

Group Finance

Disability Equality Action Plan

Objective	Action	Timescale	Outcome	Progress
<p>Develop and deliver an effective engagement strategy to raise awareness and understanding of equality and diversity with particular regard to disability</p>	<ul style="list-style-type: none"> Appoint a senior champion to take the lead on the development of an engagement strategy to raise awareness and understanding with particular regard to disability Appoint diversity manager(s) for each directorate, to take the lead on diversity issues in their business area 	<p>November 2006</p> <p>December 2006</p>	<ul style="list-style-type: none"> Improved levels of knowledge and understanding for all staff and demonstration of positive attitudes towards disabled people Improved levels of satisfaction with the actions taken to ensure that appropriate reasonable adjustments are made for our staff and stakeholders 	<p>Diversity champion appointed</p> <p>Diversity managers appointed November 2006, first meeting held March 2007, terms of reference agreed and monthly meetings held</p> <p>Presentations to staff completed by end December 2006. Assurance certificates received from business unit managers</p> <p>New induction programme 'Building Business Knowledge' in place for Senior Civil Servants and new senior managers links in to diversity and equality requirements and legislation</p> <p>Diversity and equality covered in induction procedures and processes, best practice shared through diversity and equality managers meetings</p> <p>We are rolling out a series of presentations to all line managers highlighting their responsibilities</p>

Objective	Action	Timescale	Outcome	Progress
<p>Develop and deliver an effective engagement strategy to raise awareness and understanding of equality and diversity with particular regard to disability (<i>continued</i>)</p>	<ul style="list-style-type: none"> Ensure our staff are aware of the changes to disability legislation and ensure that this is built into induction for new staff Ensure that staff are aware of the wider learning opportunities available to them on disability issues and are encouraged to benefit from these and include this in their development plans 	<p>December 2006</p> <p>March 2007 – March 2008</p>	<ul style="list-style-type: none"> Staff understand their roles and responsibilities under the revised legislation and are properly equipped to meet the general duties 	<p>Planning for communicating messages about diversity and equality is discussed at diversity managers meetings. Network groups in individual business units include diversity and equality agenda in their terms of reference</p> <p>Updates on diversity and equality are provided to our senior managers for sharing with all staff</p> <p>Communications to all staff by way of information bulletins, line managers briefing notes and our internal website</p> <p>Reasonable adjustment statistical returns are produced and submitted every quarter</p> <p>All Diversity and Equality Centre of Expertise meetings attended</p> <p>Diversity and Equality Centre of Expertise provided impact assessment training for our diversity managers</p>

Objective	Action	Timescale	Outcome	Progress
Develop and deliver an effective engagement strategy to raise awareness and understanding of equality and diversity with particular regard to disability (<i>continued</i>)	<ul style="list-style-type: none"> Ensure that staff are aware of current policy regarding reasonable adjustments Work with the Department's Diversity and Equality Centre of Expertise to ensure that our reasonable adjustment processes are efficient and effective 	<p>March 2007 and then regular communication refreshes</p> <p>Ongoing activity</p>	(See above)	(See above)
Ensure all future functions and policies are impact assessed with regard to the general duties	<ul style="list-style-type: none"> Ensure staff have the skills and knowledge required to undertake impact assessments 	December 2007	<ul style="list-style-type: none"> New functions and policies are assessed to ensure that they take account of the particular circumstances of disabled people 	<p>Impact assessment training carried out in May 2007</p> <p>Monitoring of progress and compliance issues</p> <p>Awareness presentations ongoing for managers and relevant staff</p>

Objective	Action	Timescale	Outcome	Progress
<p>Ensure all future functions and policies are impact assessed with regard to the general duties (<i>continued</i>)</p>	<ul style="list-style-type: none"> Identify all of our key communications and reports for customers and stakeholders and provide these in alternative formats on request Introduce and promote more assertive diversity and equality requirements in new Departmental contracts 	<p>Ongoing from December 2006</p> <p>Ongoing from December 2006</p>	<ul style="list-style-type: none"> Commercial agreements reflect the legislative requirements and set out clearly what our expectations are Adoption of more progressive policies by our suppliers 	<p>Analysis commenced to identify key communications, reports, stakeholders, formats available and contingency arrangements. This will ensure we have captured all the areas where functions and policies may have an impact on our customers and allow us to focus on making sure they meet their needs</p> <p>Communication planning workshops in place to ensure we are working together to deliver and publish key messages</p> <p>Work commenced in finance policy and practice and commercial and estates directorate to identify key policy/control managers allowing us to ensure diversity and equality is embedded into contracts with our external suppliers</p> <p>Ongoing work within commercial and estates directorate to ensure diversity and equality requirements captured in external contracts</p> <p>Departmental estates strategy impact assessment underway</p>

Objective	Action	Timescale	Outcome	Progress
<p>Ensure all future functions and policies are impact assessed with regard to the general duties (<i>continued</i>)</p>	<ul style="list-style-type: none"> Embed the 'Duty to promote greater diversity and equality' into contracts where our external providers are providing a service to the public 	<p>(See above)</p>	<ul style="list-style-type: none"> Provision of quality services that reflect the needs of our stakeholders and we work with our external suppliers to meet legal requirements and continually improve their service 	<p>(See above)</p>

Objective	Action	Timescale	Outcome	Progress
<p>Agree and implement a strategy for monitoring progress on our areas of responsibility and review the overall effectiveness and impact</p>	<ul style="list-style-type: none"> Monitor recruitment and promotion exercises to ensure processes are followed and that they are conducted in a transparent manner 	<p>As exercises occur</p>	<ul style="list-style-type: none"> Through delivery of our equality scheme action plans and through pro-active championship in our businesses we will make a positive contribution to the achievement of Departmental 2005 – 2008 targets to increase the representation of disabled staff at higher grades 	<p>Analysis work has started on the review of management information reports to establish information available on recruitment and promotion for our specialist posts. This exercise is expected to take approximately four months due to the nature of the analysis and the creation of new diversity and equality reports in the recently implemented new resource management software</p> <p>Diversity and equality key performance indicators have been identified and are updated and monitored monthly. These indicators are measures that inform senior managers that we are making progress on meeting our objectives and targets</p> <p>Analysis commenced to identify key communications, reports and stakeholders</p>

Objective	Action	Timescale	Outcome	Progress
<p>Agree and implement a strategy for monitoring progress on our areas of responsibility and review the overall effectiveness and impact (<i>continued</i>)</p>	<ul style="list-style-type: none"> Review all of our professions (accountancy, procurement, audit, operational research) for diversity by gender, ethnicity, age, sexual orientation and religion or belief and develop actions to address our findings Ensure that our business and operating plans include the action plan objectives 	<p>March 2008</p> <p>Annually and at mid-year reviews</p>	<ul style="list-style-type: none"> The impact of our actions will be visible and we will demonstrate that our recruitment policies and practices are fair and equal 	<p>(See above)</p>

Objective	Action	Timescale	Outcome	Progress
<p>Agree and implement a strategy for monitoring progress on our areas of responsibility and review the overall effectiveness and impact (<i>continued</i>)</p>	<ul style="list-style-type: none"> • Ensure that we adopt and implement the Departmental strategy on monitoring and evaluation and include appropriate measures and indicators within our business performance management reporting processes • Review the methods we adopt when consulting with customers and staff to build greater confidence that there is no discrimination in any respect 	<p>March 2007</p> <p>May 2007</p>	<p>(See above)</p>	<p>(See above)</p>

Objective	Action	Timescale	Outcome	Progress
<p>Deliver the sustainable development action plan and sustainable procurement strategy</p>	<ul style="list-style-type: none"> • Review sustainable development action plan • Develop commodity-based sustainable procurement strategies to incorporate diversity and equality issues • Review Department's sustainable development policy statement 	<p>30 November 2006</p> <p>31 December 2006</p> <p>31 December 2007</p>	<ul style="list-style-type: none"> • Further develop social issues within overall sustainable development objectives • Detailed plans for sustainable specifications and continuing improvement within procurement exercises and ongoing contract management 	<p>The Department's sustainable procurement strategy has been re-written and was re-launched at the end of September 2007</p> <p>Category management teams have now outlined plans to deliver sustainable development targets</p> <p>Sustainable procurement implementation group facilitates the pursuit and management of activity to meet sustainable development targets</p> <p>Commercial policy and process team was involved in developing the proposals in the Discrimination Law Review Green Paper and will want to be involved in the Single Equality Bill</p> <p>Planned work is underway to review Commercial Employment Provision terms and conditions in respect of Office for Government Commerce standard and law requirements. Note current terms and conditions meet requirements</p>

Objective	Action	Timescale	Outcome	Progress
<p>Deliver the sustainable development action plan and sustainable procurement strategy <i>(continued)</i></p>	<p>(See above)</p>	<p>(See above)</p>	<ul style="list-style-type: none"> Improved policy and understanding of links between social aspects of sustainable development and equality agenda 	<p>Social impacts on, or that are caused by, the Department's operations and also impacts that are caused by customers or that impact on customers are clearly included within the Department's sustainable procurement strategy</p>
<p>Develop and deliver an ongoing engagement strategy to increase the understanding of equality and diversity with particular regard to disability</p>	<ul style="list-style-type: none"> Hold workshops with procurement professionals throughout commercial and estates directorate exploring how equality issues can and should be taken into account when conducting procurement exercises 	<p>November 2006 – July 2007</p>	<ul style="list-style-type: none"> Procurement professionals throughout commercial directorate will build equality issues into all procurements and ongoing contract management of suppliers 	<p>Series of workshops held with procurement professionals</p> <p>Diversity and equality requirements included in the commercial and estates strategy document and active within individual teams</p> <p>Sustainable procurement risk assessment methodology is mandatory for all procurements</p>

Objective	Action	Timescale	Outcome	Progress
<p>Develop and deliver an ongoing engagement strategy to increase the understanding of equality and diversity with particular regard to disability (<i>continued</i>)</p>	<p>(See above)</p>	<p>(See above)</p>	<ul style="list-style-type: none"> Contract managers will be able to spot areas for concern and raise these with contractors 	<p>Newsletters produced and guidance and recommendations are available on the Department's sustainable development, commercial policy and process and Department for Environment, Food and Rural Affairs websites</p> <p>Contracting teams have measures in place to assure suppliers are reputable and have record of diversity and equality</p> <p>Diversity and equality requirements specified questioning and establishing of credentials of suppliers made at pre-qualification stages</p> <p>Policy on diversity and equality routinely examined in competition and contracting. Quality plans sought from suppliers contain relevant measures</p>

Gender Equality Action Plan

Objective	Action	Timescale	Outcome	Progress
Develop and deliver an effective engagement strategy to raise awareness and understanding of equality and diversity with particular regard to gender	<ul style="list-style-type: none"> Appoint a senior champion to lead on development of the strategy Appoint diversity manager(s) for each directorate, to take the lead on diversity issues in their business area Ensure our staff are aware of the changes to gender legislation and ensure that this is built into induction for new staff 	<p>November 2006</p> <p>December 2006</p> <p>December 2006</p>	<ul style="list-style-type: none"> Improved levels of knowledge and understanding for staff and demonstration of activity to promote gender equality Staff understand their roles and responsibilities under the revised legislation and are properly equipped to meet the general duties 	<p>Diversity champion appointed</p> <p>Diversity managers appointed November 2006, first meeting held March 2007, terms of reference agreed and monthly meetings held</p> <p>Presentations to staff completed by end December 2006. Assurance certificates received from business unit managers</p> <p>New induction programme 'Building Business Knowledge' programme for Senior Civil Servants and new senior managers links in to diversity and equality requirements and legislation</p> <p>Diversity and equality covered in induction procedures and processes, best practice is shared through diversity and equality managers meetings</p> <p>We are rolling out a series of presentations to all line managers highlighting their responsibilities</p>

Objective	Action	Timescale	Outcome	Progress
Develop and deliver an effective engagement strategy to raise awareness and understanding of equality and diversity with particular regard to gender (<i>continued</i>)	<ul style="list-style-type: none"> Ensure staff are aware of the wider learning opportunities available on gender issues and encourage staff to participate and include in development plans 	March 2007 – March 2008	(See above)	Planning for communicating messages about diversity and equality is discussed at all diversity managers meetings
Ensure all future functions and policies are impact assessed, with regard to the general duties	<ul style="list-style-type: none"> Ensure staff have the skills and knowledge required to undertake impact assessments Identify opportunities in our communication planning process to ensure that we promote gender equality 	December 2007 December 2006 and annually as plan is developed	<ul style="list-style-type: none"> New functions and policies assessed to take account of the general duty with regard to gender 	<p>Impact assessment training carried out in May 2007</p> <p>Monitoring of progress and compliance issues</p> <p>Awareness presentations ongoing for managers and relevant staff</p> <p>Analysis commenced to identify key communications, reports, stakeholders, formats available and contingency arrangements. This will ensure we have captured all the areas where functions and policies may have an impact on our customers and allow us to focus on making sure they meet their needs</p>

Objective	Action	Timescale	Outcome	Progress
<p>Ensure all future functions and policies are impact assessed, with regard to the general duties (<i>continued</i>)</p>	<ul style="list-style-type: none"> Introduce and promote more assertive diversity and equality requirements in new Departmental contracts Embed the 'Duty to promote' greater diversity and equality into contracts where external providers are providing a service to the public Continue to promote 'zero tolerance' on unlawful discrimination and harassment 	<p>Ongoing from December 2006</p> <p>Ongoing from December 2006</p> <p>Ongoing</p>	<ul style="list-style-type: none"> Communication activities demonstrate commitment to promoting gender equality and to re-enforcing our commitment to eradicating discrimination and harassment Commercial agreements reflect the legislative requirements and clearly set out our expectations Quality services that reflect the diverse needs of our stakeholders and we work with our external suppliers to meet legal requirements and continually improve their service 	<p>Work commenced in finance policy and practice and commercial directorate to identify key policy/control managers allowing us to ensure diversity and equality is embedded into contracts with our external supplier</p> <p>Ongoing work within commercial directorate to ensure diversity and equality requirements captured in external contracts</p> <p>Departmental estates strategy impact assessment underway</p> <p>Continue to promote and monitor 'zero tolerance' through staff survey results and focus groups</p>

Objective	Action	Timescale	Outcome	Progress
<p>Agree and implement a strategy for monitoring progress on our areas of responsibility and review the overall effectiveness and impact</p>	<ul style="list-style-type: none"> Review all of our professions (accountancy, procurement, audit, operational research etc) for diversity by gender, ethnicity, age, sexual orientation and religion or belief and develop actions to address our findings Monitor recruitment and promotion exercises to ensure processes are followed and that they are conducted in a transparent manner 	<p>March 2008</p> <p>Ongoing</p>	<ul style="list-style-type: none"> Through delivery of our equality scheme action plans and through pro-active championship in our businesses we will make a positive contribution to the achievement of Departmental 2005 – 2008 targets to increase the representation of women at higher grades 	<p>Analysis work commenced on the review of management information reports to see if information available on recruitment and promotion for specialist posts. This work is expected to take approximately four months due to the nature of the analysis needed and the creation of new diversity and equality reports in the new resource management software</p> <p>Analysis undertaken of staff survey and Investors in People results. Group Finance deputies forum members responsible for ensuring action plans in place and actively managed in each business unit to address problem areas</p> <p>Diversity and equality key performance indicators have been identified and are updated and monitored monthly. These indicators are measures that inform senior managers that we are making progress on meeting our objectives and targets</p> <p>Analysis commenced to identify key communications, reports, stakeholders, formats available and contingency arrangements</p>

Objective	Action	Timescale	Outcome	Progress
<p>Agree and implement a strategy for monitoring progress on our areas of responsibility and review the overall effectiveness and impact (<i>continued</i>)</p>	<ul style="list-style-type: none"> Monitor the views of our people through the annual staff perception survey and encourage participation in diversity network groups Ensure that our business and operating plans include the action plan objectives 	<p>Annual survey and regular network events throughout the year</p> <p>Annually</p>	<ul style="list-style-type: none"> The impact of our actions will be visible and we will demonstrate that our recruitment policies and practices are fair and equal 	<p>(See above)</p>

Objective	Action	Timescale	Outcome	Progress
<p>Agree and implement a strategy for monitoring progress on our areas of responsibility and review the overall effectiveness and impact (<i>continued</i>)</p>	<ul style="list-style-type: none"> Ensure that we adopt and implement the Department's strategy on monitoring and evaluation and include appropriate measures and indicators within our business performance management reporting processes Review the methods that we adopt when consulting with customers and staff to build greater confidence that there is no discrimination in any respect 	<p>March 2007</p> <p>May 2007</p>	<p>(See above)</p>	<p>(See above)</p>

Objective	Action	Timescale	Outcome	Progress
<p>Delivering the sustainable development action plan and sustainable procurement strategy</p>	<ul style="list-style-type: none"> Review sustainable development action plan Develop commodity based sustainable procurement strategies to incorporate diversity and equality issues Review the Department's sustainable development policy statement 	<p>30 November 2006</p> <p>31 December 2006</p> <p>31 December 2007</p>	<ul style="list-style-type: none"> Further develop social issues within overall sustainable development objectives Detailed plans for sustainable specifications and continuing improvement within procurement exercises and ongoing contract management Improved policy and understanding of links between social aspects of sustainable development and equality agenda 	<p>The Department's sustainable procurement strategy has been re-written and was re-launched at the end of September 2007</p> <p>Category management teams have now outlined plans to deliver sustainable development targets</p> <p>Sustainable procurement implementation group facilitates the pursuit and management of activity to meet sustainable development targets</p> <p>Commercial policy and process team were involved in developing the proposals in the Discrimination Law Review Green Paper and will want to be involved in the Single Equality Bill</p> <p>Planned work is underway to review Department/commercial employment provision terms and conditions in respect of Office for Government Commerce standard and law requirements. Our current terms and conditions meet requirements</p> <p>Social impacts on, or that are caused by, the Department's operations and also impacts that are caused by customers or that impact on customers are clearly included within the Department's sustainable procurement strategy</p>

Objective	Action	Timescale	Outcome	Progress
<p>Develop and deliver an ongoing engagement strategy to increase the understanding of equality and diversity with particular regard to gender</p>	<ul style="list-style-type: none"> Hold workshops with procurement professionals throughout commercial estates division exploring how equality issues can and should be taken into account when conducting procurement exercises 	<p>November 2006 – July 2007</p>	<ul style="list-style-type: none"> Procurement professionals throughout commercial estates division will build equality issues into all procurements and ongoing contract management of suppliers Contract managers will be able to spot areas for concern and raise these with contractors 	<p>Series of workshops held with procurement professionals</p> <p>Diversity and equality requirements included in the commercial and estates strategy document and active within individual teams</p> <p>Sustainable procurement risk assessment methodology is mandatory for all procurements</p> <p>Newsletters produced and guidance and recommendations are available on the Department's sustainable development, commercial policy and process and Department for Environment, Food and Rural Affairs websites</p> <p>Contracting teams have measures in place to assure suppliers are reputable and have record of diversity and equality</p> <p>Diversity and equality requirements specified and questioning and establishing of credentials of suppliers at pre-qualification stages</p> <p>Policy on diversity and equality routinely examined in competition and contracting. Quality plans sought from suppliers contain relevant measures</p>

Race Equality Action Plan

Objective	Action	Timescale	Outcome	Progress
<p>Ensure future functions and policies are impact assessed with regard to the general duties</p>	<ul style="list-style-type: none"> Introduce and promote more assertive diversity and equality requirements in all new Departmental contracts Embed the 'Duty to promote' greater diversity and equality into contracts where our external providers are providing a service to the public Continue to promote 'zero tolerance' on unlawful discrimination and harassment 	<p>Ongoing from December 2006</p> <p>Ongoing from December 2006</p> <p>Continuous</p>	<ul style="list-style-type: none"> All new functions and policies are assessed to ensure that they take account of the general duty with regard to race Our commercial agreements reflect the legislative requirements and set out clearly what our expectations are 	<p>Impact assessment training carried out in May 2007</p> <p>Monitoring of progress and compliance issues</p> <p>Analysis commenced to identify key communications, reports, stakeholders, formats available and contingency arrangements. This will ensure we have captured all the areas where functions and policies may have an impact on our customers and allow us to focus on making sure they meet their needs</p> <p>Work commenced in finance policy and practice and commercial directorate to identify key policy/control managers allowing us to ensure diversity and equality is embedded into contracts with our external suppliers</p>

Objective	Action	Timescale	Outcome	Progress
Ensure future functions and policies are impact assessed with regard to the general duties (<i>continued</i>)	(See above)	(See above)	<ul style="list-style-type: none"> Provision of quality services that reflect the diverse needs of our stakeholders and we work with our external suppliers to meet legal requirements and continually improve their service 	<p>Ongoing work within commercial directorate to ensure diversity and equality requirements captured in external contracts</p> <p>Departmental estates strategy impact assessment underway</p>
Develop and deliver an ongoing engagement strategy to increase the understanding of equality and diversity with particular regard to race	<ul style="list-style-type: none"> Appoint a senior champion to lead on development of the strategy Appoint diversity manager(s) for each directorate, to lead on diversity issues for their area 	<p>November 2006</p> <p>December 2006</p>	<ul style="list-style-type: none"> All staff understand their roles and responsibilities under the revised legislation and are properly equipped to meet the general duties 	<p>Diversity champion appointed</p> <p>Diversity managers appointed November 2006, first meeting held March 2007, terms of reference agreed and monthly meetings held</p> <p>Communications to all staff by way of information bulletins, line managers briefing notes and our internal website</p>

Objective	Action	Timescale	Outcome	Progress
<p>Develop and deliver an ongoing engagement strategy to increase understanding of equality and diversity with particular regard to race (<i>continued</i>)</p>	<ul style="list-style-type: none"> • Identify opportunities in our communication planning process to ensure we promote racial equality • Ensure staff have the required skills and knowledge to undertake impact assessments • Ensure staff are aware of the Department's diversity toolkit and have time to complete the e-learning and diversity training to be included in divisional learning and development plans 	<p>December 2007</p> <p>December 2007</p> <p>January 2007 – December 2008</p>	<ul style="list-style-type: none"> • Our policy and decision makers understand the system for assessing proposed policies and amendments to existing policies for their likely impact on race equality • We demonstrate our commitment through our communication activities to promoting race equality and to re-enforcing our commitment to eradicating discrimination and harassment 	<p>Planning for communicating messages about diversity and equality is discussed at diversity managers meetings</p> <p>Impact assessment training commenced in May 2007</p> <p>Diversity toolkit introduced at planning and performance management directorate conference and communicated to all staff</p> <p>Further work to continue when review complete</p>

Objective	Action	Timescale	Outcome	Progress
<p>Agree and implement a strategy for monitoring progress on our areas of responsibility and review the overall effectiveness and impact</p>	<ul style="list-style-type: none"> Make a positive contribution to the achievement of Departmental 2005 – 2008 targets to increase the representation of ethnic minority staff at higher grades Monitor recruitment and promotion exercises to ensure processes are followed and that they are conducted in a transparent manner 	<p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> The impact of our actions will be visible and we will demonstrate that our recruitment policies and practices are fair and equal The directorate will have a clearer picture of the experience of ethnic minority staff within the organisation and have a plan in place to address the issues they face as a result of their ethnicity 	<p>Analysis work has started on the review of management information reports to see if information available on recruitment and promotion for our specialist posts. This exercise is expected to take four months due to the nature of the analysis required and the creation of new reports in the new resource management software</p> <p>Analysis undertaken of staff survey and Investors in People results. Our deputies forum members are responsible for ensuring action plans in place and actively managed in each business unit to address problem areas</p> <p>Analysis commenced to identify key communications, reports, stakeholders, and formats available and contingency arrangements</p>

Objective	Action	Timescale	Outcome	Progress
<p>Agree and implement a strategy for monitoring progress on our areas of responsibility and review the overall effectiveness and impact (<i>continued</i>)</p>	<ul style="list-style-type: none"> Review all of our professions for diversity by gender, ethnicity, age, sexual orientation and religion or belief and develop actions to address our findings Monitor the views of our people through the annual staff perception survey and encourage participation in diversity network groups 	<p>March 2008</p> <p>Annual survey and programme of network group events during the year</p>	<ul style="list-style-type: none"> The directorate will benefit from a diverse workforce, who are proud to work for their part of the organisation 	<p>Diversity and equality key performance indicators identified and are updated and monitored monthly. These indicators are measures that inform senior managers that we are making progress on meeting our objectives and targets</p> <p>Standing agenda item at diversity managers meetings</p>

Objective	Action	Timescale	Outcome	Progress
<p>Agree and implement a strategy for monitoring progress on our areas of responsibility and review the overall effectiveness and impact (<i>continued</i>)</p>	<p>Review the methods we adopt when consulting with customers and staff to build greater confidence that there is no discrimination in any respect</p> <ul style="list-style-type: none"> Ensure our business and operating plans include the action plan objectives 	<p>May 2007</p> <p>Annually</p>	<p>(See above)</p>	<p>(See above)</p>

Objective	Action	Timescale	Outcome	Progress
<p>Agree and implement a strategy for monitoring progress on our areas of responsibility and review the overall effectiveness and impact (<i>continued</i>)</p>	<ul style="list-style-type: none"> • Adopt and implement the Department's strategy on monitoring and evaluation, include appropriate measures and indicators in our business performance management reporting processes • Compare progress and lessons learned with other Departmental business areas and share good practices 	<p>March 2007</p> <p>Ongoing</p>	<p>(See above)</p>	<p>(See above)</p>

Objective	Action	Timescale	Outcome	Progress
<p>Deliver the sustainable development action plan and sustainable procurement strategy</p>	<ul style="list-style-type: none"> Review sustainable development action plan Develop commodity based sustainable procurement strategies to incorporate diversity and equality issues Review the Department's sustainable development policy statement 	<p>30 November 2006</p> <p>31 December 2006</p> <p>31 December 2007</p>	<ul style="list-style-type: none"> Further develop social issues within overall sustainable development objectives Detailed plans for sustainable specifications and continuing improvement within procurement exercises and ongoing contract management Improved policy and understanding of links between social aspects of sustainable development and equality agenda 	<p>Departmental sustainable procurement strategy has been re-written and was re-launched at the end of September 2007</p> <p>Category management teams have now outlined plans to deliver sustainable development targets</p> <p>Sustainable procurement implementation group facilitates the pursuit and management of activity to meet sustainable development targets</p> <p>Commercial policy and process team were involved in developing the proposals in the Discrimination Law Review Green Paper and will want to be involved in the Single Equality Bill</p> <p>Planned work is underway to review Department/commercial employment provision terms and conditions in respect of Office for Government Commerce standard and law requirements. Note current terms and conditions meet requirements</p> <p>Social impacts on, or that are caused by, the departments operations and also impacts that are caused by customers or that impact on customers are clearly included within the Department's sustainable procurement strategy</p>

Objective	Action	Timescale	Outcome	Progress
<p>Develop and deliver an ongoing engagement strategy to increase understanding of equality and diversity with particular regard to race</p>	<ul style="list-style-type: none"> Hold workshops with commercial directorate procurement professionals to explore how equality issues can and should be accounted for in procurement exercises 	<p>November 2006 – July 2007</p>	<ul style="list-style-type: none"> Procurement professionals throughout commercial directorate will build equality issues into all procurements and ongoing contract management of suppliers Contract managers will be able to spot areas for concern and raise these with contractors 	<p>Series of workshops held with procurement professionals</p> <p>Diversity and equality requirements included in the commercial and estates strategy document and active within individual teams</p> <p>Sustainable procurement risk assessment methodology is mandatory for all procurements</p> <p>Newsletters produced and guidance and recommendations are available on the Departmental sustainable development, commercial policy and process and Department for Environment, Food and Rural Affairs websites</p> <p>Contracting teams have measures in place to assure suppliers are reputable and have record of diversity and equality</p> <p>Diversity and equality requirements specified and questioning and establishing of credentials of suppliers at pre-qualification stages</p> <p>Policy on diversity and equality routinely examined in competition and contracting. Quality plans sought from suppliers contain relevant measures</p>