

Corporate Social Responsibility Report

Corporate Social Responsibility (CSR) is a long-term commitment to continuous improvement of economic, environmental and social performance, as well as to the quality of stakeholder relationships.

In order to drive such improvements, The Crown Estate has set itself the following objectives and targets for the financial year 2004/2005. It is The Crown Estate's intention to commission an independent review of its progress against these in 2005, and to report publicly on its progress in these areas.

CSR strategy

- To measure our performance against key performance indicators and identify improvement targets wherever possible.
- To report annually on our CSR performance and activities.
- To continue the establishment of an environmental management system, with ISO 14001 as the underlying framework.

The way we do business

- To embed our core values more effectively both internally amongst staff, and externally amongst managing agents.
- To achieve full compliance with corporate governance provisions wherever appropriate.
- To further focus and improve procurement functions through internal restructuring and streamlining of core activities.
- To establish guidelines for integrating CSR principles into The Crown Estate's procurement policies, where appropriate.
- To launch 10 year strategic plans for forestry estates.

Our customers

- To introduce a new Customer Management Team as part of the restructuring of the urban estate.
- To set out key objectives and deliverables for our dealings with customers.
- To review customer satisfaction surveys undertaken across different estates for consistency, and work to develop a headline indicator for all estates.
- To develop detailed performance improvement action plans based on the findings of the latest customer satisfaction surveys.
- To complete the Disability Discrimination Act (DDA) impact assessment on rural estates and to implement a programme of planned improvements to accessibility for disabled persons on all The Crown Estate's close managed properties.
- To run a series of seminars for rural tenants to discuss the challenge of change.

Our people

- To introduce new information technology systems to further formalise HR systems and monitor performance on a more accurate basis.
- To undertake a review of the Staff Handbook to update it with revised HR policies and management systems.
- To ensure the harmonisation of employment terms and conditions between office and estate based staff, thereby reinforcing The Crown Estate's desire to treat all staff on consistent terms where possible.
- To develop a knowledge management system to enable better sharing of good practice across different functions within the organisation.
- To complete the Health & Safety Manual and make amendments where necessary to ensure full compliance with statutory requirements.
- To provide further training for foresters by ensuring attendance on a three day tree risk assessment course.
- To commission an audit by external consultants of CAVR 02 (asbestos compliance) in directly and close managed premises.

The environment around us

- To monitor and report on level of recycling achieved by Crown Estate occupied premises and housing estates.
- To extend recycling collection schemes and initiatives across the close managed portfolio.
- To establish baseline figures for the energy and water usage for all Crown Estate occupied and close managed properties, with a view to setting targets for more efficient use.
- To bring together ad hoc standards now in existence so as to develop best practice standards.
- To adopt Building Research Establishment Environmental Assessment Method (BREEAM), where appropriate, as the minimum standard with the aim of achieving at least a 'Very Good' rating.
- To require contractors to adopt considerate constructors schemes where they apply.
- To provide guidance on The Crown Estate standards to all staff and key contractors and consultants.
- To identify good environmental practice and review existing contracts and other documentation with a view to reinforcing standards and achieving consistency.
- To communicate the results of Crown Estate supported research and development and identify further opportunities for research, development and communication.
- To complete the roadside tree inspection programme.
- To commission an audit by external consultants of water quality management in directly and close managed premises.
- To review the use of alternative fuels in the working fleet at Windsor.
- To organise seminars and promotion of good practice and conservation opportunities across The Crown Estate.
- To maintain and improve overall scoring in the annual PEG survey for commercial properties.
- To explore extension of benchmarking performance criteria to residential, rural and marine estates.
- To extend current performance assessments of managing agents to include environmental criteria.
- To establish a comprehensive list of conservation and other designated areas to help inform business and stewardship plans.

The wider community

- To improve communication with amenity groups on matters of architectural heritage, conservation and environment.
- To establish overriding principles of stakeholder engagement based on our experiences of The Quadrant, Regent Street.
- To bring forward the conversion of farm buildings and residential conversions for employment purposes.

