wide).	Single Outcome Agreement
ENVIRONMENT		
11. Climate Change	CO ₂ emissions from Council properties.	Statutory Performance Indicator
12. Transport	% of journeys to work made by public or active transport.	Single Outcome Agreement
13. Energy	Total domestic energy consumption per capita (kWh).	Single Outcome Agreement
14. Waste	% of municipal solid waste treated by recycling, composted and energy from waste.	Single Outcome Agreement
15. Environmental quality	Reported number of areas that exceed the National Air Quality Standard and Objectives for NO ₂ and PM ₁₀	Single Outcome Agreement
16. Biodiversity	Number of greenspace quality standards.	Single Outcome Agreement
17. Procurement	Procurement savings achieved in financial year.	Statutory Performance Indicator

Note:

- a) Indicators are taken from existing agreed indicators as per source.
- b) Indicator figures to be taken as at 31st March each year.

Dundee City Council

SUSTAINABLE DEVELOPMENT

CORPORATE - Self Assessment Toolkit

CORPORATE SUSTAINABLE DEVELOPMENT 'SELF ASSESSMENT TOOLKIT'

INTRODUCTION:

The Corporate Sustainable Development Self Assessment Toolkit will be used on an annual basis to assess the Council's current strategic performance in contributing towards the achievement of sustainable development. This will give an indication of the extent to which sustainable development is mainstreamed within the Council's processes and practices.




The Toolkit has been organised into five sections, corresponding with the five elements of Audit Scotland's Best Value 2 'Assessment Matrix' for Sustainability. This will allow the Council to directly identify its progress in line with Audit Scotland requirements.

- | | |
|--|--|
| 1. Vision and Strategic Direction: | <i>Are sustainability issues embedded in the organisation's vision and strategic direction?</i> |
| 2. Partnership Working and Community: | <i>Does the organisation promote sustainability effectively through its partnership working?</i> |
| 3. Governance and Accountability: | <i>Are sustainability issues embedded into governance arrangements?</i> |
| 4. Use of Resources: | <i>Does the organisation use its resources in a way that contributes to sustainability?</i> |
| 5. Performance Management and Improvement: | <i>Can the organisation demonstrate its contribution towards sustainability?</i> |

USING THE TOOLKIT:

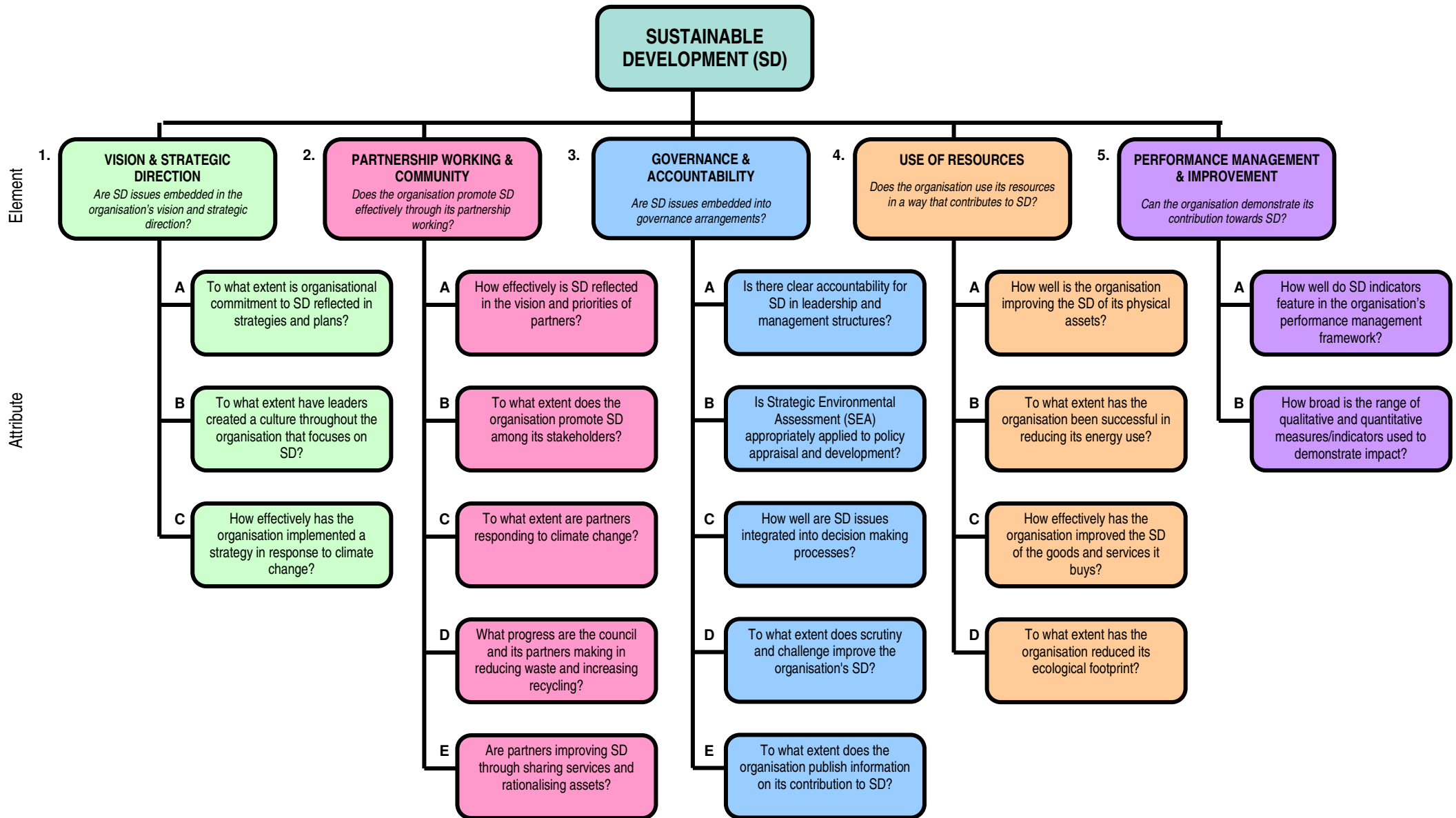
The Toolkit sets out a number of statements to score sustainable development performance against a scale ranging from Level 1 (high strategic risk) to Level 5 (low strategic risk) whilst aligning assessment with the Best Value 2 risk-based approach to auditing.

1. Reading from left to right, select the Level (1 to 5) which you believe most reflects the Council's current status, basing your evaluation on corporate and service evidence. Enter a score for the level (in multiples of 5) in the '*Performance against 2011 baseline*' column. (For example, for Attribute 1a, the first statement has been selected as Level 3, therefore the score must be selected between 40 and 60).
2. Repeat the process for all statements within an Attribute.
3. Mark the number of statements you have selected for each Level in the '*score (%)*' row.
4. Use an arithmetic average to give an overall score for the Attribute and enter the overall score and corresponding Level in the last column.
5. Provide comments in the '*Evidence*' box to demonstrate what commitments are in place to support the selected Level (e.g. policies, resources, actions etc..).
6. Lastly, identify any required actions for continuous improvement and list in the '*Improvement Plan*' box.

KEY: **SD** - Sustainable Development  Improving  No change  Worsening

Note: *The Performance baseline year will be 2010 and will show "no change" indicator for each statement in the first self-assessment. A scoring example is given for Attribute 1A.*

ASSESSMENT MATRIX FOR SUSTAINABLE DEVELOPMENT



Adapted from the Audit Scotland Best Value Toolkit: Assessment Matrix for Sustainability, 2009

Element 1. Vision and Strategic Direction *(Are SD issues embedded in the organisation's vision and strategic direction?)*

Attribute 1a – To what extent is organisational commitment to SD reflected in strategies and plans?

Level 1 (high strategic risk)	Level 2	Level 3	Level 4	Level 5 (low strategic risk)	Performance against 2011 baseline																		
Sustainable Development (SD) is not regarded as an important priority for the council.	SD is seen as one of many priorities.	SD is seen as an important principle for the whole council.	SD is seen as a key priority for the council and is becoming a 'golden-thread' through all activities.	The whole council has taken on SD as a key principle and it is integrated through all strategic drivers.	55																		
The Council's corporate objectives and Community Plan priorities are different and they actively undermine SD.	The Council's corporate objectives are different to the Community Plan priorities and some elements of SD are missing.	The Council's corporate objectives are different to the Community Plan priorities and both sets of objectives individually represent SD.	The Council's corporate objectives partially align with the Community Plan priorities and these cumulatively represent SD.	The Council's corporate objectives fully align with the Community Plan priorities and these cumulatively represent SD and are seen as an overarching framework for all council activities.	85																		
SD is not embedded in priorities, policy and operational activities only look to the short term.	SD is not embedded in priorities; policy and operational activities are usually short term and sometimes look to the medium term.	The intention is that medium-term SD priorities are used throughout policy and operational activities.	Medium-term SD priorities are used throughout policy and operational activities.	Long-term SD priorities (as represented by corporate and community plan priorities) are actively used in planning and delivering policy and operational activities.	50																		
No recognisable thread of SD in most plans.	Some plans include SD principles but not enough to be seen as a linking thread.	The main strategic plans include some reference to SD, but with no explanation.	Most strategic plans provide a basis for delivery of SD and SD is occasionally considered during policy and strategy development.	Strategic plans, strategies, policies are an effective framework for the delivery of SD and SD principles are considered when developing all policies and strategies.	70																		
SD principles are not used in business/service planning and no plans align with one another.	SD principles are rarely used in business/service planning and few plans align with one another.	SD principles are used in developing some service and business plans, and some align with one another.	SD principles are used in developing most service and business plans and these plans generally align with one another.	SD principles are used in developing all service and business plans and these plans are fully aligned with one another.	55																		
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100		
SCORE (%)											✓	✓✓			✓			✓					63 (Level 3)

EVIDENCE - • • •	IMPROVEMENT PLAN - • • •
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Adapted from the Sustainable Development Standard for Welsh Local Government. Copyright 2006 Forum for the Future

Attribute 1b – To what extent have leaders created a culture throughout the organisation that focuses on SD?

Level 1 (high strategic risk)	Level 2	Level 3	Level 4	Level 5 (low strategic risk)	Performance against 2011 baseline																	
Cross-department working occurs by chance, with no 'SD champions' in place.	Cross-department working occurs on an ad-hoc basis across some departments, not supported by 'SD champions'.	Cross-department working occurs on an ad-hoc basis, with some help from the 'SD champions'.	Cross-department working occurs fairly regularly, supported by a small group of 'SD champions'.	There is excellent cross-department working, driven by a cross-departmental group of 'SD champions' to integrate SD throughout the authority.	↔																	
No support mechanism or guidance for staff or management on SD.	Limited guidance and support for staff and management.	Some support and/or guidance on integrating SD, but mostly given on ad-hoc basis.	Support and guidance is accessible to most but not always readily translated into day jobs.	There is effective support and guidance for management/staff on SD issues and includes how to integrate SD in their work. There is evidence that this is leading to positive change and contributing to the achievement of SD.	↔																	
No understanding or awareness of SD.	There is understanding and awareness of SD only in the 'obvious' departments.	There is general awareness of SD as an important council aim or principle, but most staff do not apply the principles in their roles.	SD is understood and seen as something the whole council is trying to achieve, and certain staff understand how to apply it in their roles.	The Council has a clear statement of commitment for SD, which all staff understand and the majority actively apply in their everyday role.	↔																	
No staff are committed to SD.	Some staff are committed to SD, but there is little understanding of this in practice.	Some staff are committed to SD and understand what this means in practice.	Most staff are committed to delivering SD and understand what this means in practice.	All staff are committed to, and contribute towards, the delivery of SD and understand what this means in practice.	↔																	
No awareness or training sessions on SD.	One off training sessions are used to raise awareness of SD.	Some training sessions incorporate SD.	Ad-hoc training is given on SD in the context of certain individual's roles.	Scheduled SD training programmes are delivered as part of the corporate training programme, to increase staff awareness and offer practical advice, e.g. in translating high-level priorities to practical implementation.	↔																	
No progress on environment or social justice. The key focus is on the economy.	Slow progress on environmental, economy and social issues, these are separate to each other and this is not reflected in delivery.	There is progress towards environmental, social and economic issues in separate areas of work and some cross linkages are being explored in delivery.	There is a good selection of activities underway which benefit the economy, society and the environment at the same time and this is starting to be reflected in integrated delivery.	There is an excellent selection of activities underway which benefit the economy, society and the environment at the same time. This is reflected in integrated delivery.	↔																	
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100	
SCORE (%)																						



EVIDENCE -

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IMPROVEMENT PLAN -

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Attribute 1c – How effectively has the organisation implemented a strategy in response to climate change?

Level 1 (high strategic risk)	Level 2	Level 3	Level 4	Level 5 (low strategic risk)	Performance against 2011 baseline																	
No recognised commitment to reduce greenhouse gas emissions or develop a climate change strategy or action plan.	Public commitment to reduce greenhouse gas emissions and to develop a climate change strategy. Establishing baselines, forecasting and target setting not yet underway.	Delegated responsibility for climate change but authority unclear. Climate change strategy developed with baselines established, options quantified and targets set within an action plan.	Clear delegation and accountability for climate change, but support for the process restricted to only part of the organisation. Climate change strategy and action plan being implemented and supported by resources. Public reporting on progress.	Climate Change is fully integrated into general management, including policies, practices of the organisation and in its governance structures. Climate change strategy and action plan being implemented with greenhouse gas reductions being achieved. Periodic review with public reporting on progress.																		
No recognised commitment to managing the risks and adapting to the effects of climate change. No baseline information compiled on existing sources of risk assessment and adaptation related planning.	Public commitment to managing the risks and adapting to the effects of climate change. Impact assessment of vulnerabilities and opportunities undertaken in order to prioritise adaptation responses.	Climate change adaptation partially embedded in decision making processes and across some service areas. Adaptation action plan developed that sets out how the risks and opportunities will be managed and what actions will be taken.	Climate change adaptation embedded in most decision making processes and across most service areas. Adaptation action plan being implemented in partnership with relevant stakeholders.	Climate change adaptation fully embedded in decision making processes and across all service areas with arrangements in place for regular and continual review. Adaptation action plan actively being implemented in partnership with relevant stakeholders. Evidence of continuous risk analysis and monitoring with appropriate responses undertaken.																		
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100	
SCORE (%)																						
EVIDENCE - • •													IMPROVEMENT PLAN - • • •									

Adapted from the Sustainable Development Standard for Welsh Local Government. Copyright 2006 Forum for the Future

Element 2. Partnership Working & Community *(Does the organisation promote SD effectively through its partnership working?)*

Attribute 2a – How effectively is SD reflected in the vision and priorities of partners?

Level 1 (high strategic risk)	Level 2	Level 3	Level 4	Level 5 (low strategic risk)	Performance against 2011 baseline																	
There are no commitments to sustainability in key partnership documents (e.g. community plans, SOA).	There are broad commitments to sustainability in key partnership documents (e.g. community plans, SOA). The commitment has been translated into some measurable objectives and targeted actions. This is having some influence on partnership activity, although progress is made by one or two organisations only and there remains scope for further development.	Partners have agreed clear and stretching sustainability commitments and these are reflected in both partnership strategies and plans. Priorities have been translated into a small number of SMART objectives with identified resources for delivery. There is an ad hoc approach to delivering community priorities jointly.	Partners have agreed clear and stretching sustainability commitments and these are reflected in both partnership strategies and plans. Priorities have been translated into a delivery plan of SMART objectives with identified resources for delivery. There are good links between the Community Planning Partnership and the Council and the beginnings of a consistent approach to delivering common local sustainability priorities.	Clear sustainability priorities, objectives and local targets are embedded across all partnership strategies, policies and action plans and the strategies and plans of individual partners. Sustainability objectives are SMART and have clearly identified resources for delivery.																		
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100	
SCORE (%)																						

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Attribute 2b – To what extent does the organisation promote SD among its stakeholders?

Level 1 (high strategic risk)	Level 2	Level 3	Level 4	Level 5 (low strategic risk)	Performance against 2011 baseline																		
The Council consults the community once community planning issues are nearing final draft.	There is minimal dialogue between the Council and the community.	The dialogue between Council and community is ad hoc and focuses on the most outspoken.	There is some dialogue between the Council and the community and this influences Community Planning.	There is regular and effective dialogue between the Council and the community and this influences the Community Planning process.	↔																		
No meaningful consultation with any key stakeholders.	Little consultation involving stakeholders, with no evidence that consultation influences decisions.	Consultation carried out with some key stakeholders, with little evidence that consultation influences decisions.	Consultation carried out with most key stakeholders, with evidence that results have some influence over decision makers.	Meaningful participation process carried out with all key stakeholders, with evidence that results influence decision makers.	↔																		
No multi-agency approach to engaging stakeholders in the Community Plan process.	Very little multi-agency approach to engaging stakeholders in the Community Plan process.	Some multi-agency approach to engaging stakeholders in the Community Plan process.	Good multi-agency approach to engaging stakeholders in the Community Plan process.	Strong and effective multi-agency approach to engaging stakeholders in the Community Plan process.	↔																		
No promotion of SD in the community.	Little promotion of SD in the community.	The organisation occasionally promotes sustainability in the community and this has had some impact on the behaviour of stakeholders/communities/service users. Comparisons elsewhere show sustainability can be more effectively promoted for greater impact.	The organisation routinely promotes sustainability amongst stakeholders/communities/service users and there is evidence that this is positively influencing them towards more sustainable behaviour.	Co-ordinated and systematic work is carried out by the organisation to educate and influence stakeholders/communities/service users and there is evidence that this has significantly improved their behaviour with positive impacts on sustainability.	↔																		
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100		
SCORE (%)																							


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Attribute 2c – To what extent are partners responding to climate change?

Level 1 (high strategic risk)		Level 2					Level 3					Level 4					Level 5 (low strategic risk)					Performance against 2011 baseline	
Only one or two partners have a public commitment to reduce greenhouse gas emissions or have included measures to reduce emissions in relevant strategies, plans and programmes.		The majority of partners have a commitment to reduce greenhouse gas emissions and to include measures to reduce emissions in relevant strategies, plans and programmes. Individual annual statements of progress are being produced. The Community Planning Partnership has agreed in principle to co-operate on climate change.					The Community Planning Partnership has made a public commitment to climate change and has developed a shared and integrated climate change strategy and action plan focusing on reducing greenhouse gas emissions. There remains scope within the strategy and action plan for a greater emphasis on how partners will work together to adapt to climate change.					The Community Planning Partnership has developed a shared and integrated climate change strategy with plans to reduce greenhouse gas emissions and to adapt to climate change. They have an action plan with targets, and have demonstrated their individual commitment by assigning resources for delivery. Partnership progress reports are developed and good practice is shared.					The Community Planning Partnership is actively implementing a shared and integrated climate change strategy and action plan, supported by specific actions, targets and joint resources. This is clearly linked to other partnership strategies and performance management systems. Good practice is routinely shared and promoted with progress reports on achievements in climate change mitigation and adaptation. Partners are working together to assess the risks and opportunities of predicted climate change scenarios and impacts, and taking action to adapt.						
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100		
SCORE (%)																							
<i>EVIDENCE -</i>													<i>IMPROVEMENT PLAN -</i>										
<ul style="list-style-type: none"> • • • 													<ul style="list-style-type: none"> • • • 										

Attribute 2d – What progress are the Council and its partners making in reducing waste and increasing recycling?

Level 1 (high strategic risk)	Level 2	Level 3	Level 4	Level 5 (low strategic risk)	Performance against 2011 baseline																	
References in Single Outcome Agreement (SOA) to increasing recycling municipal waste but no targets are given.	SOA contains a target for recycling municipal waste but performance indicators are not being met. New and different approaches would be necessary to compete with the best councils.	SOA contains a target for recycling municipal waste that contributes towards the government's national target. A Waste Strategy and action plan are being implemented to meet the target. Building on existing practice would be necessary to compete with the best councils.	The council is meeting its SOA target for recycling municipal waste that was agreed as contributing towards the government's national target. A Waste Strategy and action plan are being implemented to meet the target. The Council actively monitors the success of new and different approaches adopted elsewhere in exploring ways of increasing recycling.	Recycling municipal waste is a key outcome of the SOA and the council is recognised as a leader in recycling through its efforts in developing new innovations and approaches. The Council has plans in place to increase further the recycling of municipal waste in the future.																		
The council and its partners have not reduced the amount of waste that they produce in line with its plan for waste reduction and their commitment to reducing the total amount of waste produced in their area.	The council and its partners are slowly managing to reduce the amount of waste that they produce in line with its plan for waste reduction and their commitment to reducing the total amount of waste produced in their area.	The council and its partners have reduced the amount of waste they produce. The council actively promotes the reduction of waste by all its partners and has a strategy and action plan to reduce the amount of waste produced in their area.	The council and its partners have significantly reduced the amount of waste they produce. The council actively promotes the reduction of waste by all its partners and is implementing a strategy and action plan to reduce the amount of waste produced in their area.	The council and its partners have minimised the amount of waste they produce and can clearly demonstrate this through benchmark comparisons with others. The council and its partners strongly pursue a shared, clearly defined strategy for the reduction of all waste produced in their area.																		
There is an ad hoc approach by the council and its partners in encouraging stakeholders/communities/service users to move away from waste disposal and towards prevention, reuse and recycling.	The council and its partners actively encourage stakeholders/communities/service users to move away from waste disposal and towards prevention, reuse and recycling.	The council and its partners have set waste management targets for moving stakeholders/communities/service users away from waste disposal and towards prevention, reuse and recycling.	The council and its partners are meeting targets for moving stakeholders/communities/service users away from waste disposal and towards prevention, reuse and recycling. Performance and targets are regularly reviewed to reflect the progress.	The council and its partners can demonstrate a significant improvement in waste management locally, with stakeholders/communities/service users disposing far less waste and more effectively reusing and recycling the waste they do produce.																		
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100	
SCORE (%)																						

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Attribute 2e– Are partners improving SD through sharing services and rationalising assets?

Level 1 (high strategic risk)				Level 2					Level 3					Level 4					Level 5 (low strategic risk)			Performance against 2011 baseline	
Sustainability issues are not a part of the decision-making process when partners are considering sharing services and rationalising assets.				Sustainability benefits (e.g. reduced greenhouse gas emissions from buildings and transport, water use, reduced waste production and better management) are only occasionally acknowledged by the organisation and partners in considering sharing of services and rationalising assets.					Sustainability benefits (e.g. reduced greenhouse gas emissions from buildings and transport, water use, reduced waste production and better management) are acknowledged by the organisation and partners in considering sharing of services and rationalising assets and do inform the decision-making process.					Sustainability issues are an integral part of the decision-making process when partners are considering sharing services and rationalising assets.					Sustainability issues are a key driver in examining options for the sharing services and rationalising assets.			↔	
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100		
SCORE (%)																							

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Element 3. Governance & Accountability (Are SD issues embedded into governance arrangements?)

Attribute 3a – Is there clear accountability for SD in leadership and management structures?

Level 1 (high strategic risk)	Level 2	Level 3	Level 4	Level 5 (low strategic risk)	Performance against 2011 baseline																		
There is no identified sustainability champion amongst senior management who is empowered and enabled to take action to mainstream sustainability throughout the organisation.	There is an identified sustainability champion amongst senior management however action to mainstream sustainability throughout the organisation is required.	There is an identified sustainability champion amongst senior management who is empowered and enabled to take action to mainstream sustainability throughout the organisation	There is an identified champion at the most senior decision-making level (board/council) who promotes sustainability across the organisation and actively challenges management on its performance.	The senior decision-making body and senior management show strong collective leadership on sustainability.	↔																		
No commitment to SD by elected members or senior management.	Little commitment to SD by elected members or senior management.	General commitment to SD from elected members or senior management, although not all committed to a corporate approach.	Some elected members and senior management are convinced of an integrated approach to SD.	All elected members and senior management are committed to, and lead on an integrated approach to SD.	↔																		
No resources and support for SD.	Limited resources and support for council wide delivery of SD.	Some resources are available for SD with some recognition that SD is the business of the whole council.	Resources are available for SD and these are channelled into support for mainstreaming SD.	There are dedicated resources to make sure that SD is an integral part of all council activities.	↔																		
No dedicated SD role or resources in place.	SD is one of the responsibilities of an (environment) officer.	SD is the responsibility of an individual officer.	A SD function has responsibility for SD with corporate commitment and limited capacity to support others.	Dedicated SD function to coordinate and support SD activities across the authority through maintaining a corporate commitment and assisting with process such as performance management and scrutiny; and sharing good practice.	↔																		
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100		
SCORE (%)																							


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Attribute 3b – Is Strategic Environmental Assessment (SEA) appropriately applied to policy appraisal and development?

Level 1 (high strategic risk)				Level 2					Level 3					Level 4					Level 5 (low strategic risk)			Performance against 2011 baseline	
SEA is rarely carried out for relevant strategies, plans and programmes and there is significant non-compliance with SEA legislation. Little organisational awareness of SEA exists.				SEA is only occasionally carried out for relevant strategies, plans and programmes in the decision making process. Examples of non-compliance with SEA legislation exist. SEA is typically the responsibility of sustainable development/environmental officers and still needs to be better understood across the organisation.					SEA is carried out for the majority of relevant strategies, plans and programmes in decision making processes with only occasional examples of non-compliance. Good awareness of SEA exists across key departments with policy makers and decision takers briefed on the role of SEA.					SEA is regularly carried out for all relevant strategies, plans and programmes. The organisation has identified an appropriate programme of SEAs and briefed policy makers and decision takers on the role of SEA. It has made some progress in delivering this programme, although SEA outcomes can be more effectively considered in decision making processes.					SEA is routinely carried out for all relevant strategies, plans and programmes. Their outcomes are clearly understood and fully evaluated in relevant decision-making processes. The role of SEA is incorporated within staff and elected/board member training and development programmes.				
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100		
SCORE (%)																							

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Attribute 3c – How well are SD issues integrated into decision making processes?

Level 1 (high strategic risk)	Level 2	Level 3	Level 4	Level 5 (low strategic risk)	Performance against 2011 baseline																		
Reports to inform decisions do not make reference to sustainability issues.	Reports to inform decisions make some reference to sustainability issues (e.g. a checklist to assess the potential impact of particular policy options on SD). This is on an ad hoc basis but not in budget setting, service and financial planning.	Reports to inform decisions frequently make reference to sustainability issues (e.g. a checklist). This is occasionally used in budget setting, service and financial planning.	Reports to inform decisions clearly highlight sustainability issues, and contain information to link the decision to corporate/ service goals and objectives. It is used in budget setting, service and financial planning.	Reports to inform decisions make reference to sustainability issues, and provide good quality information to clearly link the decision to corporate/ service goals and objectives. Formal methods for integrating SD are used in budget setting, service and financial planning.	↔																		
Sustainability issues are not considered in decisions across range of issues and services.	Sustainability issues are sometimes considered in decisions across range of issues and services.	Sustainability issues are considered in decisions across range of issues and services. Their consideration can be more consistent through out decision-making processes.	Sustainability is frequently discussed as part of decision making processes, and the quality of supporting information has been improving.	Sustainability is a core element in all organisational decision making and is based on good quality information/evidence.	↔																		
Risk management processes do not consider SD.	Risk management processes make some reference to SD, but this is not monitored on a consistent basis.	Risk management processes seek to improve performance towards long-term SD, but this is not supported by addressing capacity issues.	Risk management processes seek to improve performance towards long-term SD, and capacity to deliver, however this is not effective throughout the whole organisation.	Risk management processes are effectively improving performance towards long- term SD (as expressed by the community and corporate strategy), ensuring that aspirations are supported by capacity to deliver.	↔																		
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100		
SCORE (%)																							


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Attribute 3d – To what extent does scrutiny and challenge improve the organisation's SD?

Level 1 (high strategic risk)				Level 2					Level 3					Level 4					Level 5 (low strategic risk)			Performance against 2011 baseline		
SD is never considered during scrutiny of any other decision-making processes.				SD is rarely considered within scrutiny and other decision-making processes.					SD is considered within scrutiny and other decision-making where they are the key feature of decisions, although this is not monitored and there is scope for more effective challenge.					The governing body have developed a degree of confidence and understanding of sustainability and routinely challenge the sustainability implications for all elements of the organisation's activities.					Elected/board members have a sophisticated understanding of sustainability issues and this is reflected in the detailed level of scrutiny of policy, performance and decisions adds value within the organisation.					
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100			
SCORE (%)																								


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Attribute 3e – To what extent does the organisation publish information on its contribution to SD?

Level 1 (high strategic risk)				Level 2					Level 3					Level 4					Level 5 (low strategic risk)			Performance against 2011 baseline		
SD reporting has been considered but not adopted.				The organisation's public performance report does not refer to its contribution to sustainability.					The organisation's public performance report refers to its contribution to sustainability. Reported information is more heavily biased towards processes than outcomes.					The organisation publicly reports some qualitative and quantitative information about the achievement of sustainability objectives/ outcomes. This is information is accessible but could be more widely promoted.					The organisation publishes a wide range of balanced information about its performance in achieving its sustainability targets and outcomes. This is information is promoted widely available and easily accessible.					
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100			
SCORE (%)																								

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Element 4. Use of Resources (*Does the organisation use its resources in a way that contributes to SD?*)

Attribute 4a – How well is the organisation improving the SD of its physical assets?

Level 1 (high strategic risk)				Level 2					Level 3					Level 4					Level 5 (low strategic risk)			Performance against 2011 baseline	
The authority does not actively seek to manage its properties in a sustainable manner.				The authority manages some of its assets in a sustainable manner which is occasionally reflected in day to day staff activity.					The organisation's asset management strategy takes into account the sustainability in the acquisition of new assets (e.g. new equipment new buildings).					In considering its asset management strategy, the organisation takes into account the most sustainable approach to the disposal of assets and has established criteria against which to make these judgements.					The organisation benchmarks the sustainability of its systems of asset management against other organisation and actively seeks to improve its performance.				
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100		
SCORE (%)																							

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Attribute 4b – To what extent has the organisation been successful in reducing its energy use?

Level 1 (high strategic risk)	Level 2	Level 3	Level 4	Level 5 (low strategic risk)	Performance against 2011 baseline																		
No explicit Energy policy in place.	There is an unwritten set of guidelines for reducing the organisation's energy consumption.	An unadopted energy policy with targets to reduce energy consumption has been set by the organisation's energy manager or senior department manager.	A formal energy policy has been adopted with targets to reduce energy consumption but no there active commitment from senior management is required to achieve targets.	Energy Policy is fully integrated into the general management and practices of the organisation and in its governance structures. Action plan being implemented with periodic review.	↔																		
No formal delegated responsibility for energy management.	Energy management is the part-time responsibility of an individual officer with limited authority or influence.	Energy Efficiency Officer in post, reporting to ad-hoc committee, but line management and authority are unclear.	Energy management performance accountable to the organisation's Best Value Working Group representing all users and chaired by the Chief Executive.	Energy management is fully integrated into management structures across the organisation with clear delegation of responsibility.	↔																		
No contact with the organisation's energy users.	Informal contact between the organisation's engineer and a few users.	Contact with major users through ad-hoc committee chaired by a senior departmental manager.	The organisation's Best Value Working Group is used as main channel together with direct contact with major users.	Formal and informal channels of communication are regularly exploited by Energy Efficiency Officer and energy staff at all levels.	↔																		
No promotion of energy efficiency within the organisation.	Informal contacts across the organisation are used to promote energy efficiency.	Some staff awareness training is held on an ad-hoc basis.	Programme of staff awareness and regular publicity campaigns to promote energy efficiency.	The organisation regularly markets the value of its energy efficiency and energy management performance both within the organisation and externally.	↔																		
No investment to increase the energy efficiency of the organisation.	Only low cost measures are taken to improve the energy efficiency of the organisation.	Investment is taking place to improve the energy efficiency of the organisation, although using short-term payback criteria only.	Investment is taking place to improve the energy efficiency of the organisation using the same pay back criteria employed as for all other investments.	Positive discrimination in favour of 'green' schemes with detailed investment appraisal of all new-build and refurbishment opportunities.	↔																		
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100		
SCORE (%)																							

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Attribute 4c – How effectively has the organisation improved the SD of the goods and services it buys? *¹ [[[TEXT BELOW STILL TO BE EDITED]]]


Level 1 (high strategic risk)	Level 2	Level 3	Level 4	Level 5 (low strategic risk)	Performance against 2011 baseline
A sustainable procurement champion has been identified. Key procurement staff have received basic training in sustainable procurement principles. Sustainable procurement is included as part of a key employee induction programme.	All procurement staff have received basic training in sustainable procurement principles. Key staff have received advanced training on sustainable procurement principles.	Targeted refresher training on latest sustainable procurement principles. Performance objectives and appraisal include sustainable procurement factors. Simple incentive programme in place.	Sustainable procurement included in competencies and selection criteria. Sustainable procurement is included as part of employee induction programme.	Achievements are publicised and used to attract procurement professionals. Internal and external awards are received for achievements. Focus is on benefits achieved. Good practice shared with other organisations	↔
Agree overarching sustainability objectives. Simple sustainable procurement policy in place endorsed by CEO. Communicate to staff and key suppliers.	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.	Augment the sustainable procurement policy into a strategy covering risk, process integration, marketing, supplier engagement, measurement and a review process. Strategy endorsed by Chief Executive.	Review and enhance the sustainable procurement strategy, in particular recognising the potential of new technologies. Try to link strategy to EMS and include in overall corporate strategy.	Strategy is: reviewed regularly, externally scrutinised and directly linked to organisations' EMS. The Sustainable Procurement strategy recognised by political leaders is communicated widely. A detailed review is undertaken to determine future priorities and a new strategy is produced beyond this framework.	↔
Expenditure analysis undertaken and key sustainability impacts identified. Key contracts start to include general sustainability criteria. Contracts awarded on the basis of value-for-money, not lowest price. Procurers adopt Quick Wins.	Detailed expenditure analysis undertaken, key sustainability risks assessed and used for prioritisation. Sustainability is considered at an early stage in the procurement process of most contracts. Whole-life-cost analysis adopted.	All contracts are assessed for general sustainability risks and management actions identified. Risks managed throughout all stages of the procurement process. Targets to improve sustainability are agreed with key suppliers.	Detailed sustainability risks assessed for high impact contracts. Project/contract sustainability governance is in place. A life-cycle approach to cost/impact assessment is applied.	Life-cycle analysis has been undertaken for key commodity areas. Sustainability Key Performance Indicators agreed with key suppliers. Progress is rewarded or penalised based on performance. Barriers to sustainable procurement have been removed. Best practice shared with other organisations	↔
Key supplier spend analysis undertaken and high sustainability impact suppliers identified. Key suppliers targeted for engagement and views on procurement policy sought.	Detailed supplier spend analysis undertaken. General programme of supplier engagement initiated, with senior manager involvement.	Targeted supplier engagement programme in place, promoting continual sustainability improvement. Two way communication between procurer and supplier exists with incentives. Supply chains for key spend areas have been mapped.	Key suppliers targeted for intensive development. Sustainability audits and supply chain improvement programmes in place. Achievements are formally recorded. Chief Executive involved in the supplier engagement programme.	Suppliers recognised as essential to delivery of organisations' sustainable procurement strategy. Chief Executive engages with suppliers. Best practice shared with other/peer organisations. Suppliers recognise they must continually improve their sustainability profile to keep the clients business.	↔

¹ Adapted from the Scottish Government 'Sustainable Procurement Action Plan for Scotland - Flexible Framework' (Source: <http://www.scotland.gov.uk/Topics/Government/Procurement/policy/corporateresponsibility/sspap>) p11.

Key sustainability impacts of procurement activity have been identified.				Detailed appraisal of the sustainability impacts of the procurement activity has been undertaken. Measures implemented to manage the identified high risk impact areas.					Sustainability measures refined from general departmental measures to include individual procurers and are linked to development objectives.					Measures are integrated into a balanced score card approach reflecting both input and output. Comparison is made with peer organisations. Benefit statements have been produced.					Measures used to drive organisational sustainable development strategy direction. Progress formally benchmarked with peer organisations. Benefits from sustainable procurement are clearly evidenced. Independent audit reports available in the public domain.					↔	
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100				
SCORE (%)																									

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Attribute 4d – To what extent has the organisation reduced its ecological footprint?

Level 1 (high strategic risk)				Level 2					Level 3					Level 4					Level 5 (low strategic risk)				Performance against 2011 baseline
No recognised commitment to ecological footprinting.				The organisation is using footprint language to raise awareness of consumption issues and recognises the implications within strategy documents.					The organisation is using a footprint indicator in policy documents or its Single Outcome Agreement with priority areas identified and targets set.					The organisation is using footprint data and tools to develop scenarios and inform policy and/or projects. Service-specific training and support on footprint data and scenario development is required to build internal capacity.					The organisation is using footprint data and language to provide an evidence base for policy making and seeks to lead performance in this area.				
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100		
SCORE (%)																							

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Element 5. Performance Management & Improvement (*Can the organisation demonstrate its contribution towards SD?*)

Attribute 5a – How well do SD indicators feature in the organisation's performance management framework?

Level 1 (high strategic risk)				Level 2					Level 3					Level 4					Level 5 (low strategic risk)			Performance against 2011 baseline	
Sustainability indicators do not feature within the performance management framework.				Some sustainability indicators feature within the performance management framework, primarily at a corporate level.					Sustainability indicators within the performance management framework primarily feature at a corporate level, (i.e. in the local SOA, the organisation's corporate plan) and reflect indicators/outcomes in the national performance framework. Systems to demonstrate sustainability performance across the organisation need further development.					Sustainability indicators feature in the performance management framework both corporately and for services. The organisation is refining its performance framework to demonstrate sustainability performance more comprehensively and meaningfully and links between different levels are becoming clearer.					The organisation's performance management framework demonstrates performance on sustainability comprehensively and meaningfully.			↔	
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100		
SCORE (%)																							



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Attribute 5b – How broad is the range of qualitative and quantitative measures/indicators used to demonstrate impact?

Level 1 (high strategic risk)	Level 2	Level 3	Level 4	Level 5 (low strategic risk)	Performance against 2011 baseline																	
No sustainability performance measures/ indicators have been identified to demonstrate impact.	A few qualitative sustainability performance measures/ indicators have been identified to demonstrate impact.	There are a range of sustainability performance measures/indicators, although they primarily provide qualitative information with quantitative data being more limited.	Sustainability performance measures/ indicators have a balance of qualitative information and quantitative data (e.g. ecological footprint, carbon emissions, energy use, transport data etc).	Sustainability performance measures/ indicators clearly demonstrate impact through a good balance of quantitative information and quantitative data drawn from the widest and most relevant sources.																		
Social, environmental and economic issues are all measured separately in the performance management framework.	There is some recognition that the environment should be considered alongside social and economic issues and this is demonstrated in the PM framework.	There are one or two a discrete questions within the performance management framework asking for SD evidence.	SD is part of the performance management cycle so that the processes track some progress towards SD.	SD is fully integrated into the performance management cycle so that the processes act as an ongoing check back to progress towards SD.																		
TOTAL (%)	0	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100	
SCORE (%)																						

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CORPORATE SUSTAINABLE DEVELOPMENT 'SELF ASSESSMENT TOOLKIT'

(EXAMPLE TEMPLATE)

(Actions and Indicators to be included in the 'Online Plan' and 'Online Performance' Monitoring Databases)

AREAS IDENTIFIED FOR IMPROVEMENT:					
Action/Objective	Priority	Responsibility	Status	Related Performance Indicator(s)	Contributes to SD Element/Attribute:
					E.g. 1A
					E.g. 1B
					E.g. 2B
					E.g. 2D
					E.g. 2E
					E.g. 3A
					E.g. 3C
					E.g. 3D
					E.g. 4a
					E.g. 5B

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