



Department
for Environment
Food & Rural Affairs

Greening Government Commitments Annual Report April 2017 to March 2018

May 2019



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Ministerial Foreword

In January 2018, the UK government published its 25 Year Environment Plan, signalling the actions we will take to meet our ambition to be the first generation to leave our environment in a better state than we found it. The UK Government is determined to lead by example in the way it manages its own estate and operations sustainably, as demonstrated by the Greening Government Commitments.

Once again, the performance of government departments outlined in this report demonstrates strong performance against this commitment. It demonstrates how departments are taking both the environment and the need for efficiency into account in the way they use energy and water, make travel decisions, handle waste and procure goods and services. It also demonstrates that we do not rest on our laurels – after the 2020 target for reducing greenhouse gas emissions was met early in 2016/17, we have set ourselves the new, more stretching, target to reduce emissions by 43% by 2020.

In 2017/18, the government reduced its greenhouse gas (GHG) emissions by 39% and waste by 40% compared to the 2009/10 baseline. Departments took 28% fewer domestic flights and used 10% less water. They recycled 60% of waste and diverted 87% from landfill. The combined savings from reduced energy consumption, waste and water are estimated at almost £150 million. It is my pleasure to congratulate departments on these achievements.

We continue to look at how government can in the future increase its resource efficiency and minimise its negative effects on the environment. Work is already under way to explore options for targets and reporting requirements in the period after 2020, when the current targets expire.

I look forward to reporting on continued progress in the future.

Thérèse Coffey, Parliamentary Under Secretary of State for the Environment, Defra

Introduction to the Greening Government Commitments

The Greening Government Commitments (GGCs) demonstrate how the UK government is working to improve the environmental performance of its own estate and operations. They set out targets for the government to reduce greenhouse gas emissions, domestic flights, waste, paper consumption and water use by 2019/20 compared to a 2009/10 baseline. Departments must demonstrate each year how they make sure the goods and services they buy are as sustainable as possible. They must also report publicly on their actions on climate change adaptation, biodiversity, sustainable food and catering, and sustainable construction, and any other significant aspects of their work which could have a negative effect on the environment¹.

The targets recognise that government departments carry out a wide variety of functions and activities, and are designed to be flexible enough to allow departments to make improvements in the way most appropriate to their own estate and operations. This report sums up the progress made during the financial year 2017/18 against the 2019/20 targets. To allow for comparison over time without becoming unwieldy, tables in this report include comparative data for the 2016 to 2017 financial year, when reporting against the current targets began. Data from before this date is available in previous annual reports².

Greening Government targets apply to 22 central government departments and non-ministerial government departments and their Arm's Length Bodies (ALBs) unless specifically exempted (see Annex 5 for bodies covered by reporting). Following machinery of Government changes in recent years, this report is the first to include the Department for International Trade (DIT) and the Department for Exiting the European Union (DExEU), and to report on the Department for Business, Energy and Industrial Strategy (BEIS) following the merger of the former Department for Business, Industry and Skills (BIS) and the Department of Energy and Climate Change (DECC).

Following the government's success in meeting the 2019/20 target for reducing greenhouse gas emissions (GHGs) three years early in 2016/17, BEIS worked with departments to develop a new, more ambitious target to be met by April 2020, which was announced in 2017. This report shows departments making good progress towards the new target.

The Greening Government programme is overseen by Defra, with policy support from BEIS (which is responsible for the GHG reduction target), Cabinet Office, HM Treasury (HMT), and the Department for Transport (DfT).

¹ See <https://www.gov.uk/government/publications/greening-government-commitments-2016-to-2020>

² See <https://www.gov.uk/government/collections/greening-government-commitments>

All departments are responsible for the collection, processing and quality of their own data.³ Consultants from BRE provide additional quality checking to ensure data consistency. Defra collates data on procurement and transparency. Defra also collates the data on the four ALBs which have been granted exemption from meeting the targets on operational grounds, but which are still required to report and make improvements to their environmental performance (Chapters 9 and 10 and Annexes 1-3).

DIT and DExEU, as new departments, are reporting here for the first time and 2017/18 will be their baseline. BEIS is also reporting for the first time after being created from the merger of BIS and DECC (both of which reported separately last year). BEIS, however, has retained the BIS baseline, as this is roughly equivalent given the addition of DECC and the removal of elements which have become DIT, thus allowing us to maintain an overall picture of changes over time.

In the 25 Year Environment Plan⁴, Ministers announced their intention to eliminate single-use consumer plastics from the government estate. The government has committed itself to achieving this by 2020, and departments are already working to meet this challenge. Case studies outlining progress this year are included in the waste chapter of this report, and full reporting will be included in the 2018/19 annual report.

As part of the continued commitment to improve sustainable procurement practices, a consultation on how government should take account of social value in procurement has been launched⁵. The consultation will further inform best practices for procurement across the government estate.

³ DCMS occupy an HMRC building, therefore their utilities data (GHG, water and waste) is reported in HMRC's data

⁴ <https://www.gov.uk/government/publications/25-year-environment-plan>

⁵ <https://www.gov.uk/government/consultations/social-value-in-government-procurement>

Executive Summary of 2017 to 2018 Performance

Greenhouse gas emissions

2020 Target: reduce greenhouse gas emissions by at least 43% from a 2009 to 2010 baseline (in line with individual departmental targets).

- Government as a whole has reduced its emissions by 39% in 2017/18 compared to 2009/10, showing continued strong progress towards the new target of 43%.
- 14 departments have made reductions in emissions of 50% or more compared to the 2009/10 baseline.
- Reductions in energy consumption saved the government an estimated £112million in 2017/18.⁶

Domestic flights

2020 Target: reduce the number of domestic business flights by at least 30% from the 2009 to 2010 baseline

- Government as a whole reduced the number of domestic flights it took by 28% compared to the baseline – a further improvement on the 25% reduction recorded in 2016/17.
- However, performance at a departmental level remains mixed, with 11 out of the 22 departments performing worse than in 2016/17. Five departments report an increase in flights compared to the baseline.

Waste

2020 Target: reduce the amount of waste going to landfill to less than 10% and continue to improve our waste management by reducing the overall amount of waste generated and increasing the proportion which is recycled.

⁶ Estimated savings across government in 2017/18 compared to the 2009/10 baseline, based on BEIS quarterly energy price statistics averaged over the past four quarters (2nd quarter 2017 to 1st quarter 2018), price for non-domestic users, taking figures for 'large' users (which is in the middle of the range).

- Government departments reduced their overall waste arisings by 40% in 2017/18 compared to the 2009/10 baseline – a considerable improvement on the previous year's 32% reduction.
- Government departments once more diverted 87% of waste from landfill in 2017 to 2018 – the same level as the previous two years. Five departments sent no waste to landfill (up from four in 2016/17), and a further eight have reduced landfill to 10% or less than of total waste.
- 60% of waste was recycled – which compares favourably with the 45% of waste from households in the UK which was recycled in 2016.⁷
- Reductions in waste saved the government an estimated £24.3million in costs⁸.

Paper consumption

2020 Target: reduce government's paper use by at least 50% from a 2009 to 2010 baseline

- Government as a whole has reduced its paper consumption by 55% in 2017 to 2018 compared to the baseline, exceeding the 2020 target.
- 13 departments exceeded the 50% target – up from 10 in 2016/17. Of these, eight recorded a reduction of over 70%.

Water

2020 Target: continue to further reduce water consumption. Each department will continue to improve on the reductions they had made by 2014/15.

Departments will set internal targets and continue to report on office water use (m³ per Full Time Equivalent (FTE)).

- The government reduced its water consumption by 10% in 2017/18 – a small improvement on 2016/17, but falling short of the 12% reduction made in 2015/16.
- Increasingly dry summers have affected water consumption across government, with some parts of the government estate requiring additional watering.

⁷ UK Statistics on waste – October 2018 update: <https://www.gov.uk/government/statistics/uk-waste-data>

⁸ Based on the mid-point gate fee plus landfill tax for non-hazardous waste - median price (£107/tonne) for non-hazardous waste including landfill tax (from WRAP 2017 data) plus estimated cost (£74/tonne) of transport (3% uplift on last year's figure, rounded to nearest £). Actual costs could vary significantly depending on type of waste and distance to landfill site.

- All departments but two reported a reduction in water consumption compared to the baseline
- An estimated £7.3million of savings were achieved through reduced water consumption⁹

Procurement

Commitment: continue to buy more sustainable and efficient products and services with the aim of achieving the best long-term, overall value for money for society.

- The majority of departments report having either a specific sustainable procurement policy or wider sustainability policy in place, or include sustainability within overarching procurement policy.
- Arrangements for promoting sustainable procurement vary from staff network champions to senior civil servant champions.
- Most departments have undertaken or are planning to undertake some supply chain scrutiny.

Transparency

Commitment: departments will be open and transparent by reporting publicly on the steps they are taking to address the following areas:

- **climate change adaptation;**
 - **biodiversity and the natural environment;**
 - **procurement of food and catering services;**
 - **sustainable construction;**
 - **any other issues that departments consider to be most significant to reducing the environmental impact of their activities.**
- 12 out of 22 departments have reported against all four transparency commitment areas – a slight improvement on the previous year.
 - Most departments have reported their actions in relation to at least one of the transparency areas in their Annual Report and Accounts (ARA).

⁹ Total marginal price (i.e. ignoring fixed charges) for supply and waste water for users taking 50,000 m³ per year. Average of charges for 2017-18 from: Thames Water (£1.81/m³); Severn Trent (£1.70/m³); United Utilities: (£2.49/m³)

Chapter 1: Greenhouse gas emissions

2020 Target: reduce greenhouse gas emissions by at least 43% from a 2009 to 2010 baseline (in line with individual departmental targets).

2017 to 2018 Headlines

- Government has reduced its emissions by 39% in 2017/18 compared to 2009/10, showing continued strong progress towards the new target of 43%.
- 14 departments have made reductions in emissions of 50% or more compared to the 2009/10 baseline.
- Reductions in energy consumption saved the government an estimated £112million in 2017/18.¹⁰

The target

Reducing greenhouse gas emissions to mitigate the effects of climate change is a national priority. The UK was one of the first countries to recognise and act on the economic and security threats of climate change, passing the Climate Change Act in 2008, and building on this with the 2017 Clean Growth Strategy¹¹.

After the government as a whole met its GGC target of a 32% reduction by 2020 three years early, BEIS set a new stretch target of 43%. This is made up of individual targets for each reporting department, encouraging each to go as far and as fast as realistically possible within the constraints of their individual functions and circumstances.

Performance

Departments again recorded significant reductions in greenhouse gas emissions in 2017/18. While the increasing decarbonisation of the national electricity grid and mild weather goes some way towards explaining the overall reduction, it is clear that there is a continued strong drive towards maximising the efficiency of both existing and new buildings. Departments are continuing to reap the financial benefits of reducing energy

¹⁰ Estimated savings across government in 2017/18 compared to the 2009/10 baseline, based on BEIS quarterly energy price statistics averaged over the past four quarters (2nd quarter 2017 to 1st quarter 2018), price for non-domestic users, taking figures for 'large' users (which is in the middle of the range).

¹¹ *The Clean Growth Strategy: Leading the way to a low carbon future:*

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/651916/BEIS_The_Clean_Growth_online_12.10.17.pdf

consumption in buildings, with savings to fuel costs estimated to be in the region of £112 million this year¹².

While smaller departments are continuing to make the larger percentage reductions, the two biggest departments - the Ministry of Defence (MOD) and Ministry of Justice (MOJ), which, combined, account for 70% of government emissions – both recorded significant progress in reducing emissions over the past two years. Current performance shows a reduction of 34% up from 27% in 2016/17 against the MOD target of 40%. This reflects a variety of energy efficiency programmes and decarbonisation of the National Grid. The drive to greater energy efficiency was obtained by a combination of targeted investment together with co-ordinated awareness and behaviour change campaigns. Similarly, the cumulative effect of work across MOJ's custodial and administrative estate has enabled it to increase its 28% reduction in 2016/17 to 34% this year.

The dramatic results achieved by some of the smaller departments are also the result of a combination of major change – such as the early gains from HMRC's ongoing move from 145 offices to 13 regional centres and 5 specialist sites and MHCLG's new central site – and ongoing diligent improvements, such as the efficiency work taking place across the Defra group estate.

DExEU, whose building energy use, waste and water are reported by its hosting departments (mainly CO, with a smaller occupancy at MOD), here reports only its emissions from business travel.

Case Study - HMRC

HMRC writes: 'Exciting things are happening at HMRC. As we shift our operations from 145 offices (in 2016-17) to 13 regional centres, we're creating greener places to work with a focus on wellbeing. Our first Regional Centre, which opened in Croydon in 2017, has a green roof to ease the burden on drainage and enhance biodiversity, and a solar photovoltaic array to provide renewable energy.

'To meet the BREEAM¹ environmental standards, we're introducing specific requirements for air quality and fresh water, and we're cutting back on chemicals by using low volatile organic compound products and materials. Photovoltaic panels and heat recovery systems to recycle and capture heat from other parts of the buildings will help to reduce our energy usage.

'We're making the new offices more comfortable for staff by setting the correct levels of lighting and temperature, and maintaining good levels of humidity. Planting will also be used to enhance air quality by capturing CO₂ during the day and releasing oxygen at night. Recycled materials will be a priority for the furnishings, for example carpets made from fishing nets.'

¹²Estimated savings across government in 2017/18 compared to the 2009/10 baseline, based on BEIS quarterly energy price statistics averaged over the past four quarters (2nd quarter 2017 to 1st quarter 2018), price for non-domestic users, taking figures for 'large' users (which is in the middle of the range).

Case Study – Defra Energy Performance Contract

Defra has continued to increase the efficiency of its buildings in 2017/18 as part of an ongoing Energy Performance Contract arranged via the Re:Fit programme - a public sector procurement initiative supported by BEIS, which guarantees public bodies financial savings from energy efficiency.

Work undertaken to date includes retrofitting lighting; installing or upgrading building energy management systems (BEMS) and installing solar PV or solar thermal systems. Lighting retrofits in four buildings alone are estimated to be saving the department over £78,000 per year, while solar power in nine locations will contribute an estimated £45,000 saving. Improved building management systems in four premises will save an estimated £26,000.

In total, the works will save almost 460 tonnes of CO₂ every year.

Case Study – MOD: Army Energy Review

The 29 Regiment Royal Logistics Corps (29Reg RLC) formed an Energy Management Team, and established an Energy Management Action Plan. Members of staff were empowered by their managers with the responsibility to take control of their own workplace areas. Building Custodians were issued with detailed Terms of Reference, and were assisted by Energy Wardens who had completed the online Defence Learning Environment environmental awareness course. Department Heads were also issued with Terms of Reference to help reduce costs during periods of high network transmission and distribution charges.

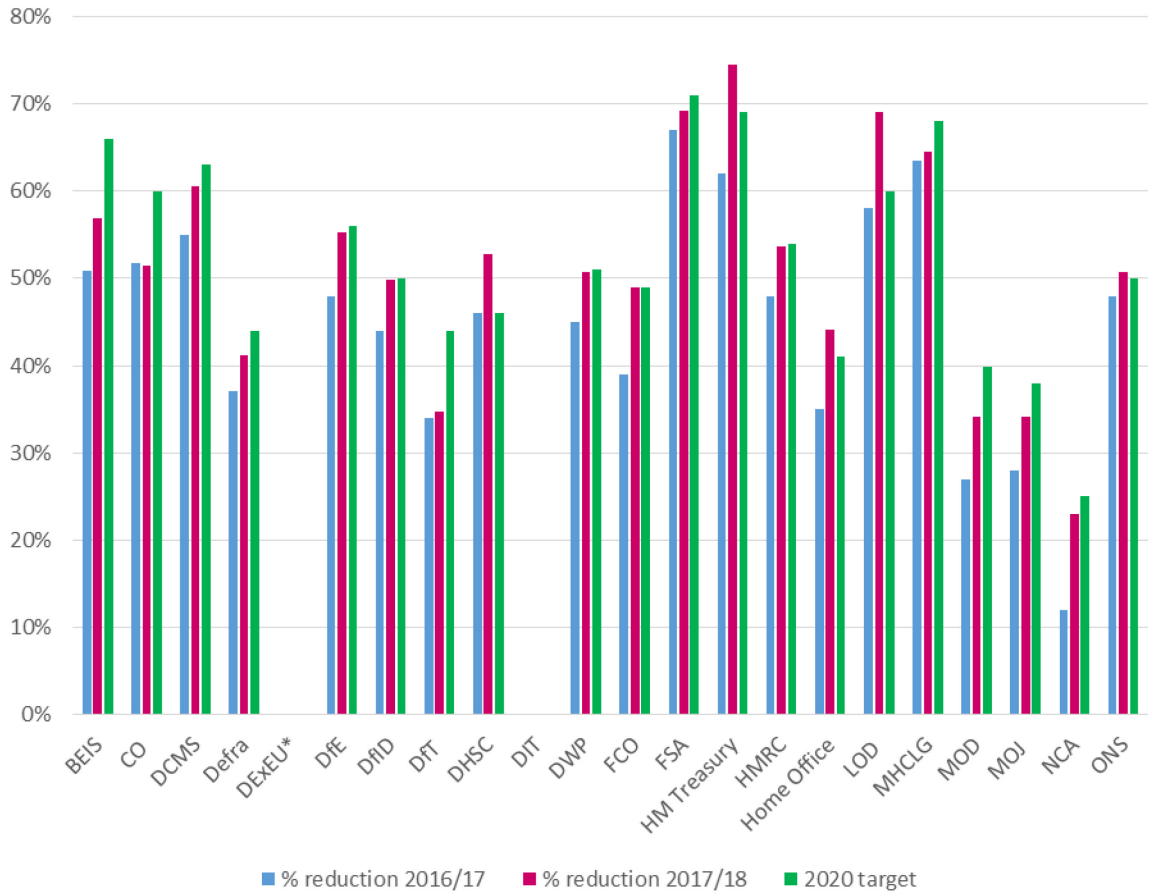
Regular site meetings were held by 29Reg RLC with all onsite agencies. The Station Sustainable Development Adviser delivered presentations to the Building Custodians to reinforce the importance of the role that they play. Staff engagement and support throughout the project was paramount to enhance the levels of trust and integrity. Awareness training was also delivered to all levels of management and employees during the Workplace Induction Package.

The regiment was recognised for its combined efforts and was awarded the “Army Safety Environmental Award” for 2018, and the Energy Managers Association (EMA) Award for “EMA Energy Management Team of the Year”. The Award was presented by Lord Redesdale, CEO EMA at the Energy Management Exhibition which took place in the ExCel Centre, London November 2017.

Greenhouse gas emissions (individual targets)						
Department	Baseline 2009/10*	Performance 2017/18	% reduction 2016/17	% reduction 2017/18	2020 target reduction (revised July 2018)	% of total government emissions
BEIS	63,539	27,091	51%	57%	66%	1%
CO	11,628	5,649	52%	51%	60%	0.3%
DCMS	1,352	540	55%	60%	63%	0.0%
Defra	119,398	70,109	37%	41%	44%	4%
DExEU (travel only)	11	11	N/A	N/A	N/A	<0.1%
DfE	26,534	11,884	48%	55%	56%	1%
DfID	4,309	2,154	44%	50%	50%	<0.1%
DfT	190,277	124,311	34%	35%	44%	7%
DHSC	56,774	26,819	46%	53%	46%	1%
DIT	1,072	1,072	N/A	N/A	N/A	<0.1%
DWP	217,904	107,456	45%	51%	51%	6%
FCO	19,234	9,810	39%	49%	49%	1%
FSA	2,052	632	67%	69%	71%	<0.1%
HM Treasury	4,216	1,074	62%	75%	69%	0.1%
HMRC	190,857	88,382	48%	54%	54%	5%
Home Office	81,432	46,008	35%	44%	41%	2%
LOD	16,063	4,929	58%	69%	60%	0.3%
MHCLG	23,482	8,341	63%	64%	68%	0.4%
MOD	1,432,006	942,283	27%	34%	40%	50%
MOJ	561,576	370,349	28%	34%	38%	20%
NCA	18,884	14,529	12%	23%	25%	1%
ONS	9,952	4,878	48%	51%	50%	0.3%
Total	3,052,553	1,868,310	33%	39%	43%	

Except NCA (2014/15 baseline), DExEU and DIT (2017/18) baseline)

Greenhouse gas emissions - % reduction compared to 2009/10 baseline



Chapter 2: Domestic flights

2020 Target: Reduce the number of domestic business flights by at least 30% from the 2009/10 baseline

2017 to 2018 Headlines

- Government as a whole reduced the number of domestic flights taken by 28% compared to the baseline – a further improvement on the 25% reduction recorded in 2016/17.
- However, performance at a departmental level remains mixed, with 11 out of 22 departments performing worse than in 2016/17. Five departments report an increase in flights compared to the baseline.

The target

The target to reduce domestic flights aims to focus more consideration on how much travel and what modes of travel are really needed. A quantified reduction target for domestic flights requires departments to think about less carbon intensive travel options, and to consider whether meetings can take place without the need for travel at all – using teleconferencing and videoconferencing facilities.

Performance

Overall figures show a further reduction in flights this year, and good progress towards the 2020 target. The 28% reduction against the baseline reported this year represents almost 4,800 fewer single domestic flights taken by departments compared to the previous year. However, most of this progress can be attributed to reductions made by a small number of the most frequent flying departments. HMRC, which accounts for 30% of government domestic flights, made a 33% reduction against the 2009/10 baseline this year – 2,470 fewer flights; while MOD, representing 20% of government domestic flights, made over 700 fewer flights than in 2016/17, recording an 18% reduction against the baseline. DWP, which accounts for 8% of government flights, recorded a reduction of 53% this year. BEIS, DHSC, HMT and the Law Officers Department (LOD), who each of which account for between 0.2% and 2% of total government domestic flights, record reductions of over 50% compared to the baseline.

Elsewhere, however, performance was more mixed, with continued fluctuations in performance. Five departments (DCMS, DfID, FCO, NCA and ONS) reported more domestic flights than in the baseline year. In many cases, increased domestic air travel can be attributed to short term operational needs. FCO, for example, cites planning for the

Commonwealth Heads of Government Meeting (CHOGM) in London in 2018, as well as specific projects with MOD and DfID involving travel between London and Scotland (where much of DfID is based). Defra, DCMS and NCA have all experienced a period of growth in personnel and workload which is likely to have contributed to an increase, or lesser reduction, in flights. However, in Defra for example, measures are being put in place to tackle this reversal in performance, including a group-wide policy on flights, and identifying a senior owner to champion this policy.

Case Study – Greener Travel: MOJ Acquisition of Low Emissions (LEV) and Ultra Low Emissions (ULEV) vehicles

MOJ, like all Departments, is required to have 25% of its vehicles classed as zero emissions or meeting the ULEV definition of below 75g CO₂ / km by 2022.

In line with the revised Government Buying Standards (GBS) MOJ has begun to target proactively the replacement of parts of its fleet with Low and Ultra low emission vehicles (LEV/ULEVs). This programme commenced Jan 2018 and will complete in 2023.

MOJ has increased their road-going self-charging LEV vehicles from none in January 2018 to a current fleet holding of 43 vehicles, with an additional 39 vehicles in the pipeline for introduction late in 2018.

In August 2018 the Transport Unit in MOJ began trialling a low emissions plug-in hybrid (PHEV) ULEV vehicle supplied on lease and based in HMP Branston National Distribution Centre. The Niro PHEV is 29g/km CO₂ and our Mild Hybrids are all 86g/ km CO₂, both types are helping us to reduce our Greening Government Commitments greenhouse gas emissions.

All forward plans will look to replace the oldest and most polluting vehicles first, with either a newer lower polluting conventional fuelled vehicle or, where economically viable, an ultra-low emission alternative, taking account of forthcoming city controlled emission zones as they are announced.

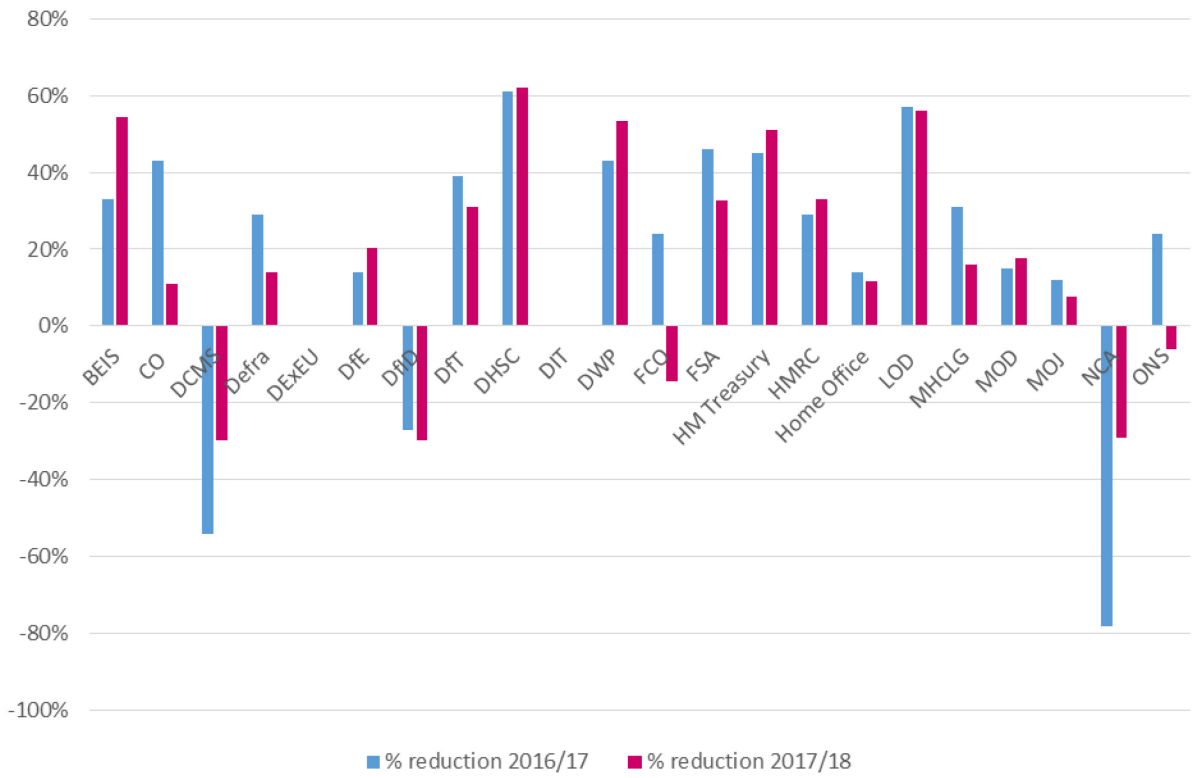
Non-road going alternative vehicle usage

The Transport Unit of the MOJ has for many years replaced conventional combustion engine cars, in and around prisons Prison establishments, with battery powered burden carriers (milk float type vehicles). Trips are by their nature short duration and low distance, and would require significant engine idling if conventional combustion engine road-going vehicles were used. This has enabled the total fleet to be reduced by an estimated 360 vehicles.

Domestic flights (2020 cross-government target: 30% reduction)					
Department	Baseline 2009/10 *	Performance 2017/18	% reduction 2016/17	% reduction 2017/18	% of total government flights
BEIS	5,885	2,689	33%	54%	2%
CO	2,306	2,049	43%	11%	2%
DCMS	169	219	-54%	-30%	0.2%
Defra	3,351	2,877	29%	14%	2%
DExEU	No data	No data	N/A	N/A	No data
DfE	1,794	1,430	14%	20%	1%
DfID	3,610	4,684	-27%	-30%	4%
DfT	9,169	6,318	39%	31%	5%
DHSC	7,893	2,995	61%	62%	2%
DIT	1,167	1,167	N/A	N/A	0.3%
DWP	21,931	10,258	43%	53%	8%
FCO	735	812	24%	-10%	1%
FSA	1,718	1,157	46%	33%	1%
HMT	411	201	45%	51%	0.2%
HMRC	54,741	36,636	29%	33%	30%
Home Office	15,241	13,474	14%	12%	11%
LOD	568	250	57%	56%	0.2%
MHCLG	542	456	31%	16%	0.4%
MOD	30,422	25,018	15%	18%	20%
MOJ	4,602	4,256	12%	8%	3%
NCA	3,692	4,766	-78%	-29%	4%
ONS	1,517	1,610	24%	-6%	1%
Total	171,464	123,322	25%	28%	

*Except NCA (2014/15 baseline), DExEU and DIT (2017/18) baseline)

Domestic flights - % reduction compared to 2009/10



Chapter 3: Waste

2020 Target: Reduce the amount of waste going to landfill to less than 10% and continue to improve our waste management by reducing the overall amount of waste generated and increasing the proportion which is recycled.

2017 to 2018 Headlines

- Government departments reduced their overall waste arisings by 40% in 2017/18 compared to the 2009/10 baseline – an improvement on the previous year’s 32% reduction.
- Government departments once more diverted 87% of waste from landfill in 2017 to 2018 – the same level as the previous two years. Five departments sent no waste to landfill (up from four in 2016/17), and a further eight have reduced landfill to 10% or less than of total waste.
- 60% of waste was recycled – which compares favourably with the 45% of waste from households in the UK which was recycled in 2016.¹³
- Reductions in waste saved the government an estimated £23.4million in costs¹⁴.

The target

The GGC target for waste focuses equally on: reducing overall waste; reducing the amount of waste sent to landfill; and increasing the proportion of waste recycled. This focuses attention on all aspects of the waste hierarchy, looking at reducing, re-using and recycling government waste.

The government’s 25 Year Environment Plan¹⁵ sets out the ambition to make sure that resources are used more efficiently and kept in use for longer to minimise waste, as well as promoting reuse, remanufacturing and recycling to reduce the environmental impacts of waste. Specifically, it pledges to work towards eliminating all avoidable waste by 2050 and all avoidable plastic waste by end of 2042. Ministers also announced their intention to eliminate single-use consumer plastics from the government estate, using the Greening Government Commitments to measure and report progress. The government has

¹³ UK Statistics on waste – October 2018 update: <https://www.gov.uk/government/statistics/uk-waste-data>

¹⁴ Based on the mid-point gate fee plus landfill tax for non-hazardous waste - median price (£107/tonne) for non-hazardous waste including landfill tax (from WRAP 2017 data) plus estimated cost (£74/tonne) of transport (3% uplift on last year’s figure, rounded to nearest £). Actual costs could vary significantly depending on type of waste and distance to landfill site.

¹⁵ <https://www.gov.uk/government/publications/25-year-environment-plan>

committed itself to achieving this by 2020, and departments are already working to meet this challenge (see case studies below).

Performance

Government departments made another considerable stride this year in reducing overall waste, reporting a 40% reduction across government, compared to a 32% reduction in 2016/17. The amount of waste sent to landfill has remained at 13% across government for the third year in a row, although the underlying picture shows that 13 departments have reduced the percentage of waste they sent to landfill this year. DWP and DfT continue to be outliers in sending waste to landfill. DWP sent 35% of their waste to landfill, the same as in 2017/18, and DfT sent 41% of their waste to landfill which was an increase on 2016/17. MOD, which accounts for over half of all government waste, further reduced overall waste and surplus material by 18% in 2017/18 but reported an increase in waste it sent to landfill from 11% to 15%. This reversal in trend was mostly due to the inclusion of waste from MOD overseas estate, where landfill is the primary disposal route.

60% of waste from government departments was recycled. This compares favourably to latest published local authority recycling figures, where 45% of waste from households in the UK was recycled in 2016.

DExEU's waste is reported within its host departments – CO, and, to a lesser extent, MOD.

DExEU – remodelling furniture to meet new requirements

As a new department responding to evolving circumstances, DExEU is based in existing government buildings and has been looking at how best to occupy these offices most efficiently. This has required a change of configuration of desk spaces to accommodate additional staff.

Instead of purchasing new furniture to meet these configuration requirements, DExEU (working with hosting department CO) has used the services of Premier Sustainable Services and the RENEW Centre to remodel existing furniture. Desks have been remodelled to adjust their size and to fit existing desk tops to adjustable height desk frames, with existing desk power sources being tested and re-used. Between February and September 2018 this has resulted in 56 desks being remodelled and re-used.

Foreign Office Goes #BeyondPlastic

On 27th February 2018, the Foreign Secretary announced in a [press release](#): “The FCO will eliminate avoidable single-use plastics from its UK operations by the end of this year, and from its global operations by 2020. It is the first UK government department to announce such a ban.”

To achieve this, the FCO created the first working definition of avoidable single-use plastics for use in government: “products that are made wholly or partly of plastic and are typically used once or for a short period of time before being disposed and are technically, environmentally and economically practicable to avoid” as well as a baseline of its single-use plastics waste (3.45 million items a year – around 200 items for each member of staff).

By taking the following actions, the FCO has now reduced its use of avoidable single-use plastic in the UK by more than 90% (on an annualised basis):

- switched from plastic cutlery (138,250 items p.a.) and food containers (93,036 items pa) to biodegradable alternatives;
- removed plastic drinks bottles (103,000 items p.a.);
- switched single-use condiment sachets to refillable ones (71,400 items pa);
- switched plastic cups to glass/paper (285,600 items pa);
- ended provision of plastic straws;
- introduced china coffee cups, and a 50p latte levy (25p discount for using reusable mug, 25p surplus for use of disposable mug). This has driven down usage by 52% to date; and
- removed 6,744 (annualised) plastic items from our stationery catalogue; replacing 19 items, including plastic wallets, with a resulting cost saving of £5,095 p.a..

FCO will be taking further action to remove avoidable single-use plastics. This will be taking place in 2018 through to 2020, identifying avoidable plastics, working with its supply chain globally, and developing partnership with like-minded organisations and charities to support the department’s transition.

Case Study - Government re-use scheme

Prompted by the GGC target to reduce waste, and designed to show the government leading by example, sustainability practitioners across government developed the Reuse of Government Assets pilot scheme. The scheme, which went live in April 2016, enabled a number of departments and agencies to manage surplus office furniture and equipment sustainably. It functioned via the digital platform WARP-IT to advertise unwanted assets for free by and to all participants. By the end of the pilot scheme, it was estimated to have saved departments more than £103,000 in procurement costs, diverted 26 tonnes from landfill and saved 55 tonnes of CO₂e

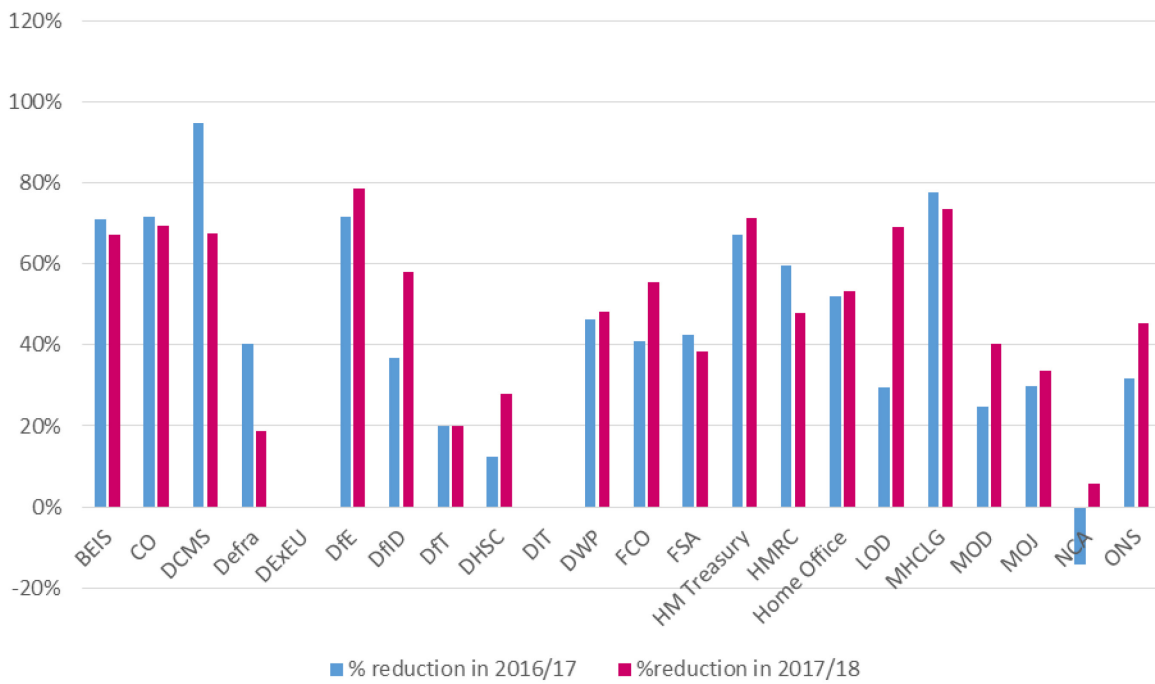
Several departments are continuing to use WARP-IT to prevent usable items going to waste. In 2017/18, MOJ, for example:

- donated beds for Grenfell Tower survivors;
- provided £24,000 of furniture for Shrewsbury and Telford NHS Trust; and
- provided Cancer Research UK with a fridge freezer from the National Probation Service in Bedfordshire.

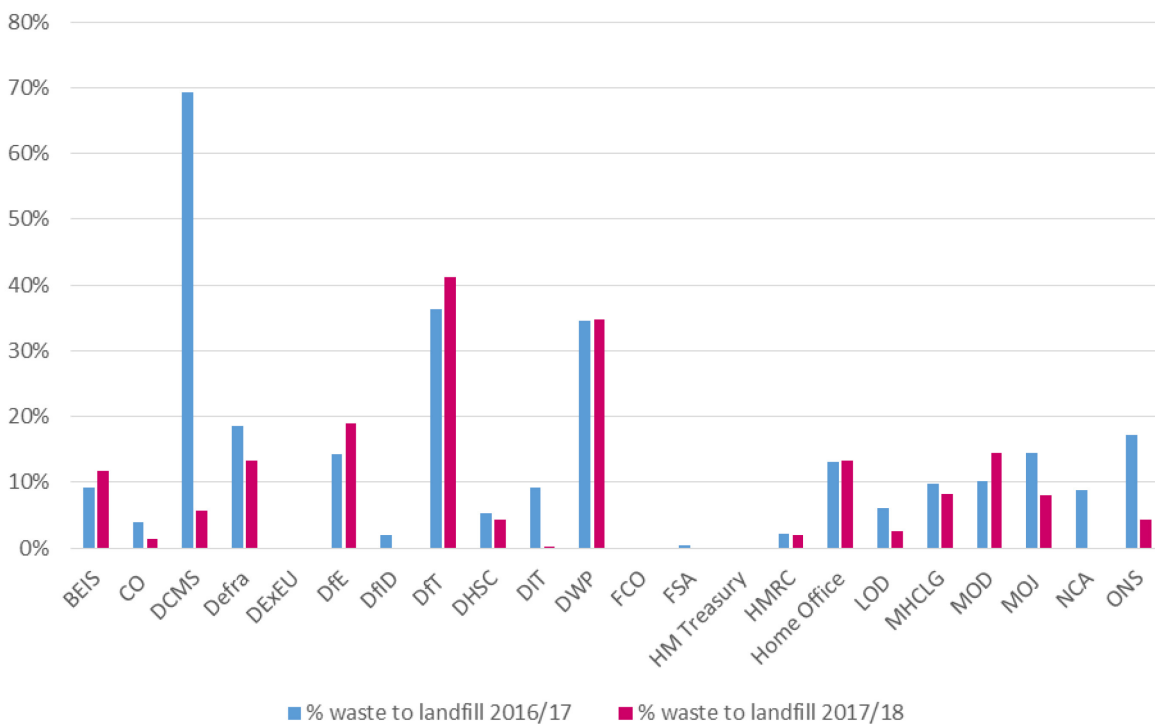
Waste (2020 cross-government target: reduce landfill to 10% or less of total waste; reduce overall waste & increase recycling)									
Dept.	Baseline 2009/10* (tonnes)	Performance - total waste 2017/18 (tonnes)	% of waste to landfill 2016/17	% of waste to landfill 2017/18	% waste recycled 2016/17	% waste recycled 2017/18	% reduction 2016/17	% reduction 2017/18	% of total government waste
BEIS	7,541	2,468	9%	12%	82%	72%	71%	67%	1%
CO	1,226	376	4%	1%	45%	65%	71%	69%	0.2%
DCMS	88	29	69%	6%	31%	94%	95%	67%	0.01%
Defra	8,116	6,603	19%	13%	40%	52%	40%	19%	3%
DExEU	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
DfE	3,431	733	14%	19%	74%	62%	71%	79%	0.4%
DfID	317	134	2%	0%	69%	46%	37%	58%	0.1%
DfT	5,647	4,525	36%	41%	46%	48%	20%	20%	2%
DHSC	3,512	2,532	5%	4%	75%	77%	12%	28%	1%
DIT	97	97	N/A	1%	N/A	72%	N/A	N/A	0.03%
DWP	17,133	8,854	35%	35%	65%	65%	46%	48%	4%
FCO	1,216	539	0%	0%	44%	54%	41%	56%	0.3%
FSA	35	21	0%	0%	65%	70%	42%	38%	0.01%
HMT	485	140	0%	0%	47%	60%	67%	71%	0.1%
HMRC	18,193	9,464	2%	2%	71%	81%	60%	48%	5%
HO	5,685	2,747	13%	15%	78%	82%	52%	52%	1%
LOD	2,801	910	6%	3%	92%	92%	29%	68%	0.4%
MHCLG	2,103	520	10%	8%	62%	65%	78%	75%	0.3%
MOD	185,437	110,597	10%	14%	63%	56%	25%	40%	56%
MOJ	70,876	48,785	15%	8%	58%	64%	30%	31%	24%
NCA	358	338	9%	0%	44%	41%	-14%	6%	0.2%
ONS	657	359	17%	4%	71%	69%	32%	45%	0.2%
Total	334,953	200,769	13%	13%	59%	60%	32%	40%	

Except NCA (2014/15 baseline), DExEU and DIT (2017/18) baseline)

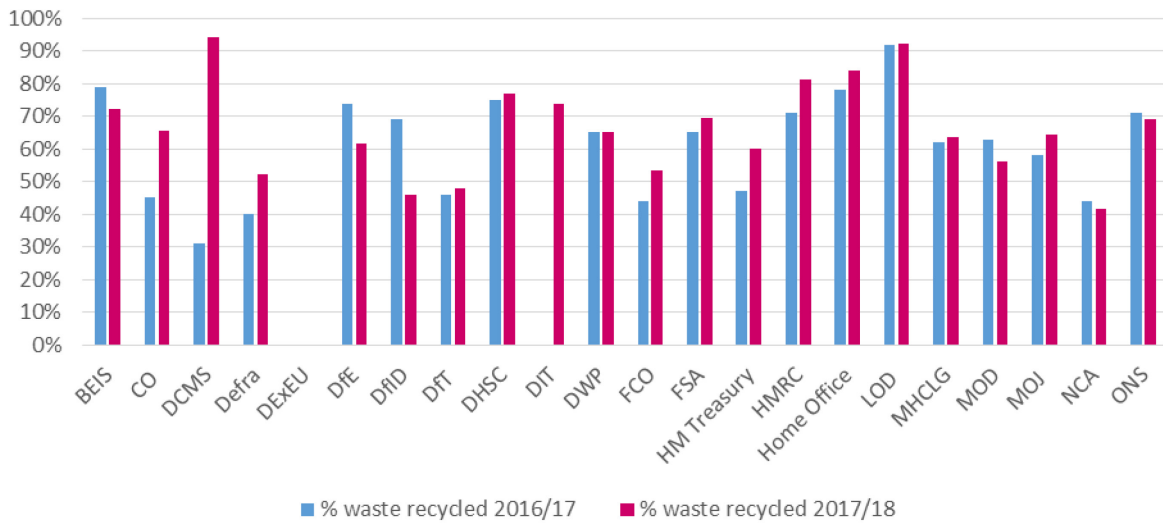
Waste - % reduction compared to 2019/10 baseline



Waste to landfill 2016/17 and 2017/18



Waste recycled 2016/17 and 2017/18



Chapter 4: Paper

Target: By 2020, reduce government's paper use by at least 50% from a 2009 to 2010 baseline.

2017 to 2018 Headlines

- Government as a whole has reduced its paper consumption by 55% in 2017 to 2018 compared to the baseline, exceeding the 2020 target.
- 13 departments exceeded the 50% target – up from 10 in 2016/17. Of these, eight recorded reductions of over 70%.
- This target still poses a challenge to the largest departments.

The target

A target to cut paper usage aims to take the waste target a step further, focusing on behaviour change within departments by encouraging civil servants to think about the necessity of using resources. The target requires a focus on practical, everyday thinking as well as technological shifts to ensure information can be shared and used without the need for all of it to be printed.

Performance

The civil service is increasingly embracing new ways of working by sharing, storing and disseminating information digitally. Departments such as MOJ and the LOD, which have traditionally relied on large amounts of paper in their function, are dramatically changing their ways of working, which has the dual effect of speeding up processes and cutting resource use and costs. Departments are making use of printer technology that requires staff to authorise individual print jobs at the point of printing. This eliminates the problem of paper left unclaimed at the printer and has resulted in a dramatic decline in paper use compared to the 2009/10 GGC baseline year.

This year, 13 out of 22 departments have met or exceeded the target – more than ever before, and many of them have significantly exceeded the target. The remainder, are still working towards the target. In some cases, such as DCMS, this reflects some expansion in the size and workload of the department. For the Food Standards Agency (FSA), paper certification is still a requirement of their work in some areas of food production. MOD and MOJ, which conduct the largest and most diverse operations in government, together account for over half of all paper use in government, and are still working towards the target. However, all departments have made reductions in paper use during the GGC

reporting period, and the majority maintain an ongoing downward trajectory in their paper use.

Case Study – The Environment Agency

The Environment Agency (EA) set a target for printing reduction on all sites as part of their **e:Mission** sustainability strategy. Printing has a significant environmental impact, not only through resource consumption; paper and toner production and delivery but also energy consumption and waste management impacts from discarded paper and toner cartridges. The target was for no more than 1,500 sheets per full-time equivalent staff member (FTE) to be printed each year. Management information obtained from the printer supplier means that each person's printing can be measured by their unique log-in, making it easy to monitor and therefore manage.

The sustainability group engaged staff by launching a competition between teams to see who could make the biggest percentage reduction in printing.

The group kept staff informed and engaged through regular communications and reports of teams printing numbers and a league table. They worked to encourage paperless meetings and highlighted the various effects of printing (e.g. number of trees used).

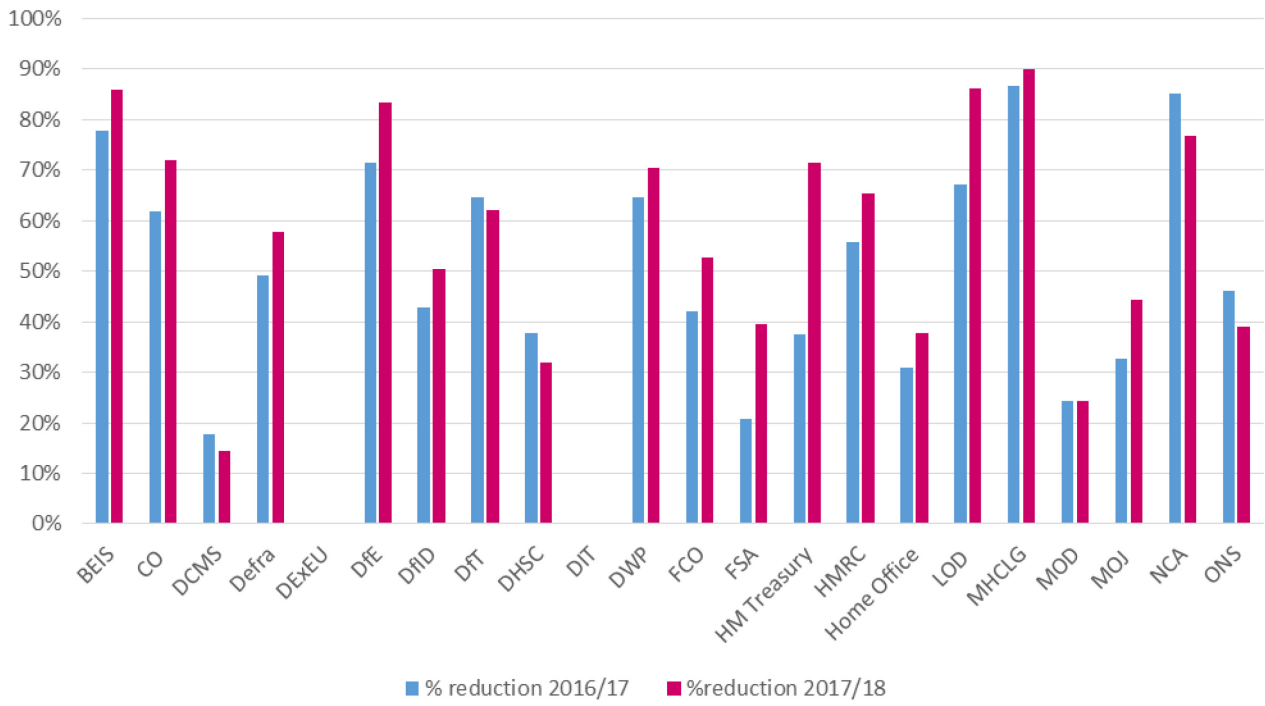
The East Midlands area decided to concentrate on this target in 2017/18, and, through a co-ordinated campaign by the area sustainability group, they achieved a significant reduction, with a year-end figure of 1,352 sheets per FTE against the previous year's figure of 1,866 per FTE. This equals an overall reduction of over 27%.

The eventual winners received a special award from the management team at the end of the year. The biggest total reduction was the Flood Resilience Team which printed 33,000 less sheets in a year, a reduction of 48%. The biggest percentage reduction went to the Sustainable Places Team, which reduced its overall printing by 25,000 sheets, a reduction of 57%.

Paper (2020 cross-government target: 50% reduction)

Department	Baseline (2009-10)	Performance 2017/18	% reduction 2016/17	% reduction 2017/18	% of total government paper
BEIS	433,941	61,825	78%	86%	2%
CO	56,396	15,800	62%	72%	0.5%
DCMS	5,102	4,364	18%	14%	0.1%
Defra	151,529	64,189	49%	58%	2%
DExEU	1,440	1,440	N/A	N/A	0.02%
DfE	169,806	28,177	72%	83%	1%
DfID	16,003	7,935	43%	50%	0.2%
DfT	159,090	60,228	64%	62%	2%
DHSC	150,215	102,406	38%	32%	3%
DIT	800	800	N/A	N/A	0.02%
DWP	2,078,897	613,951	65%	70%	18%
FCO	38,930	18,319	42%	53%	1%
FSA	3,755	2,276	21%	39%	0.1%
HM Treasury	27,030	7,750	37%	71%	0.2%
HMRC	852,831	295,297	56%	65%	8%
Home Office	398,001	250,010	31%	37%	7%
LOD	680,081	94,341	67%	86%	3%
MHCLG	87,486	9,049	87%	90%	0.3%
MOD	1,242,363	941,751	24%	24%	27%
MOJ	1,552,263	1,065,277	33%	31%	25%
NCA	19,572	4,573	85%	77%	0.1%
ONS	57,109	34,860	46%	39%	1%
Total	8,182,639	3,684,616	50%	55%	

Paper - % reduction compared to 2009/10 baseline



Chapter 5: Water

Target: Continue to further reduce water consumption. Each department will continue to improve on the reductions they had made by 2014 to 2015.

Departments will set internal targets and continue to report on office water use (m³ per Full Time Equivalent (FTE)).

2017 to 2018 Headlines

- The government reduced its water consumption by 10% in 2017/18 – a small improvement on 2016/17, but falling short of previous reduction levels of the 12% reduction made in 2015/16.
- Increasingly dry summers have affected water consumption across government, with some parts of the government estate requiring additional watering.
- All departments but two reported a reduction in water consumption compared to the baseline.
- An estimated £7.3million savings were achieved through reduced water consumption¹⁶.

The target

The 25 Year Environment Plan pledges to respect nature by using our water more sustainably, noting that as many as one in five of UK groundwater sources are becoming depleted from over-abstraction. Reducing both demand and wastage is key to addressing this situation, and the GGC target shows the government leading by example in this respect. We recognise the many complex and varied ways in which departments need to use water in their operations – from offices to prisons, laboratories and forests. We also recognise the relative complexity, disruptiveness and expense associated with making refurbishments to reduce water consumption. The GGC framework, therefore, calls on all departments to make a sustained reduction in water consumption without setting a specific target. Departments are also required to report their office water consumption normalised by the number of full time equivalent staff (FTEs) using those offices.

¹⁶ Total marginal price (i.e. ignoring fixed charges) for supply and waste water for users taking 50,000 m³ per year. Average of charges for 2017-18 from: Thames Water (£1.81/m³); Severn Trent (£1.70/m³); United Utilities: (£2.49/m³)

Performance

Water consumption across government declined in 2017 to 2018 compared to the previous year, but is still higher than in 2015 to 2016, when the government reported a 12% reduction compared to the baseline. All departments, except DfID and DfT, have made reductions to their water consumption compared to the baseline. Nine departments made reductions of more than 40%, and of those, four made reductions of 60% or more.

MOD and MOJ top the table for water consumption, together accounting for 92% of government water consumption. MOJ's high water consumption is largely due to the washing, heating and industrial needs of the prisons estate. At MOD, which alone accounts for 66% of all government water consumption, the figure reflects even more complex operational requirements. The department has, however, been undertaking extensive work to increase the efficiency of these operations, as outlined in the case study below. In both cases, water consumption on the office estate shows a marked improvement this year, with MOD reducing its water consumption per full-time equivalent staff member (FTE) to 13.7m³ from 17.0m³; and MOJ recording 11.9m³ per FTE this year compared to 14.2m³ the previous year.

Seven departments used more water in 2017/18 than they did in 2016/17. In some cases, this is likely to be a reflection of the dry summer with large estates requiring increased levels of watering. Office water benchmarked by FTE again shows fluctuations across government, affected by changes in the size of departments' estate.

Savings compared to the baseline year are nonetheless estimated to be worth £7.3million in water bills across government.

DExEU's water use is reported within host departments Cabinet Office and, to a lesser degree, MOD.

Case Study – MOD Water Consumption Reduction Programme

Between 2015 and 2017, MOD's Water Consumption Reduction Programme (WCRP), focused on a combination of technical interventions and behaviour change to reduce water usage, which, in many MOD sites, can be significant.

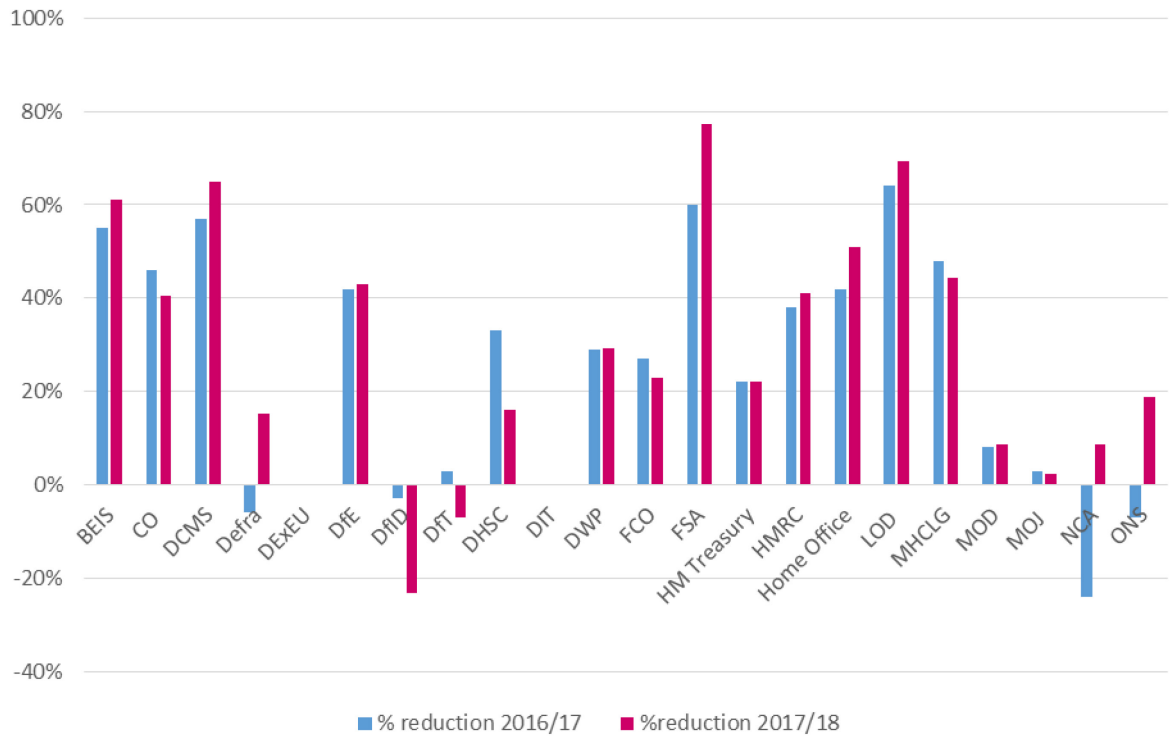
MOD and BAE Systems held a workshop to identify opportunities for improvement. As a result, a number of talks were organised and articles published to increase personnel's understanding of water issues and the importance of reporting leaks and faulty connections, particularly involving ship to shore pipes. Training slides were produced for staff briefings and inductions, and posters and advice sheets on reducing water consumption and reporting faults were distributed.

Replacing over 100 faulty water management systems reduced wastage by over 14,000m³ at one site. 1,900 electrically powered Passive Infra-red Urinal Control valves and over 400 WC displacement devices were installed across 60 sites to improve the efficiency of toilets and urinals, resulting in a total cumulative reduction of approximately 375,000m³ by July 2017. This involved extensive collaboration between various organisations and stakeholder teams and MOD's Industry Partners for hard facilities management.

If further WCRP recommendations are implemented, there is a potential to reduce water consumption by the total cumulative project target level of approximately 971,000m³/yr by the end of March 2020 from technical intervention, with further reductions from the ongoing process to educate personnel across the MOD to take more responsibility for use of water on the MOD estate. Therefore, the WCRP initiative is both contributing to the reduction of consumption and utility costs, and also supporting achievement of the Greening Government Commitment targets for water.

Water (2020 cross-government target : continue to reduce water consumption)					Office water - m ³ /FTE			
Department	Baseline 2009-10 (M ³)	Performance 2017/18 (M ³)	% reduction 2016/17	% reduction 2017/18	Baseline 2009/10	2016/17	2017/18	% of total government water
BEIS	283,495	110,457	55%	61%	16.50	3.7	8.0	0.3%
CO	52,388	31,156	46%	41%	12.18	11.0	10.0	0.1%
DCMS	7,328	2,575	57%	65%	12.23	5.1	3.1	0.01%
Defra	651,542	552,674	-6%	15%	5.88	5.0	5.0	2%
DExEU	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
DfE	117,600	67,284	42%	43%	8.69	8.1	11.6	0.2%
DfID	8,459	10,416	-3%	-23%	6.47	4.0	4.9	0.03%
DfT	201,196	215,436	3%	-7%	7.57	5.8	7.4	1%
DHSC	283,469	237,757	33%	16%	8.46	6.0	5.9	1%
DIT	14,158	14,158	N/A	N/A	8.85	N/A	8.85	0.03%
DWP	883,617	625,914	29%	29%	7.67	8.0	8.1	2%
FCO	66,366	51,048	27%	23%	10.77	7.5	6.5	0.1%
FSA	8,275	1,872	60%	77%	14.86	11.8	6.7	0.01%
HM Treasury	14,810	11,541	22%	22%	8.25	9.7	8.9	0.03%
HMRC	961,843	566,078	38%	41%	13.17	7.5	7.1	2%
Home Office	310,338	152,127	42%	51%	17.43	10.1	8.7	0.4%
LOD	69,068	22,133	64%	68%	12.20	6.5	7.3	0.1%
MHCLG	99,358	55,228	48%	44%	8.21	7.9	7.2	0.2%
MOD	24,973,623	22,834,752	8%	9%	12.39	17.0	13.7	66%
MOJ	9,277,165	9,072,163	3%	2%	5.15	14.2	11.9	26%
NCA	38,943	35,601	-24%	9%	10.72	12.9	9.3	0.1%
ONS	18,526	15,037	-7%	19%	6.01	7.1	4.6	0.04%
Total	38,341,567	34,658,407	9%	10%				

Water- % reduction compared to 2009/10 baseline



Chapter 6: Procurement

Commitment: Continue to buy more sustainable and efficient products and services with the aim of achieving the best long-term, overall value for money for society.

Departments will report on the systems they have in place and the action taken to buy sustainably, including to:

- **embed compliance with the Government Buying Standards in departmental and centralised procurement contracts, within the context of government's overarching priorities of value for money and streamlining procurement processes; and**
- **understand and reduce supply chain impacts and risks.**

This reporting should set out achievements and cover departments' use of the Prioritisation Tool to help them identify and address their most important areas and the Flexible Framework tool which enables them to measure and monitor their progress on sustainable procurement over time (or other equivalent tools).

2016 to 2017 Headlines

- The majority of departments report having either a specific sustainable procurement policy or wider sustainability policy in place, or include sustainability within overarching procurement policy.
- Arrangements for promoting sustainable procurement vary from staff network champions to senior civil servant champions.
- Most departments have undertaken or are planning to undertake some supply chain scrutiny.

The target

The reach of government spending means that a commitment to sustainable procurement by government can affect change far beyond individual departments, driving demand for sustainable practices, goods and services across the UK and beyond. By selecting the most sustainable and efficient products, departments can ensure their purchases act as a force for social and environmental good. They can also support a healthy, forward-looking economy by providing a market for sustainable products and services, and save money over the lifetime of a product or service.

The target requires departments to report on their use of use of two specific tools (or equivalent measures):

- the Flexible Framework – a widely-used self-assessment package allowing organisations to measure, monitor and improve how they procure; and
- the Prioritisation Tool – which helps organisations prioritise their sustainable procurement activities in key product areas.

Departments must also demonstrate how they make sure the products and services they buy comply with the Government Buying Standards¹⁷.

Performance

The majority of departments report that they either have a specific sustainable procurement policy or wider sustainability policy in place, or include sustainability within overarching procurement policy. Only FSA, and HM Treasury (HMT) report having no sustainable procurement policy.

Methods of championing sustainable procurement vary, with the role of champion, where it exists, held by staff sustainability networks (DWP, FCO) through to senior civil servants (MOJ and HO). Defra has a dedicated Sustainable Procurement Adviser and DfT has a sustainable procurement expert in its Virtual Policy Team, who is responsible for disseminating sustainable procurement policy and promoting adherence to it. Sustainable procurement training for staff largely appears *ad hoc*, with some examples of good practice. Within MOD in the past year, the Defence Infrastructure Organisation (DIO) delivered a sustainability training roadshow, during which a total of 228 personnel took part in practitioner training, and a further 30 attended awareness sessions focusing on Sustainability Appraisals and business case scrutiny requirements.

While the majority of departments report the Government Buying Standards (GBS) to be embedded into their procurement processes, some (DIT, FSA, HMT, LOD, ONS) continue to rely on the assumption that all purchases made via Crown Commercial Service (CCS) frameworks are GBS-compliant. CCS makes every effort to ensure that its commercial agreements offer sustainable solutions and comply with all relevant and appropriate standards, and in some specific areas (e.g. Technology Products) uses updated, EU-compliant buying standards rather than GBS.

Use of the Flexible Framework and Prioritisation Tool appears patchy, although some departments report using other, possibly more suitable, tools. DHSC, for instance, is reviewing the scope to adopt some of the methodologies used by the NHS, citing the SPROUT¹⁸ tool, Ethical Procurement for Health and Labour Standard Assurance System. DWP has developed its bespoke Sustainable Procurement Risk Assessment Methodology (SPRAM). Defra and MOD have developed their own sustainable procurement toolkits.

¹⁷ UK government sustainable procurement tools are available at: <https://www.gov.uk/guidance/sustainable-procurement-tools>

¹⁸ Sustainable Procurement Risk and Opportunity User Tool - to assess the potential supply chain risks of all new contracts

The majority of departments report that they are undertaking or planning to undertake some scrutiny of their supply chain impacts, although neither BEIS nor HMT responded to this question. The Home Office continues to lead in this respect (see case study below). MOD this year published its Defence Standard 00-051 - Environmental Management Requirements for Defence Systems, which aims to provide the department with assurance that contractors are operating suitable systems for managing environmental requirements.

Full questionnaire responses are set out in Annex 2.

Case Study - ONS Sustainable Procurement

ONS's Commercial Intelligence lead has undertaken extensive training on the international standard for sustainable procurement, ISO20400. Lessons from this training have been passed on to procurement and contract management staff, and new guidance is disseminated as part of the ONS' weekly Commercial Update, a comprehensive review of all procurement news and legislation, to ensure that understanding of best practice is shared across the team.

ONS's standard terms and conditions require that all suppliers must comply with its Sustainable Development Policy, which includes, but is not limited to, the conservation of energy, water, wood, paper and other resources, a reduction in waste, and the minimisation of the release of greenhouse gases, volatile organic compounds and other substances damaging to health and the environment.

ONS aspires to the target of awarding 25% of contracts to SMEs. Spend analysis in 2017/18 reveals that the ONS averaged expenditure of 27% on SMEs.

The organisation currently has two members of staff on an apprenticeship scheme working towards MCIPS and another member of staff working towards this. This is important for the ONS, as CIPS encourages sustainable purchasing. Throughout the training programme, corporate social responsibility is promoted as a core value. This cohort-style training and the subsequent at-desk conversations can also help to refresh the awareness of existing team members regarding sustainable purchasing principles.

Case Study – Home Office Supply Chain Management

In August 2017 the HO engaged with its suppliers as part of its supply chain sustainability programme using the SID4GOV platform. This is the 8th concurrent year of using SID4GOV for the HO. 41 suppliers were invited to the CSR Assessment and of these, 39 engaged with at least one module. These suppliers were deemed strategically and operationally important to the HO. These suppliers represent 65% spend with the HO, at roughly £1bn.

In an effort to increase responsiveness and target key areas of importance, the HO required suppliers to complete six of the nine modules available these were Anti-Corruption, Labour Standards, Social Value, Gender, Race & Diversity, Modern Slavery and GGC. Results indicated that this module came sixth in supplier engagement, with a response rate of 82%. This is a drop from last years' position where GGC held the second highest response rate of 94%. The following trends were visible:

- Of the suppliers who did complete, 69% reported against one or more of the KPIs and 31% reported on all five;
- 34% of suppliers used government guidance on measuring and reporting emissions;
- 69% of suppliers set targets to reduce their environmental impacts in the next 12 months. The most common target was a reduction in Scope 1 emissions;
- of the 69% of suppliers that set targets to reduce their environmental impacts in the next 12 months, 80% successfully reached or exceeded at least one target.

The total environmental outputs per scope between 2016/17 CSR assessments have been tabulated below:

Key Performance Indicator	Total 2016	Total 2017	Variance
Total annual scope 1 emissions	10,172,989 CO2e	773,546 CO2e	-243,753 CO2e
Total annual scope 2 emissions	3,158,434 CO2e	2401,759 CO2e	-756,675 CO2e
Total annual scope 3 emissions	975,560 CO2e	1317,721 CO2e	342,161 CO2e
Total annual amount of waste generated	1,400,140 Mt	144,202 Mt	-1,255,938 Mt
Total annual water use	316,383,478 M3	143,051,319 M3	-173,332,159 M3

The variation in KPI outputs between the years may be because 25 of the 39 completed suppliers were carried over from 2016 and there was an increase of SMEs participating.

The Social Value Team encourages the inclusion of social value criteria within pre-tender documents with the onus on suppliers to provide CSR innovative solutions within their tenders. Any sustainable commitments such as carbon, waste and water reduction targets would be written into the contract and monitored through KPIs. The CAESER assessment supports HO contract managers and their supplier(s) by acting as a relationship management tool to encourage sustainable improvements. Assessment supports HO contract managers and their supplier(s) by acting as a relationship management tool to encourage sustainable improvements.

Chapter 7: Transparency

Commitment: Departments will be open and transparent by reporting publicly on the steps they are taking to address the following areas:

- **climate change adaptation;**
- **biodiversity and the natural environment;**
- **procurement of food and catering services;**
- **sustainable construction; and**
- **any other issues that departments consider to be most significant to reducing the environmental impact of their activities.**

2016 to 2017 Headlines

- 12 out of 22 departments have reported against all four transparency commitment areas, a slight improvement on the previous year.
- Most departments have reported their actions in relation to at least one of the transparency areas in their Annual Report and Accounts (ARA).

The target

The Greening Government Commitments wherever possible aim to avoid being prescriptive about the standards which should be used and actions which should be taken by departments to meet objectives, acknowledging the wide variety of functions and operations of different departments. There are, nevertheless, a number of areas where departments are required to report on the actions they are taking, in order to make sure they remain a departmental priority. Departments must report annually on the actions they are taking to address climate change adaptation; secure and promote the biodiversity on their estates; and make sure sustainability standards are built into their food procurement and construction decisions, while inviting departments to report on any other significant aspects of their work.

Performance

Since 2016/17 departments must report against the four GGC transparency areas within departmental Annual Report and Accounts (ARA) under HMT Annual Reporting guidelines. This has led to an increase in transparency reporting in departments' annual reports, but not to complete reporting. All departments but one (FSA) have reported against at least one transparency area, with 12 reporting against all four (up from 10 in 2017/18).

As in previous years, the increase in sustainability reporting within ARA reporting, has been accompanied by a decline in the use of a dedicated annual sustainability report or web pages. Defra and DWP appear to be alone in producing dedicated sustainability reporting on their website.

Several departments make reference to overall sustainable procurement, but do not specifically address the requirement to report on sustainable food and catering procurement.

Few departments have taken the opportunity to report on wider sustainability issues, as suggested by the target, although actions to support the Global Sustainable Development Goals are noted by some departments. FCO and HMT have also reported their actions on eliminating single use consumer plastics from the department (See Chapter 3: Waste for more information).

Full tables showing compliance with transparency reporting are included in Annex 3.

Case Study – MOD Submarine Enterprise Climate Resilience Working Group

The Submarine Enterprise Climate Resilience Working Group explores what risks a changing climate might pose to the Submarine Enterprise – for instance, understanding the impact of extreme weather on critical infrastructure and business processes; and what action might be required to manage such risks. Specific examples include building future-climate tolerant infrastructure, or de-risking key areas such as utilities or supply chain. Topics such as high winds, heat waves, flooding, business continuity, and MOD climate policy and support networks have been covered. The group works in the spirit of collaboration, so technical sessions are led by those with information to share or experience/ lessons learnt to disseminate.

The working group is led by the MOD's Facilities Group (Submarine Delivery Agency) for the Submarine Enterprise Infrastructure Forum, and has representatives from the Ministry of Defence and industrial partners. Representatives have a range of experience and responsibilities, with complementing operational and strategy skills. The group focuses on ensuring that the infrastructure and assets of today can still perform robustly when faced with the differing climate challenges of the future.

- Benefits to the Submarine Enterprise include:
- Raised awareness of climate change and environmental issues;
- Improved asset and infrastructure sustainability;
- Coherent approach to improve planning and communication;
- Better sharing of information and benchmarking;
- Better decision making through improved knowledge and analysis capability;
- Reduction in risk exposure;
- Improved business resilience; and
- Improved value from assets.

Case Study – MOJ Manchester Hedgehog Project

The Ministry of Justice is one of the largest built and non-built estates in Government, with a rich biodiverse estate, which encompasses 10 Sites of Special Scientific Interest (SSSI), including two sites of International interest, along with 30+ sites of local rural biodiversity significance. Many of these environmental sensitive sites demonstrate a broad spectrum of priority habitats, which includes Urban sites for Amenity, Parks and Gardens. One of the health indicator species for this particular broad habitat within the MoJ Ecology team is hedgehogs; which have now been recognised as declining.

Although only one of many biodiversity projects across the MoJ estates cluster, the hedgehog project at Manchester's Withington Road, Approved Premises (AP) demonstrates many of the core strategies for biodiversity, offending behaviour, restorative justice and learning and skills.

Residents at Withington Road (AP), Manchester are building their teamwork, caring skills and addressing offending behaviour, uniquely by looking after these declining species. A local hedgehog sanctuary in Manchester provides underweight hedgehogs, which the residents nurture to full hibernation weight, enabling them to be released back to their native environment and local communities; which actively benefits from restorative justice. In the basement of the AP, a large Victorian house the residents have built a near native habitat, which houses the hedgehogs in a secure and safe environment.

This project has been particularly successful with residents who struggle to engage with people in authority, as teamwork with hostel staff is often needed to properly care for these animals. Both residents and hostel staff work side by side to create a caring environment for these animals, with a shared vision of helping the environment as well as a declining species.

This hedgehog project not only supports, and highlights the current plight of the hedgehog across our estates cluster and nationally in the UK, but also benefits our restorative justice and offending behaviour programmes, promoting the use of transferable learning and skills and adding measurable value to local community and outreach links.

Annex 1 – ALBs exempted from targets

For GGC purposes, all departments report on their own activity and that of their Arm's Length Bodies (ALBs), although exemptions from reporting may be permitted to ALBs: whose operations occupy less than 1,000m³ of floor space or employ fewer than 250 staff; where there are no safe, feasible or environmentally sound options for meeting the commitments; where delivery of the commitments might create a perverse outcome; or where an organisation has dual or multi-status (for example being both an NDPB and a trading body).

However, four ALBs – the BEIS-sponsored Medical Research Council (MRC), Science and Technology Facilities Council (STFC) and UK Atomic Energy Agency (UKAEA), and the Health and Safety Laboratory (HSL) wing of the DWP-sponsored Health and Safety Executive – have been granted an exceptional exemption from the requirement to meet the GGC targets, although not from the duty to report and make improvements. This is on the basis that there are no safe, technically feasible, and environmentally friendly options available for meeting the government's ambitious targets without preventing them from delivering the service they are intended to provide. In each of these cases, the reason for their exemption is that the laboratory work for which they exist would be compromised by restrictions on energy or water use or waste produced. The requirement for them to continue reporting, however, shows that there is nonetheless still an expectation on them to keep up their efforts in each of the targets areas and make improvements wherever reasonably possible.

GHG emissions (tonnes CO ₂ e)				
	Baseline 2009/10	Performance 2017/18	% Improvement in 2016/17 compared to baseline	% Improvement in 2017/18 compared to baseline
HSL	6,520	4,729	26%	27%
MRC	34,737	23,136	-20%	33%
STFC	67,068	55,786	3%	17%
UKAEA	28,096	15,288	-131%	46%

Domestic flights (single flights)

	Baseline 2009/10	Performance 2017/18	% Improvement in 2016/17 compared to baseline	% Improvement in 2017/18 compared to baseline
HSL	84	182	No data	-117%
MRC	500	334	-17%	33%
STFC	586	1,037	-87%	-77%
UKAEA	55	39	-4%	29%

Waste (tonnes)

	Baseline 2009/10	Performance 2017/18	% Improvement in 2016/17	% Improvement in 2017/18	% to landfill in 2016/17	% to landfill in 2017/18	% recycled in 2016/17	% recycled in 2017/18
HSL	125	153	30%	-22%	35%	5%	47%	85%
MRC	183	431	-443%	-136%	19%	16%	50%	47%
STFC	1,117	933	29%	16%	11%	1%	85%	97%
UKAEA	714	420	42%	41%	2%	2%	63%	76%

Paper (reams A4 equivalent)

	Baseline 2009/10	Performance 2017/18	% Improvement in 2016/17	% Improvement in 2017/18
HSL	4,620	1,980	50%	57%
MRC	1,554	7,046	-329%	-353%
STFC	2,400	2,400	0%	0%
UKAEA	14,000	4,800	79%	66%

Water (m³)					
	Baseline 2009/10	Performance 2017/18	% Improvement in 2016/17	% Improvement in 2017/18	Office water (m³/FTE) in 2016/17
HSL	28,616	12,393	46%	57%	34.2
MRC	334,556	106,283	45%	68%	13
STFC	162,478	103,938	30%	36%	18
UKAEA	150,836	103,938	49%	31%	18

Annex 2 – Sustainable procurement responses in full

Question 1: Does your department have a written sustainable procurement policy?	
BEIS	Sustainable Procurement Policy
CO	No, but wider Environmental Policy Statement
DCMS	We do not have a separate policy but sustainability is included within our overarching commercial policy.
Defra	Yes – both Sustainable Procurement and Ethical Procurement policies
DExEU	(Included in DIT procurement reporting)
DfE	Yes as part of the overall Commercial Policy. Guidance on sustainability provided through the Social and Environmental Issues in Procurement page of our intranet. In ESFA Capital sustainability is embedded within our procurement documentation used for all construction projects, but we are developing an overarching policy document which will acknowledge this.
DfID	Sustainable Procurement Policy
DfT	Sustainable Procurement Policy
DHSC	Sustainable Procurement Policy
DIT	DIT is a relatively new Department and utilises the estates, facilities management and ICT services established by government departments. DIT currently refer to central Government Buying Standards policy. Most of the procurements in scope of the Government Buying Standards (i.e. estates, facilities and ICT) are provided through OGDs (e.g. facilities management services and ICT). DIT are currently in the process of developing department specific procurement templates, guidance and policy and currently does not have a finalised department specific sustainable procurement policy.
DWP	Sustainable Development Policy
FCO	FCO: Commercial Contracts and Sustainability Policy Wilton Park: Sustainable Food Procurement Strategy and Standards Policy Statement
FSA	No
HM Treasury	HM Treasury's procurement function transferred to Crown Commercial Service (CCS) in 2013. Their procurement processes include sustainability factors as a key criterion for contract award.
HMRC	Details of HMRC's approach to sustainable procurement are in the public domain and can be viewed here .
Home Office	Sustainable Procurement Policy
LOD	Sustainable Procurement Policy
MHCLG	Core MHCLG Sustainable Procurement Policy being update. Policies in place in ALBs.
MOD	Sustainable MOD Strategy*
MOJ	Sustainable Procurement Strategy

NCA	A statement on Corporate Social Responsibility is contained with the Procurement Compliance Policy.
ONS	Written Sustainable Development Policy

Question 2: Please describe (a) how and by whom sustainable procurement is championed in your organisation; and (b) the mechanisms used to identify and address training needs for your organisation's staff. *This includes both procurement staff and wider induction/training processes for other staff*

BEIS	<p>The BEIS family use UK SBS to deliver their procurement needs. Due to the diverse nature of procurements that UK SBS manages for the BEIS family's global presence, it would not be possible to have a set or fixed approach to sustainability and training. Many of the BEIS family have their own CSR and sustainability approaches, which UK SBS will utilise and incorporate into the procurement process on a case by case basis covering as a minimum:</p> <ul style="list-style-type: none"> • Individual BEIS family sustainability policies; • Creation of strategic sustainable specifications / outcomes; and • creation and use of criteria to achieve the BEIS family sustainability goals.
CO	<p>a) The Cabinet Office has attained ISO14001:2015 accreditation. The Sustainable Development function is headed at Director level supported by a Band A and external consultants. There is a rolling 12 month communications plan in place which highlights Environmental stories on the departmental Intranet often linked to external events such as 'Earth Hour'. We are currently investigating the possibility of setting up a Sustainability 'Network' of local champions along the lines of those already operating in other fields of interest such as Disability Discrimination.</p> <p>b) As part of the induction process staff are given information about the on-line learning opportunities available through the Civil Service Learning portal. They are encouraged to take part in such training although it is not mandatory. This message is refreshed from time to time as part of the overall communications programme.</p>
DCMS	<p>Sustainable procurement is championed in our organisation through the Commercial Team. The Commercial Team has a Business Partnering model, with our Commercial Business Partners acting as an interface with Business Areas across the Department. This includes capturing Business Area requirements and identifying areas where sustainability will be important in terms of procurement, as well as capturing training needs. Depending on the nature of the requirement being procured, Business Partners will advise on sustainable procurement considerations, and ensure sustainability standards are captured during the procurement process, as appropriate. Training needs across the Department teams are captured via Business Partners, as well as surveys. There is a commercial training programme which includes sustainability.</p>
Defra	<p>The Head of Defra Group Commercial, champions' sustainability within the supply chain, supported by a Sustainable Procurement Advisor.</p> <p>The DEFRA Group are in the process of a transformation bringing the commercial approach of diverse organisations into one department. Sustainability is core to this</p>

	<p>process bringing an opportunity to align priorities and approach to maximise sustainable outcomes taking forward best practice.</p> <p>The Environment Agency (EA) for example have a corporate sustainability plan e:Mission, led from the Chief Executive and owned by the business and supported by the Sustainable Business Team, supply chain is key to this and championed by Clare. Sustainability is an embedded part of commercial activity and is integral to the role of the commercial professionals who work with their clients to ensure sustainability risks/opportunities are identified and managed through contracts. They are supported by specialist sustainability advisors. Training needs are identified when new risks and changes to process are identified for example training on the revised sustainability tool took place last year. Contracts are audited for management of sustainability risk and training needs identified. Commercial train their clients on sustainability risks where they are not aware.</p> <p>For wider Defra Group Commercial training needs are identified through an assessment tool which includes elements of sustainability.</p> <p>Ownership of the Government Buying Standards resides with policy teams; this has been the case since 2015.</p>
DExEU	(Included in DIT procurement reporting)
DfE	<p>ESFA Capital (an agency of DfE) sits on the Government Construction Board, which, as one of its roles, oversees the implementation of the Government Construction Strategy (GCS) as applicable to individual central government capital procuring departments. The GCS refers to the Government Buying Standards for construction projects and buildings and where applicable are embedded within our procurement documents. No overall designated champion and no specific mechanisms for identifying sustainable procurement training.</p>
DfID	<p>DFID's responsibilities on climate and environment derive from the International Development Act's commitment to sustainable development, and UK international commitments – especially the Sustainable Global Goals and Paris Climate agreement of 2015, as well as UK Government objectives and legislation in the countries we work.</p> <p>The procurement manager must “think green – buy green” but responsibility for putting into practice the Department's policies rest with the broader business and are addressed through the Business Case process and our Smart/Corporate Rules. An introduction to Sustainability and Corporate Social Responsibility continues to be an integral part of our procurement induction programme with formal understanding reviewed as part of delegated authority accreditation.</p>
DfT	<p>There is a sustainable procurement subject matter expert in the Department's Virtual Policy Team, who is responsible for disseminating sustainable procurement policy Department-wide and promoting adherence to it. In addition, the attached Sustainable Procurement Strategy has been approved by the departmental Heads of Procurement Board, which has a role in championing the achievement of its targets. Some Agencies of the Department for Transport also have their own sustainability champions (general and procurement).</p> <p>All staff involved in procurement have access to the Sustainable Development eLearning on Civil Service Learning and are actively encouraged to undertake it, and some Agencies provide procurement-specific sustainability training to their commercial staff. In terms of identifying individual training needs, some Agencies include sustainable procurement in the annual performance targets for procurement officers and contract managers, and the aim is to promote this across the rest of the</p>

	<p>Department in the coming year. The question of training required to fulfil this and any other performance target is discussed between the individual and their line manager. The subject matter expert and other staff with more responsibility for sustainable procurement have undertaken more advanced training, including CIPS' ethical procurement course.</p>
DHSC	<p>a) Sustainable Procurement is championed via the Procurement Policy Team and the Head of Supply Resilience and Sustainability.</p> <p>Sustainable procurement is covered in the Department's sustainable development management plan. Procurement contributes to this plan, offering objectives and progress updates to evidence the development of sustainable procurement. This plan aligns DHSC commercial with wider Departmental activities around sustainability.</p> <p>The Sustainable Procurement Policy is scheduled to be updated to align with the Departments sustainable development management plan in 2018. These documents will then be used to inform and underpin training and guidance.</p> <p>b) Commercial staff undertake external training on sustainable procurement through the Chartered Institute of Procurement and Supply. Sustainability training has been identified as a gap in the Department, and training will be rolled out to the commercial directorate as part of the regular series of Procurement Policy Cascades. An introduction to sustainability was presented in February to give an overview of sustainability and future direction. The Department is also reviewing e-learning resources that it has developed to support sustainable procurement in the NHS for roll out across commercial staff. These include modules on managing labour standards in supply chains, carbon literacy for procurers and environmental consideration in procurement.</p>
DIT	<p>The DIT commercial function procurement follows government best practice, ensuring that sustainability is embedded in its tendering and contract management processes. Through better use of technology in the workplace we will also look to reduce our travel and therefore the amount of greenhouse gas emissions and domestic and international flights. Any training and development needs are identified through the quarterly performance and development review.</p>
DWP	<p>a) DWP has a network of Environment champions across its Estate. These volunteers act as a focal point for sustainable activity within offices, liaising with myself as DWP's Single point of contact.</p> <p>b) DWP's staff induction features the role of Sustainable Development and point's staff to our intranet pages where they can find literature, posters and training aids. Online Training packages are available for both DWP staff and specific training is available for Environment Champions.</p> <p>c) I act as single point of contact for Environment Champions and staff to raise questions and achieve sign off on programme and project activities on all matters relating to Sustainability.</p>
FCO	<p>FCO: Sustainable procurement is championed by the Enablement Team, in the 'FCO Commercial' Directorate. This Team is responsible for the policy and procedures FCO Staff use to procure Goods, Services and Works and Sustainability is embedded into the Procedures, including promotion of the Government Buying Standards.</p> <p>b. The Enablement Team uses the FCO Finance Help Desk (UK Staff) and our Regional Hubs (Overseas Staff) to identify gaps in our Procurement Procedures. Newly developed Commercial Policy and/or initiatives are promoted across the</p>

	<p>Office and supported by training.</p> <p>Staff joining the FCO Commercial Directorate benefit from a 1:1 with the Commercial Policy Lead (Enablement Team), who uses the opportunity to inform about FCO Commercial Policy, and signpost other that others own particular policy (Sustainability and Facilities Management).</p> <p>Wilton Park: All staff involved in the procurement process receive training on Wilton Park procurement policy and best practice and annual updates. There is also a strategic sustainability group of staff who focus on improving sustainability practices and projects, with emphasis on sustainable procurement, wherever possible and viable.</p>
FSA	<p>The FSA has a very small Procurement Team (7.4 FTE) responsible for end to end Procurement & therefore have a responsibility to ensure sustainable procurement is considered at all times. Expectations with regard to sustainability are also set out in both the Procurement Policy & Procurement Strategy. It is FSA policy that a CCS framework must be utilised wherever possible & by following this as an organisation we not only receive the benefit of economies of scale but are also compliant with GBS requirements.</p>
HM Treasury	<p>In July 2013, HM Treasury's procurement function transferred to the Crown Commercial Service (CCS) who in return provide a managed procurement service. Using advice from CCS, HM Treasury's (HMT) approach to Sustainable Procurement (SP) continues to be delivered by means of interventions throughout the procurement cycle. These include the management of internal demand, improving product and service specifications, selecting suppliers with robust sustainability credentials, and working with existing and prospective suppliers to improve their performance.</p> <p>HMT works to ensure its procurement policies and operations are fully aligned with the cross-government GGC targets, sharing best practice with OGD colleagues as appropriate.</p> <p>HMT has provided periodic training and awareness updates to key staff involved in SP including the commercial/procurement managers and other stakeholders within the Facilities and IT teams.</p>
HMRC	<p>We have embedded sustainable procurement as 'business as usual' into our organisation, and have standard questions on it in the selection and award stages of our procurement processes. Our contract managers and policy team attend cross Government fora and cascade information on topics covered, including sustainability, to colleagues working in the commercial environment.</p> <p>We have an SCS2 level Departmental Sustainability Champion as well as a member of Commercial Directorate's senior leadership team responsible for championing sustainable procurement.</p> <p>Training needs are identified by regular reviews across our Commercial Directorate, and the options to meet those needs are analysed and sourced accordingly.</p> <p>Commercial staff are required to be MCIPS qualified, which includes knowledge of sustainable procurement. We also provide continuous improvement training, delivered through procurement expert workshops. We invite procurement professionals to speak on areas of particular interest and to share knowledge. Sustainability is a standard agenda item at these workshops, where refresher sessions on topical issues are linked to Cabinet Office guidance/Procurement Policy Notes. These points are also covered in best practice sessions within teams.</p>

	<p>Regular reviews take place in order to ensure continuous improvement of standard documentation and the embedding of sustainable policies. Sustainability is also included in the induction process of new staff.</p>
Home Office	<p>The Home Office (HO) Sustainability Champion (SD) is Richard Hornby whose role is to invite/contribute ideas, suggestions and initiatives for improving the departments delivery and understanding with regards sustainability. Not just in relation to formalised commitments such as UN Global Sustainable Goals and Greening Government Commitments but through developing contributory economic, social and environmental initiatives. The SD Champion leads by example in encouraging peers, or members of staff, to ensure that both the HO and, where appropriate, wider government community, contributes towards the SD agenda. Richard chairs the Virtual Sustainability Meeting on a bi-monthly basis and includes representatives from Home Office Commercial and MOJ Estates Cluster with the objective to share best practice and to ensure the department meets its Greening Government Commitments and is aligned to the UN Sustainable Development Goals.</p> <p>The HO Commercial Directorate has a dedicated Social Value (SV) Team to communicate and drive sustainability awareness and is underpinned by the Chief Operating Officer's goal to deliver the Government Industrial Strategy and SV targets. During 2016-17 the team has provided a SV guidance and evaluator service for a number of high value and high-profile procurements. This has included drafting SV requirements, evaluation questions and evaluating supplier SV returns. CSR messages regarding changes to policy and procedures are communicated via the Chief Commercial Officer's weekly note as and when required. The SV Team also collaborates with the MoJ Shared Estate's Sustainable Operations Team to ensure sustainability policies and procedures are maintained.</p> <p>Additionally the SV Team has drafted a Social Value Strategy, which provides economic, social and environmental guidance for procurers and contract managers.</p>
LOD	<p>The CPS has two small central commercial teams - a general Procurement and Commercial Services team (9 staff) and a separate Digital Commercial Team (10 staff). As a relatively small department these teams are responsible for the end to end commercial management of our supply chain from pre-market engagement to procurement and through to contract management in most instances.</p> <p>All staff in these commercial roles have a responsibility to champion and ensure sustainable procurement.</p> <p>Since April 2017 the CPS transferred its full-time Sustainable Development Advisor role to the Ministry of Justice as part of a wider shared service agreement that covers health and safety, property, facilities management as well as sustainability. The CPS is able to call upon expert support from the MoJ team who a key role in working with the CPS procurement function, ensuring that team members are aware of the latest sustainability issues affecting procurement and that where appropriate contracts and tendering processes meet the objectives of the Greening Government Commitments.</p> <p>The majority of CPS staff employed in commercial roles undertake CIPS studies including CIPD – which includes modules on sustainability and briefing material in respect of the government's policies in respect of sustainable procurement.</p>
MHCLG	<p>CORE MHCLG:</p> <p>We do not currently have a champion and are in the process of recruiting a G7 Procurement Manager to deal with procurement as well as policy issues such as</p>

	<p>Sustainable Procurement for the Department. Procurement Leads are responsible for advocating sustainable practices and outputs for each procurement exercise undertaken.</p> <p>The mechanisms for identifying and addressing training needs for staff are as follows:</p> <ul style="list-style-type: none"> • MHCLG’s new Procurement Policy Lead, when recruited, will raise awareness of procurement policy matters, including sustainable procurement, across the department and seek to develop capability. • We will also work with those outside the Procurement function as well in order to share information and maximise the potential for other creative ideas to support the Department’s approach on sustainable procurement. • Objectives and training needs for the Procurement Team are identified through the performance management review process and reviewed throughout the reporting year. <p>MHCLG Arms Length Body – Homes England (HE):</p> <ul style="list-style-type: none"> • HE has an Environmental and Sustainability Manager who works in their Facilities Team and is responsible for policy, guidance, training and reporting. She is involved in managing procurement activities related to premises and advises on operational activities. Training is currently being reviewed agency wide to supplement current arrangement personal training plans, coordination of needs and technical and professional requirements (which includes sustainability) <p>MHCLG Executive Agency – Planning Inspectorate (PINS):</p> <ul style="list-style-type: none"> • PINS do not currently have a sustainable procurement champion. <p>Commercial Officers are responsible for advocating sustainable practices and outputs for each procurement exercise taken forward and subsequent contract management</p> <ul style="list-style-type: none"> • Training needs are identified through the performance management review process and reviewed throughout the reporting year
MOD	<p>Director General Head Office and Commissioning Services (DG HOCS) leads the Sustainable MOD agenda across the Department, and is supported by Deputy Chief of Defence Staff (Military Capability) where it relates to capability, and advised by the Sustainable MOD and Energy Steering Group (SMESG).</p> <p>Within Defence Equipment & Support (DE&S) two new steering groups were established in 2017 to strengthen governance and drive environmental improvements.</p> <p>The Greening Government Commitments Steering Group is jointly chaired by DE&S Director, Safety & Environment, Quality and Technology (D S&EQT) and DE&S CEO Corporate Operations (CEO-Corp-Ops) responsible for ensuring DE&S meets Government sustainability targets, including sustainable procurement. The Acquisition Environment Steering Group is also led by Director S&EQT and focussed on addressing DE&S’ key environmental and sustainability risks affecting the acquisition of equipment and support services.</p> <p>DE&S sponsors an environmental and sustainability training programme delivered by Cranfield University. Environmental Protection training courses have been updated to strengthen guidance on sustainable procurement.</p> <p>Defence Infrastructure Organisation (DIO) has appointed DIO Chief Operating Officer as their Sustainability Champion. An online Sustainable Development awareness training module is available covering a range of themes including sustainable procurement.</p>

	<p>DIO delivered a sustainability training roadshow in total 228 personnel involved in major projects and regional delivery including industry partners took part in practitioner training; and a further 30 attended awareness sessions. The training focused on Sustainability Appraisals and business case scrutiny requirements. Information Systems and Support (ISS) training is identified, reported and monitored through the Design Assurance Team for all ISS Projects.</p>
MOJ	<p>The MoJ Commercial & Contract Management department has a nominated Sustainability Champion (Grade A) whom is a member of the departmental Policy & Compliance Group. This group is chaired and attended by Commercial & Contract Management Senior Civil Servants. The current champion is Richard Callanan – Senior Commercial Manager</p> <p>The MoJ sustainable procurement approach focuses on both understanding and generating benefits for the Authority, society and the wider economy, whilst minimising damage to the environment.</p> <p>MoJ procurement activity takes into consideration Government Buying Standards and applies there were required to ensure these standards can and will be delivered through the procurement process.</p> <p>The Commercial & Contract Management team can call upon expert support from the MoJ Sustainability team who play a key role in ensuring that staff are aware of the latest sustainability issues affecting procurement and that where appropriate contracts and tendering processes meet the objectives of the Greening Government Commitments.</p> <p>Staff development planning is in line with the civil service competency framework through Civil Service Learning and includes sustainable development as part of commercial capability and CSR.</p> <p>The majority of staff employed in commercial roles undertake professional studies (e.g. CIPS, IACCM) including CIPD – which includes modules on sustainability and briefing material in respect of the government’s policies in respect of sustainable procurement</p>
NCA	<p>Commercial Staff are trained in accordance with CIPS guidelines on all elements of training. Included within this is the CIPS guide to sustainable procurement.</p>
ONS	<p>The Office for National Statistics (ONS) promotes its Sustainable Development Policy. This maintains our commitment to ISO14001 and sets out our objectives such as reducing carbon emissions, reducing waste and to comply with sustainable reporting requirements.</p> <p>We promote this policy within our Standard Terms and Conditions, which are issued to all suppliers upon the start of a contract. Section G2, within the standard T’s&C’s, titled ‘The Environment’, mandates that the supplier should “perform the contract in accordance with the Authority’s Sustainable Development Policy which includes the conservation of energy, water, wood paper and other natural resources etc”. We also reserve the right to request evidence of compliance with these requirements. Sustainable Development is championed by our Deputy Director and all staff are encouraged to complete on-line training courses on Sustainable Procurement.</p>

Question 3: Please describe the tools and processes used by your organisation to embed sustainability into your organisation’s procurement processes. Reference should be made to the Flexible Framework, the Prioritisation Tool and the Balanced Scorecard for Food, or equivalent

tools.	
BEIS	<p>BEIS using UK SBS's Procurement Policy approach, wherever possible shall include best practice environmental and sustainability considerations on a case by case basis (e.g. Life Cycle Costs as captured by Regulation 67 of PCR 2015) within its procurement decision-making process. This also involves consideration of EU Commission, PCR and Government objectives and targets. See the European Commission's Buying Green.</p> <p>Working with and behalf of the BEIS family, UK SBS have precedent procurement documents containing standard questions regarding environmental accreditation that reflect government grounds for environmental exclusions as reflected in Regulation 57(1),(2),(3) of the Public contracts Regulations as amended see attached web address.</p> <p>https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/551130/List_of_Mandatory_and_Discretionary_Exclusions.pdf</p> <p>This content is mandated by Crown Commercial Services under PPN 08/16 see attached web link:https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/558531/PPN_8_16_StandardSQ_Template_v3.pdf</p> <p>UK SBS have also created the following policy for the BEIS family in regards to Timber procurement, derived from the DEFRA policy on sustainable sourcing that is utilised as appropriate in BEIS family procurements.</p>
CO	<p>All Cabinet Office contracts require companies to adhere to the Government Buying Standards process and protocols.</p> <p>The annual sustainability audit under the ISO140001 regime tracks and checks such compliance.</p>
DCMS	<p>The Flexible Framework and Prioritisation Tool are included where appropriate. Sustainability is embedded in our procurement practices as follows:</p> <ol style="list-style-type: none"> 1. All OJEU level procurements include a requirement for Tenderers to 'Please confirm your organisation has an Environment & Sustainability Policy appropriate to the type of work described in the ITT and that this is updated at least annually.' 2. All OJEU level procurements are supported by a Procurement Strategy which includes a section on sustainability. 3. Procurement Guidance documents instruct users to undertake procurement in line with the GBS. 4. Commercial Policy - includes commitment to: 'Comply with the Government Buying Standards, and include sustainability and social considerations in all relevant procurement and contract activity'. <p>Where we procure goods or services where sustainability is highly relevant, this will form a more detailed part of the tender evaluation. This is also captured in the Procurement Strategy which is signed off before the procurement process begins.</p> <p>Assurance on the above is provided by Business Partners, with oversight from the Commercial PMO Group.</p>
Defra	<p>Defra has developed a procurement toolkit, which provides advice, guidance and templates for use during the commercial process. This specifically includes best practice identified from around the Defra network, other Government departments and the third parties.</p> <p>Sustainability is built into the front end of the commercial process, using the</p>

	<p>commercial / procurement strategy paper as the relevant document. This document requires discussion at the very early stages of a commercial activity to identify sustainability issues and agree management either exploiting – where positive or negating - where harmful of each issue identified.</p> <p>The EA and Natural England (NE) have used the prioritisation tool to undertake a high level analysis of the sustainability risks of the spend categories. Within the EA the spend categories are then assigned a risk rating of high/medium/low. All high/medium risk frameworks/contracts over £50k need to undertake our sustainability risk assessment (MAT). This tool helps the client identify key risks and opportunities and detail how these will be managed through the commercial exercise and into contract management. Completion and quality audits are undertaken and used to improve. Completion of sustainability assessments is a corporate target and reported regularly to the Executive Directors Team. The Flexible Framework is used to understand what is being done well and areas that need improvements. Other tools are used to embed sustainability such as category guidance and our carbon planning tool (Eric) for reducing lifecycle carbon.</p>
DExEU	(Included in DIT procurement reporting)
DfE	<p>Guidance on sustainability provided through the Social and Environmental Issues in the procurement pages of our intranet. ESFA Capital embeds sustainability requirements in its procurement documents as appropriate. The majority of the procurement of ICT goods and services is either through CCS frameworks includes GBS for non-framework contracts.</p>
DfID	<p>DFID strive to understand the local political, economic and operational environment within which we work. We listen to the views and experiences of citizens and beneficiaries and ensure that our programmes and aid instruments suit and influence the political context. There are a number of technical considerations to guide the design and delivery of adaptive business plans and programmes. These include, but are not restricted to: the political economy; conflict and fragility; institutional environment; climate change, resource scarcity and environmental vulnerability; gender equality; social and poverty impact; and human rights. Ensure sustainability and resilience; how will the project generate lasting benefits for citizens in the face of possible future shocks (e.g. political, economic, security, environmental, social, climatic). How will it support resilient households, firms institutions, societies and environments capable of coping with uncertain futures including supporting opportunities to deliver climate and environmental benefits. Avoid doing harm; by ensuring that interventions do not sustain unequal power relations; reinforce social exclusion and predatory institutions; exacerbate conflict; contribute to human rights risks; create or exacerbate resource scarcity, climate change and/or environmental damage; and/or increase communities' vulnerabilities to shocks and trends. Ensure that our interventions do not displace/undermine local capacity or impose long-term financial burdens on partner governments.</p>
DfT	<p>This Department uses several tools and processes for sustainable procurement, including:</p> <ol style="list-style-type: none"> 1. Guidance – available to all procurement and contract management staff on our extranet, the 'Procurement Professionals Library'. This is regularly checked and updated when policy changes. 2. The Procurement Assurance Function – this team quality checks all major

	<p>procurement and contract management processes in the Department, and one thing they look for is inclusion and measurement of relevant sustainability targets.</p> <p>3. Strategic Supplier Relationship Management – the Department’s top 15 suppliers are strategically managed by a dedicated team. Our sustainable procurement subject matter expert is working with this Team to include sustainability metrics in the management of these suppliers. Some Agencies operate their own supplier relationship management functions, including sustainability requirements.</p> <p>4. Flexible Framework – used to measure our progress as a Department toward sustainable-procurement-as-standard, this is behind the drive to include sustainability in performance targets in particular. We aim to reach level 4 by March 2020.</p> <p>5. Prioritisation Tool – we have recently used this to identify our top five priority categories for sustainable procurement, and our subject matter expert will be discussing the same with the category leads. Discussion to focus on sustainability efforts being made in each category and which are planned for the future.</p> <p>6. Food Balanced Scorecard – not widely used in this Department as we do not have many contracts incorporating food. However, those responsible for the catering contracts we do have are aware of the tool, and use it as relevant for their individual agreements.</p>
DHSC	<p>The department is reviewing the different tools used to embed sustainable procurement processes. Procurement activities are referred to in the sustainable development management plan which uses the Sustainable Development Unit’s documentation and tools.</p> <p>Tools that can be used for future procurements will be examined over the coming months. Appropriate tools for the department will be selected and embedded into the procurement process.</p> <p>The Department will review the scope to adopt some of the methodologies that are in use to support sustainable procurement in the NHS including the flexible framework, SPROUT tool, ethical procurement for health and labour standard assurance system.</p>
DIT	<p>DIT procurement follows government best practice, ensuring that sustainability is embedded in its tendering and contract management processes. DIT is committed to playing its part in the preservation of natural resources and in preventing environmental pollution. DIT aims to carry out business so that it takes full account of the needs of the environment, and includes action to reduce energy and water consumption, ensure paper is used economically and that recycled paper is used wherever it is practical and economical to do so. DIT also aims to reduce the use of ozone-depleting substances. Through better use of technology in the workplace we will also look to reduce our travel and therefore the amount of greenhouse gas emissions and domestic and international flights. Details of any environmental requirements that suppliers need to be aware of will always be included in the invitation to tender documents.</p>
DWP	<p>The main tool that staff use to drive the agenda is the DWP Sustainable Procurement Risk Assessment Methodology (SPRAM) which is embedded within the procurement process and is a continually evolving tool. This was previously updated to take into account Article 6 of the EU Directive on Energy</p>

	<p>Efficiency and to take into account our recent Life Chances through Procurement requirements and to support the government's SME agenda by making all contracts more accessible to SMEs either directly or within the supply chain. Reasons for excluding SMEs must be documented supported by robust reasoning. We are vigorously pursuing the SME agenda and the DWP SME action plan can be found on "GOV UK" with a revised SME Action Plan currently in drafting and due for publication this year.</p> <p>This reaffirms our commitment to work towards the governments SME percentage targets for procurement expenditure. We actively promote our contract opportunities to SMEs and encourage contractors to make use of SMEs either as sub-contractors or elsewhere in the supply chain. This is done during pre-market engagement meetings. DWPs commitment to the SME agenda and expectations of Contractors is included within the Invitation to Tender documents.</p> <p>DWP procurements (certain exceptions permitted) above £10k are carried out using a e-tendering portal which has reduced the amount of paperwork produced during a procurement. SPRAM is part of the initial work that procurement teams undertake and they cannot proceed to tender stage until the risk assessment has been considered and agreed.</p>
FCO	<p>FCO: We have embedded sustainability into our Procurement Procedures, into risk management Guidance and we promote the Government Buying Standards. Wilton Park: Wilton Park does not currently embed the Flexible Framework and Prioritisation Tool within procurement due to size of the operation.</p>
FSA	<p>It is FSA policy to use CCS framework contracts wherever possible for general goods and services, including contracts for Facilities Management, stationery, furniture and ICT services and these would comply with the Government Buying Standards.</p> <p>We are currently reviewing our procurement processes/documents within Bravo, our e-Tendering system & will ensure we look at the Flexible Framework & the Prioritisation Tool.</p>
HM Treasury	<p>Where embarking on a procurement with an environmental sustainability impact, CCS works with HMT to provide support and guidance throughout the procurement cycle to review and consider all appropriate policies and sustainability objectives.</p> <p>The outcome of this review informs the scope of services and subsequent criteria to assess the quality of the tenderer responding to the opportunity.</p>
HMRC	<p>We embed sustainability into our procurement process through collaborations between HMRC's Commercial and Sustainability teams. We promote our Sustainability Procurement Strategy, which explains the Flexible Framework. We also ask and evaluate the following question in all relevant procurements: 'Please provide details of the level of commitment you will give to supporting our Sustainable Procurement Strategy, including providing details of the person(s) within your organisation who will be responsible for the elements of the Sustainable Procurement'. The weighting and importance of the question in relation to the requirement will determine how well the supplier scores in this area. We then award the contract to the most economically advantageous tender supplier. The supplier is provided with a copy of our requirements and T&Cs, including sustainability aspects. The supplier not only signs up to HMRC's contract but its response to the sustainability question is captured and</p>

	<p>is used as part of the contract management process during the lifetime of the contract. The flexible framework and prioritisation tools are used for contracts with a heavy sustainability impact and as a tool for the contract management activity.</p> <p>Our estates team makes sure that use of the balanced scorecard is embedded with contracts for food and catering services, and suppliers are required to feedback on an annual basis.</p> <p>For furniture procurement, suppliers are asked to include the following information in their catalogues against each item of furniture: recycled content, recyclability material content, information on emissions and product accreditation.</p> <p>Our technical and general specification for carpet tiles includes the following sustainability requirements: 100% recyclable carpet tiles with technical questions covering reuse and recycling.</p>
Home Office	<p>The Home Office is committed to enacting the Social Value Act. All commissioners must demonstrate that they have considered social value benefits during the pre-procurement stage, where relevant and proportionate and not at the detriment of value for money or service quality. In order to achieve Social Value outcomes, the Sustainability Team recommends to procurers that a minimum value of 5% should be attributed to the scoring criteria, although each contract requirement is viewed on a case by case basis.</p> <p>For those procurements above the value of £10m procurers are encouraged to complete and publish the Procure for Growth Balanced Scorecard along with their procurement documentation to form a clear summary of how the procurement will deliver the project vision.</p> <p>The HO continues to utilise the CAESER tool to monitor supply chain social value impacts (further details included within question 6). All contract managers whose suppliers were invited to complete the assessment are able to access their supplier(s) report and results. It is the responsibility of the Assistant Commercial Manager: Social Value to monitor suppliers' updates against recommendations with focus given to risk mitigation.</p>
LOD	<p>CPS staff are mandated to use national framework contracts for general goods and services. These include contracts for ICT services, facilities management, furniture and office supplies. The products available through these contracts are restricted through the use of on-line catalogues.</p> <p>Other than for unique and specialist services (legal and criminal casework support), the CPS utilises pan-government contracts for goods and services as agreed by the Crown Commercial Service and would comply with the Government Buying Standards</p> <p>The CPS also has high value contracts for IT services which states that suppliers must support the CPS Environmental Policies, and in their purchase of Goods and Services provide evidence of a positive environmental management approach.</p> <p>With regards to FM services including construction, which are perhaps the most significant commercial areas for the CPS when it comes to sustainability, the CPS has partnered with the Ministry of Justice. Since April 2016 the MoJ have assumed responsibility for the management of our FM arrangements, including the day to day management of our FM provider and, as of October 17, the CPS has replaced its FM contract with a new set of contracts implemented and</p>

	<p>administrated by the MoJ as part of a shared services programme. This strategy directly supports the Cabinet Office agenda to create a single public sector estate with the largest departments assuming responsibility for property and FM matters.</p>
MHCLG	<p>CORE MHCLG: As part of the development of the Department’s sustainable procurement policy, we will be developing tools and processes based on the Sustainable Procurement Flexible Framework tool. We will be responsible for ensuring that sustainability is embedded in MHCLG Centre procurement practice, and for mapping progress against the SPFF tool. In particular we will be encouraging a close working relationship between ourselves and the Department’s Arms Length Bodies such as the Planning Inspectorate and Homes England. We will also ensure that our procurement policies are fully aligned with cross-government Sustainable Procurement Framework. MHCLG Arms Length Body – Homes England (HE): Please refer to the attached Policy documentation MHCLG Executive Agency – Planning Inspectorate (PINS): We are currently working on the development of tools and processes to embed sustainability into our procurement processes</p>
MOD	<p>Sustainable MOD Strategy 2015-2025 identifies the need to embed sustainability into acquisition processes. Defence Equipment & Support (DE&S) has published a major refresh of the Acquisition Safety and Environmental Management System (ASEMS) and its underlying Project Orientated Environmental Management System (POEMS). POEMS is based on 14001, tailored to the defence acquisition process, and is mandated for all equipment acquisition projects to ensure they are compliant with MOD and Government policy. Sustainable Procurement is now being incorporated in the POEMS and we have been developing new guidance and a five-step tool kit for use by DE&S project teams. To identify and manage the sustainability impacts of its business, and improve our decision making, MOD has produced the Sustainability and Environmental Appraisal Tools Handbook (SEAT) to assess the effects of programmes, plans and projects. The toolkit covers a range of tools from broad sustainability appraisal, which also identifies the need for more specific assessments including Defence Related Environmental Assessment Method (DREAM). During 2017/18 the SEAT Handbook has been reviewed and updated to ensure it aligns with changes to legislation and policy as well as reflects the roles and responsibilities detailed within the new Infrastructure System Operating Model and accompanying handbook. An update was published in October 18. The Defence Infrastructure Organisation applies a Sustainable Procurement maturity matrix each year to review progress on embedding sustainability into infrastructure acquisition and identify actions for the following year.</p>
MOJ	<p>Sustainability forms a vital part of the MoJ commercial practices. This includes the compliance of Government Buying Standards within the MoJ Procurement Strategies for commercial programmes/projects and where applicable identification of how these requirements will be delivered through the procurement process. GBS are included within Senior Civil Servants portfolio dashboards to ensure</p>

	<p>that they can monitor performance and compliance against these standards and proactively address any concerns as early as possible.</p> <p>Furthermore, Senior Management Team regularly monitor performance and compliance against GBS.</p> <p>Examples of embedding sustainability in procurement processes:</p> <ul style="list-style-type: none"> - The MoJ Facilities Management contracts contain specific Environmental KPIs, these cover aspects such as energy and water consumption and are monitored on an on-going basis throughout the life of the contract. - The MoJ Prison Food contract places specific contractual obligations on the supplier to report progress in the sustainability/environmental area which are aligned with the DEFRA Balanced Scorecard (of which the applicable aspects of the GBS are included). Outputs of which includes the production of an annual sustainability plan. - The MoJ utilises Vehicle Hire Services. The contract includes specific sustainability clauses that not only express consideration of commercial needs, but minimisation of negative impacts and maximisation of positive impacts on society, the environment and the economy. <p>At present the use of electric vehicles within the existing contract is not practical due to the nature of the journeys undertaken by staff and the distances covered. The Authority is slowly seeing the introduction of hybrid vehicles into the contract, but due to the high purchase price of these vehicles and the need for the contractor to recoup their costs, these often fall into a higher band and therefore are precluded from the options available to staff at the time of booking.</p>
NCA	<p>All suppliers should receive a Company Information Questionnaire which requires them to provide copies of their environmental policy and their Corporate Social Responsibility Statement. In addition they are required to agree to both NCA's Environmental Statement and Ethical Trading Statement.</p> <p>In addition, Supplier Assurance audits include checking environmental processes, and processes in place to combat modern slavery within the supply chain.</p>
ONS	<p>Many of our team are recently qualified MCIPS members. Roughly 90% of the team have recently completed, or are about to complete their CIPS qualifications including classroom based teaching and examinations. One of the recurring themes in each topic is sustainable procurement and the merits of supplier monitoring, so staff are well educated and understand the importance of sustainable procurement.</p> <p>ONS Commercial Services has a dedicated resource whose primary role is to provide Commercial Intelligence. This role was created in 2014 to establish who our key suppliers were, to monitor their behaviour through financial reporting, press coverage, trade journals and knowledge-sharing, to ensure that ONS had continuity of supply. This constant scrutiny and monitoring also ensures that ONS does not suffer reputational damage by contracting with suppliers who are unethical or trade in non-renewable resources.</p>

Question 4: Please provide a brief overview of how the department ensures compliance with the Government Buying Standards throughout procurement practices. Please note that procuring via CCS framework contracts does not guarantee compliance with the Government

<i>Buying Standards.</i>	
BEIS	The BEIS family would consider and build this into their specification, whilst working with UK SBS e.g. white goods environmental specifications and ratings.
CO	All Cabinet Office contracts require companies to adhere to the Government Buying Standards process and protocols. The annual sustainability audit under the ISO140001 regime tracks and checks such compliance. This is supplemented by ad hoc audits throughout the year by GPA contract management staff.
DCMS	DCMS utilises central Framework Agreements where possible, which ensures compliance with the GBS for those requirements. Where central Framework Agreements is not compliant with GBS or if we procure outside of these Frameworks, sustainability and the GBS will be captured in the Procurement Strategy to ensure requirements are included. The majority of our procurement is for Professional Services, and low value contracts, therefore the inclusion of sustainability in the procurement process is limited to ensuring Tenderers have a sustainability policy. Procurements of requirements where sustainability is highly relevant, the inclusion would be increased and sustainability considerations would be incorporated in to the Procurement Strategy, tender specifications, tender evaluation, contract terms, and performance measures.
Defra	The requirements to use Government Buying Standards is embedded within DEFRA's commercial strategy documentation and will be used where relevant to the category. Where GBS are not being followed a full and complete statement as to why this is the case would need to be detailed and signed-off by both the business user and the commercial delegated authority. Within the EA non-compliance with the Government Buying Standards (GBS) and corporate commitments is a key risk area within the sustainable procurement assessment tool (MAT) as referenced in Q3. All high/medium contracts over £50k will use this tool to help understand the risks with their contract. If GBS is relevant to the category area the requirements will be included in the contract specification. For contracts where GBS is relevant suppliers are asked to report compliance as part of contract management. When working on CCS contracts sustainability will be influenced including GBS and individual client needs to influence wider pan government sustainability aspirations. NE use a risk assessment tool which includes sustainability and has a requirement to include GBS within relevant contracts.
DExEU	(Included in DIT procurement reporting)
DfE	EFSA Capital includes within its standard Output Specification for schools the appropriate buying standards and where applicable these are built into the contract terms, e.g. approach to optimising energy usage. ESFA Capital use a number of framework level KPI's which contractors report against as part of the frameworks management approach. GBS are specified in IT based procurements. The majority of the department's procurements are for business/professional services which don't have specific GBS.
DfID	DFID wishes to work with suppliers who embrace our values, and demonstrate Corporate Social Responsibility (CSR) by taking account of economic, social and

	<p>environmental factors. These practices, whether operated locally, regionally or internationally, should also comply with International Labour Organisation (ILO) core standards on labour and social matters. The management case ensures effective delivery by setting out the management arrangements required to ensure climate and environment is effectively managed and opportunities are maximised.</p> <p>DFID will not select bidder(s) that have been prosecuted or served notice under environmental legislation in the last three years, unless DFID is satisfied that appropriate remedial action has been taken to prevent future occurrences/breaches. The supplier shall provide the services and any goods or equipment required under the contract in accordance with applicable national and international laws, including those of the country or countries in which the services or goods and equipment are to be provided, and DFID's environmental operations policy, which is to conserve energy, water and other resources, reduce waste, phase out the use of ozone depleting substances and minimise the release of greenhouse gases, volatile organic compounds and other substances.</p>
DfT	<p>Compliance with the Government Buying standards is included in the Department's standard conditions of contract, and in specifications for relevant agreements. Such specifications always include a link to the GBS requirements online, and they are brought to the attention of any suppliers bidding for the contract. This approach is followed regardless of the procurement route taken (i.e. we would also do this for CCS frameworks). Some Agencies are beginning to measure the compliance of actual products provided under these contracts, with an initial focus on paper. We aim to roll this out more widely over the next year.</p>
DHSC	<p>Compliance with the government buying standards is incorporated into procurements during the development of the procurement strategy, where these are relevant. Compliance with minimum requirements within the Government Buying Standards forms part of contract specification and evaluation, with enhanced criteria being introduced into the conditions of contract where suppliers are required to show continual improvement.</p> <p>The Department uses CCS frameworks for a high number of contracts. The nature of the services that the Department procures does not have large scope for embedding sustainability. Consultancy, academic and market research do not tend present significant sustainability risks, or opportunities for sustainability benefit, when compared with more tangible procurement of products, works or public facing services.</p>
DIT	<p>For the categories that the GBS applies to and any procurements led by DIT we would procure these items through the relevant CCS framework and companies that are part of the framework have met the procurement policy standards required by the CCS (GBS being one).</p> <p>In addition, details of any environmental requirements that suppliers need to be aware of will always be included in the invitation to tender documents.</p>
DWP	<p>DWP operated via a Category Management Operating Model(CMOM). All Commercial Policy and guidance is located within an online CMOM Portal and DWP mandates the use of the Government Buying Standards as part of this guidance to all commercial staff.</p> <p>Mandation and links to the standards feature in the topics for "Drafting a</p>

	Specification”, “Standard Terms and Conditions Guidance” and “Sustainable Development Guidance”.
FCO	<p>FCO: For its UK based operations, the FCO devolves authority to award contracts valued up to £100k to Business Units. GBS compliance monitoring is limited to analysing Contracts awarded by FCO Commercial valued over £100k. FCO Commercial Strategy defaults to use CCS Frameworks to award contracts for UK based outcomes. We consider these Frameworks with ‘eyes open’ acknowledging it is necessary to supplement Framework terms with our own policy material i.e. GBS.</p> <p>Wilton Park: Review is carried out every year of the GBS for Food and Catering Services to ensure compliance within the food service and from food suppliers and actions implemented with Head Chef, in line with Sustainable Food Procurement Strategy and Standards Policy Statement.</p>
FSA	The FSA consistently utilises CCS frameworks as part of its policy & these outline the requirements to be monitored and adhered to under the GBS.
HM Treasury	The adoption of CCS standard operating procedures when purchasing goods and / or services that have an environmental impact assures that HMT is complying with central policy on this area. Consideration of the evaluation criteria, which may include relevant sustainability elements, is reviewed by a senior responsible officer prior to the procurement being undertaken.
HMRC	<p>We ensure that GBS are embedded in our contracts and, where possible, encourage our suppliers to meet GBS best practice standards.</p> <p>We are an active member of the CCS Fleet Stakeholder Forum group and utilise the CCS Vehicle eAuctions to procure the majority of our new vehicles. The GBS in relation to vehicle emissions is a key aspect of the specifications discussed and agreed within this forum and adopted for the vehicle eAuctions.</p> <p>For food and catering services, GBS are fully embedded within contracts. New FM service standards and catering services for our new Regional Centres often exceed the relevant GBS.</p> <p>In general, and subject to regulatory requirements in terms of relevance and proportionality, sustainability is routinely considered during the procurement phase when developing the specification of requirement and selection questionnaires. Compliance with agreed contractual requirements or stated codes of practice is thereafter monitored during the contract management phase.</p>
Home Office	<p>The Home Office uses two types of contract these are the Public Services Contract (value below £10m) and the Model Services Contract (value above £10m). Environmental extracts are as follows:</p> <p>Environmental Standards – Model Services Contract</p> <p>8.1 The Supplier warrants that it has obtained ISO 14001 (or equivalent) certification for its environmental management and shall comply with and maintain certification requirements throughout the Term. The Supplier shall follow a sound environmental management policy, ensuring that any Goods and the Services are procured, produced, packaged, delivered, and are capable of being used and ultimately disposed of in ways appropriate to such standard.</p> <p>8.2 The Supplier shall comply with relevant obligations under the Waste Electrical and Electronic Equipment Regulations 2006 in compliance with Directive 2002/96/EC and subsequent replacements (including those in</p>

	<p>compliance with Directive 2012/19/EU).</p> <p>8.3 The Supplier shall (when designing, procuring, implementing and delivering the Services) ensure compliance with Article 6 and Annex III of the Energy Efficiency Directive 2012/27/EU and subsequent replacements.</p> <p>8.4 The Supplier shall comply with the EU Code of Conduct on Data Centres' Energy Efficiency. The Supplier shall ensure that any data centre used in delivering the Services are registered as a Participant under such Code of Conduct.</p> <p>8.5 The Supplier shall comply with the Authority and HM Government's objectives to reduce waste and meet the aims of the Greening Government: IT strategy contained in the document "Greening Government: ICT Strategy issue (March 2011)" at https://www.gov.uk/government/publications/greening-government-ictstrategy.</p> <p>Environment – Public Services Contract When working on Site the Supplier must perform its obligations under the Buyer's current Environmental Policy, which the Buyer must provide. The Supplier must ensure that Supplier Staff are aware of the Buyer's Environmental Policy.</p> <p>The Sustainability and Corporate Social Responsibility (CSR) Schedule makes specific reference to the Government Buying Standards and supplements both contracts.</p>
<p>LOD</p>	<p>CPS staff are mandated to use national framework contracts for general goods and services. In addition all procurement activity has been centralised and is therefore under the oversight of commercial staff who are aware of the GBS and how they relate to procurement.</p>
<p>MHCLG</p>	<p>Core MHCLG: Our tendering and contract documentation, including contractual terms and conditions reflect the need for both commissioners and buyers to consider sustainability throughout the entire procurement cycle from initial scoping, procurement strategy and business case, via tendering and formalised contract terms through to proactive contract management.</p> <p>MHCLG Executive Agency – Planning Inspectorate (PINS) PINS ensures that when purchasing goods and services it complies with government buying standards through robust terms and conditions and effective contract management</p>
<p>MOD</p>	<p>Defence Equipment & Support (DE&S) manages a vast range of complex projects to deliver equipment and support to the UK's Armed Forces and recognise the need to ensure that Government Buying Standards (GBS) are appropriately addressed as part of product specification where this is relevant to Defence acquisition activities. Guidance on Government Buying Standards (GBS) is provided as part of our SP programme which includes Sustainable Procurement policy published in the Acquisition Systems Guidance (ASG) and in the syllabus of our environmental training courses.</p> <p>The compliance requirement for Government Buying Standards in construction is addressed using an appropriate environmental assessment method such as</p>

	<p>DREAM. DREAM is used to assess all new builds and major refurbishment construction activities. All new projects are to achieve an “excellent” rating and all major refurbishment projects are to achieve a “very good” rating, unless site constraints or project objectives mean that this requirement conflicts with the obligation to achieve value for money. In 2017/18 there were 29 DREAM assessments completed, of which all met or exceeded the target standard. Government Buying Standard compliance is stipulated in DIO’s regional Soft Facilities Management contracts. MOD adheres to GBS in food procurement which is compliant to MOD Food Quality Standard. MOD contracts incorporate DEFCON 691 requirements for sustainable timber compliance. MOD UK business fleet vehicles are procured via CCS frameworks which are reviewed quarterly. The team also has a seat on the pan-government Fleet procurement panel, enabling cross-government discussions and learning to be shared and recorded, driving best practise.</p>
MOJ	<p>In line with MoJ Procurement policy to embrace best ethical, environmental, and health and safety practice, in line with its wider CSR obligations in meeting business needs, procurements should always be conducted using a sustainable approach.</p> <p>Procurement in MoJ is based on a category approach and follows lean procurement principles to ensure best value for money. Included in this process is pre-procurement engagement that results in giving potential providers the opportunity to shape procurements and the flexibility to offer innovative and sustainable solutions.</p> <p>Sustainability guidance and a check list are available for staff to use as part of internal policy information.</p> <p>Sustainability must form a part of all category strategies within the MoJ and must be relevant and specific to the category of spend. This must include consideration of any relevant GBS, what aspects of sustainability have been considered and this should then be referenced in any sourcing strategy to identify how the requirements will be delivered through the procurement.</p>
NCA	NCA complies with all applicable Government Policies and Procedures
ONS	We had presumed that CCS were subject to the same scrutiny as all other departments, and were thus compliant with the Greening Government requirements and Government Buying Standards. Many of our procurements are made through such frameworks from CCS or GDS, to ensure that we provide best possible value for money to the taxpayers.

Question 5: Please describe how your organisation evaluates and learns from the results of its sustainable procurement activities.	
BEIS	This would be BEIS driven against KPI’s, Reporting needs built into the contractual documents and lessons learned.
CO	<p>The Cabinet Office uses an external organization, Interserve Construction Ltd, to evaluate the products and services, making sure they are in line with the GBS. We have monthly meetings with our Soft FM supplier and our Sustainability consultants. SD procurement is an agenda item and compliance checks are reviewed to ensure they remain both relevant and proportionate.</p> <p>We carry out ‘lessons learned’ reviews following refurbishment projects. One such study showed that scaffold cladding was not sustainable. We changed the</p>

	procurement route for subsequent projects to ensure better results.
DCMS	The majority of our procurement is for Professional Services, and low value contracts, therefore the inclusion of sustainability in the procurement process is usually relatively limited, as described in question 4. Where sustainable procurement considerations are implemented, these are evaluated and learned from as part of contract management practices including contract close-out activity.
Defra	<p>Within DEFRA the department operates through lessons learnt exercises. For commercial this could be a specific commercial requirement level, where specific learning enables improvement in future similar commercial activities. This could also be a policy/process level and this information is fed back through the Head of Policy in the relevant business area.</p> <p>Within the Environment Agency, Commercial is a key part of the Environment Management System which is certified to ISO14001:2015 standard. The Commercial approach is audited including how we apply continuous improvement and how we identify, measure and reduce our supply chain impacts. Audits of the sustainable procurement risk assessment approach are undertaken to ensure compliance with our corporate target but also quality audits. These check to ensure that the risks/opportunities relevant to the procurement have been managed through the contract documentation and into contract management. Continuous improvement is applied to tools/approach, listening to feedback and learning from others. Compliance with our risk assessment process and specific areas such as waste, carbon, aggregates and timber are reported to our Executive Directors Team. Our new Carbon Planning Tool Eric has evolved from lessons learned from our staff and suppliers in the use of the previous tool, aiming to deliver a 40% reduction in embodied carbon from our capital programme.</p>
DExEU	(Included in DIT procurement reporting)
DfE	ESFA Capital undertakes a number of Building Performance Evaluations on newly completed buildings to evaluate its performance to inform future Output Specification updates.
DfID	<p>Work undertaken includes embedding a new Supply Partner Code of Conduct as a binding part of our standard terms and conditions of contract with a designated team to monitor and manage compliance.</p> <p>DFID supply partners are an extension of government's business and personal interactions with citizens and business by supply and delivery chain partner employees must take place with a bond of trust that goes beyond the contractual relationship and with the highest standards of ethical and professional behaviour that upholds the reputation of government. Full compliance and annual verification is mandatory for supply partners and commits them to key performance indicators in six priority areas including; Value for money and governance, ethical behaviour, transparency and delivery chain management, environmental issues, terrorism and security, social responsibility and human rights.</p> <p>Supply Partners must demonstrate that they are pursuing continuous improvement to reduce waste and improve efficiency in their internal operations and within the delivery chain. They must be committed to high environmental standards, recognising that DFID activities may change the way people use and rely on the environment, or may affect or be affected by environmental</p>

	<p>conditions. Supply Partners must demonstrate they have taken sufficient steps to protect the local environment and community they work in, and to identify risks that are imminent, significant or could cause harm or reputational damage to DFID.</p>
DfT	<p>There are two main ways that learning from sustainable procurement activities is passed on. Firstly, the Procurement Assurance Function keeps records of all good and bad practice that it sees in our major procurements, and uses them to produce recommendations for future exercises. This includes good and bad sustainable procurement practice.</p> <p>Secondly, the Virtual Policy Team runs a monthly 'Procurement Knowledge Network' teleconference, open to all procurement and contract management professionals. The aim of this is to share policy updates and best practice, and if there are any major sustainable procurement successes the person or team behind them is encouraged to present to the Procurement Knowledge Network.</p>
DHSC	<p>Procurement activities are recorded in a lessons learned document following project completion. The procurement strategy is reviewed to assess whether the outcomes for sustainability have been achieved. Where they haven't explanation will be provided.</p> <p>Sustainability tools are not currently available with the DHSC contract management toolkit. This will be looked at in future to assess what tools could be added to the toolkit.</p>
DIT	<p>DIT are developing an intelligent client function to gain greater insight to the services provided through MOUs with OGDs. This will enable more information around the procurement on estates, facilities and ICT for evaluating against sustainable procurement.</p>
DWP	<p>Contract Managers are responsible for reviewing the Sustainable Development plans provided by suppliers as part of their ongoing contract management activity. A named DWP Single point of Contact acts as a critical stakeholder and provides guidance and assistance on the content and veracity of these plans.</p>
FCO	<p>FCO: Specific initiatives undertaken by the Office attract cross functional teams including Commercial and in these situations, we ensure lessons are capable of being learned. Our Commercial Advisors share best practice via Forums which Commercial Policy presents at.</p> <p>Wilton Park: Formal supplier reviews are carried out, by account managers, on bi-annual basis with top key suppliers and evaluation of sustainability policies from suppliers are reviewed.</p>
FSA	<p>FSA is a small department with a small Procurement Team (7.4 FTE) & regular contract reviews with suppliers are conducted to ensure each one is delivering efficiencies & value for money however these may not always be specifically related to sustainability. We do however regularly discuss & review areas that could be improved during the pre-procurement stage through our Continuous Improvement work. We are currently reviewing our documents within Bravo & looking more closely at this area.</p>
HM Treasury	<p>Specific learning on day to day procurements is undertaken by the contract manager. Where learning in new ways to procure, measure or develop sustainable initiatives arises, this is shared within the relevant communities.</p>
HMRC	<p>Our Contract Management team utilise the CAESER corporate social responsibility reports to facilitate supplier discussions at the regular contract review meetings. This involves focussing around areas that are most relevant to</p>

	<p>the contract or service being delivered. Section 32 of the standard Contract Management Plan covers the approach to CAESER, including details of the recorded checks and any associated actions. This ensures that sustainability is completely embedded within business as usual activity for contract management. The 2017 CSR Assessment campaign analysed the performance of 47 of our key suppliers. Those organisations employ more than 550,000 people in the UK, accounting for 85% of our 2017-18 £1.4bn net procurement spend. The report showed that 68% of participating suppliers reported against at least one of the GGC metrics, with 35% of them reporting against all five. The Modern Slavery module helped HMRC understand how suppliers define their activities to prevent modern slavery in their workforce and supply chain. Overall performance has increased on previous year to 68% and further work identified on improving the quality of suppliers' policies and procedures. The Government Hubs Programme has a Furniture Best Practice Group to address cross industry initiatives such as sustainability. Government Hubs Fit-Out Framework Best Practice Group has an initiative for sustainability and inclusion of such within their framework contract and call-offs. Also under this initiative, the approach of a 'Green Dragon's Den' is being used to consider innovations that are sustainable and can be applied for fit-out of the Regional Centres / Government Hubs.</p>
Home Office	<p>As mentioned previously the Social Value Team is involved in many procurements acting as evaluators. For example, the HMPO Passport Manufacture & Personalisation Project. This project was the first procurement to complete the Procure for Growth Balanced Scorecard and is now being shared as an example of best practice with other commissioners. Over the years a number of CAESER supplier case studies have been produced to demonstrate the tool's value for money and how recommendations received were used to improve the supplier's processes. Two supplier case studies have been produced that detail which improvements have been adopted such as drafting modern slavery key performance indicators and development of a supplier code of conduct. The CAESER HO report has been made available to the commercial community. The results of the CAESER assessment brought to our attention that several suppliers had not produced a Modern Slavery statement. Contract Managers were informed of this risk and liaised with suppliers to mitigate, all suppliers who were invited to CAESER now have compliant statements.</p>
LOD	<p>By centralising all of our commercial activity, the two commercial teams are able to continually review their procurement activities and where necessary incorporate lessons learnt into future procurements.</p>
MHCLG	<p>Core MHCLG Lessons learnt will be captured for relevant sustainable procurement activities to ensure continuous improvement. MHCLG Arms Length Body – Homes England (HE) Annual report on sustainability considered by senior management and Board MHCLG Executive Agency – Planning Inspectorate (PINS) For large procurement exercises and subsequent projects, lessons learned reviews are carried out to determine what went well and where improvements could be made. This would include missed opportunities and ensures continuous improvement</p>

MOD	<p>During 2017/2018 Defence Equipment & Support (DE&S) have continued to hold environment and sustainability related 'learning from experience' events, identifying lessons learned and ensured that best practice was shared across all areas of the business.</p> <p>In 2017 we ran a Sustainable Procurement culture survey to gauge current levels of understanding within DE&S. The initiative has helped us raise awareness as well as identifying opportunities where we can make further progress and to inform work for the coming year.</p> <p>These developments, and ongoing improvements to the tools that support our environmental management systems, will help further standardize approaches within project areas, with the aim of supporting a unified DE&S way of delivering safety, environmental protection and</p> <p>In DIO monthly 1-2-1 sustainability meetings are held with our main regional Hard facilities management partners, and there have been significant improvements in the scores obtained in annual audits of Sustainability and Environmental Management in the Hard FM regions.</p> <p>All MOD vehicle orders are formally reviewed quarterly with CCS and external contractor. Team also has a seat on the pan-government Fleet procurement panel run by CCS, enabling cross-government discussions and learning to be shared and recorded, driving best practise. On-going testing / piloting of 0-emission electric vehicles with Lessons Learned formally recorded. Vehicle usage data is analysed quarterly, including impact on CO2 output. Value for money audits are scheduled twice annually and impacts noted.</p>
MOJ	<p>Lessons learnt and opportunities for improvement are considered during any pre-procurement stage for all new and re-procurement requirements. Currently the Authority is reviewing lessons from previous Private Prison procurements, to ensure that this key information is used to informing the Ministry's procurement strategies for future competitions and contracts.</p> <p>Following the recent National Audit Office and Environmental Audit Committee reports into sustainability within the MoJ, the Authority is currently reviewing the recommendations from both reports, and analysing the gap between what actions have already been taken or are actively underway against what is outstanding, which can then be used to ensure delivery.</p>
NCA	This has not yet been formulated.
ONS	We adopt a continuous learning programme, evaluating our performance and actions at key stages in our process.

Question 6: Please give details of any arrangements put in place to facilitate monitoring of supply chain impacts (for example the adoption of the CAESER methodology). Please include any high impact sectors you are tackling or intend to tackle and your approach to doing so.

BEIS	No response.
CO	<p>Our main contractor was appointed via a CCS framework agreement which includes the requirement to comply with government buying standards. This same requirement is placed upon all third party sub-contractors.</p> <p>Given the number of such third party suppliers, their diversity and reporting obligations we accept self-certification from our main supplier. This is a balanced risk decision and is reviewed from time to time in the light of information then</p>

	<p>available.</p> <p>Such action as is from time to time required is taken by GPA who manage the estate on our behalf.</p>
DCMS	<p>Supply chain impacts are monitored for key contracts and where appropriate depending on the nature and risk profile of a contract. We are currently developing supply chain monitoring processes in line with the Commercial Operating Standards.</p>
Defra	<p>Defra Group Commercial will develop its sustainable procurement learning from best practice across the group, agreeing priorities and evidencing sustainable outcomes including supporting Government commitments and targets, Procurement Policy Notes and Legislation. Focus will be on categories identified as high value and high risk in relation to sustainability.</p> <p>DGC work alongside Defra delivery teams and delivery partners, by way of example major refurbishment projects and construction projects carried out by the department over the past 5 years have been designed to be as sustainable as possible (all achieving a minimum standard of BREEAM Excellent). All of these projects have showcased Defra as a leader in sustainability and have won awards for their green credentials.</p> <p>The Environment Agency commissioned a study into the environmental impact of the goods, services and works bought (based on 2013-2014 spend). The study focused on the following supply chain impacts: greenhouse gases, land use, water consumption, air pollutants, waste, and land and water pollutants. The study found that 77% of the environmental impact comes from their supply chain, with the top 100 suppliers accounting for 80% of these impacts. As part of the Corporate Sustainability Plan the Environment Agency and commercial leads are working with suppliers to reduce the impacts by 20% by 2020. The highest impact area is construction and this is a key focus for addressing sustainability within commercial activity. From the 13/14 baseline to 16/17 we have already achieved a 10% reduction in the environmental impact of our supply chain.</p>
DExEU	<p>(Included in DIT procurement reporting)</p>
DfE	<p>No policy on supply chain impact.</p>
DfID	<p>The International Climate Fund (ICF) is a tri-departmental allocation managed by DFID, Department for Business, Energy and Industrial Strategy (BEIS) and Department for Environment, Food and Rural Affairs (Defra). It supports international poverty reduction by helping people manage risk and build resilience to the effects of climate change now and in the future, promotes sustainable economic development, tackles deforestation and builds good governance of natural resources. Resources for the ICF are included in each department's settlement and each department is responsible for the delivery of its own high quality climate finance portfolios and for specific amounts each year in ways that contribute to the ICF objectives.</p>
DfT	<p>Our top 15 strategic suppliers by spend will soon be requested to upload their supply chain impacts data onto SID4GOV, and the aim is to roll this out more widely in the coming years. As a Department we don't advocate the use of any specific more detailed tool (e.g. we don't insist that all contracts have to use CAESER), since we recognise that different sustainability considerations will apply to different agreements. However, we do make several tools available to our Agencies and Procurement Officers to use if relevant to a particular contract; including CAESER, the Home Office Modern Slavery Assessment tool and the</p>

	<p>TOMS framework for measuring social value.</p> <p>We have recently identified five high priority categories for sustainable procurement, namely Facilities/Industrial Services; Construction/Engineering Goods; Travel/Fleet; ICT and Research. Our approach to tackling them will very much depend what is already being done under each category, so the first step will be for our subject matter expert to contact each category lead about the current situation.</p>
DHSC	<p>The overwhelming majority of the Departments procurement is for services, which by their nature have very short supply chains with limited sustainability impacts.</p> <p>Information of Small and Medium Sized business involvement is monitored, and the Department has been working with the Home Office to assess how it can use existing assessment tools to understand suppliers approach to managing Modern Slavery.</p>
DIT	<p>DIT are developing an intelligent client function to gain greater insight to the services provided through MOUs with OGDs. This will enable more information around the procurement on estates, facilities and ICT for evaluating against sustainable procurement</p>
DWP	<p>For contracts with a duration of 12 months or longer, we have contract schedules covering “Sustainable Development” and “Life Chances through Procurement” which require the successful supplier to produce an Sustainable Development Policy and Action Plan, a Diversity & Equality Delivery Plan and metrics and a report on opportunities provided to a number of DWP’s key disadvantaged groups including disabled workers, ex-offenders, Older and Younger Workers, apprentices and BME workers. These are provided within six months of contract start date and support the governments “Industrial Strategy”, ‘Growth through Procurement’ and ‘Life Chances’ agendas, aiming to support these disadvantaged groups through skills development and sustained employment within our prime suppliers own workforce and that of their subcontractors.</p>
FCO	<p>FCO: We plan to align a refreshed Supplier Relationship Management Programme with monitoring of Supply Chain impacts. This is scheduled in our Commercial Strategy for 2018/19.</p> <p>Wilton Park: Wilton Park does not currently capture information regarding supply chain impacts due to size of the operation.</p>
FSA	<p>The continual utilisation of CCS frameworks has resulted in items such as Stationery, furniture, ICT, Facilities Management, Travel, Car Hire, Utilities etc, which have the biggest environmental impact, all being sourced & procured through CCS framework contracts & therefore there is something in place that will monitor supply chain impacts.</p>
HM Treasury	<p>No response.</p>
HMRC	<p>See Q5. In our Print contracts there is a requirement to report the type of paper used within the supply chain. The majority of our print products are produced on uncoated woodfree paper. This product is FSC grade, carbon balanced and contains 25% recycled content.</p>
Home Office	<p>In August 2017 the HO engaged with its suppliers as part of its supply chain sustainability programme using the SID4GOV platform. This is the 8th concurrent year of using SID4GOV for the HO.</p> <p>41 suppliers were invited to the CSR Assessment and of these, 39 engaged with</p>

at least one module. These suppliers were deemed strategically and operationally important to the HO. These suppliers represent 65% spend with the HO, at roughly £1bn.

In an effort to increase responsiveness and target key areas of importance, the HO required suppliers to complete six of the nine modules available these were Anti-Corruption, Labour Standards, Social Value, Gender, Race & Diversity, Modern Slavery and GGC.

Results indicated that this module came sixth in supplier engagement, with a response rate of 82%. This is a drop from last years' position where GGC held the second highest response rate of 94%. The following trends were visible:

- Of the suppliers who did complete, 69% reported against one or more of the KPIs and 31% reported on all five;
- 34% of suppliers used DEFRA's guidance on measuring and reporting emissions;
- 69% of suppliers set targets to reduce their environmental impacts in the next 12 months. The most common target was a reduction in Scope 1 emissions;
- Of the 69% of suppliers that set targets to reduce their environmental impacts in the next 12 months, 80% successfully reached or exceeded at least one target.

The total environmental outputs per scope between 2016/17 CSR assessments have been tabulated below:

Key Performance Indicator	Total 2016	Total 2017	Variance
Total annual scope 1 emissions	10,172,989 CO2e	773,546 CO2e	-243,753 CO2e
Total annual scope 2 emissions	3,158,434 CO2e	2401,759 CO2e	-756,675 CO2e
Total annual scope 3 emissions	975,560 CO2e	1317,721 CO2e	342,161 CO2e
Total annual amount of waste generated	1,400,140 Mt	144,202 Mt	-1,255,938 Mt
Total annual water use	316,383,478 M3	143,051,319 M3	-173,332,159 M3

The variation in KPI outputs between the years may be because 25 of the 39 completed suppliers were carried over from 2016 and there was an increase of SMEs from 2 to 8.

The Social Value Team encourages the inclusion of social value criteria within pre-tender documents with the onus on suppliers to provide CSR innovative solutions within their tenders. Any sustainable commitments such as carbon, waste and water reduction targets would be written into the contract and monitored through KPIs. The CAESER assessment supports HO contract managers and their supplier(s) by acting as a relationship management tool to encourage sustainable improvements.

LOD The CPS has previously employed consultants to run a CEASER project. The introduction of pan-government contracts and adoption of LEAN procurement principals including the increased use of technology to support procurement

	<p>processes has allowed the CPS to reduce the size of its general commercial function over the past few years. The core role of the retained function is to manage the department's commercial agreements with its strategic suppliers and the suppliers of services that are unique to the CPS. However it is the contracts for general goods and services (travel, office supplies, FM, furniture, fleet, car hire, couriers and post) that have the largest environmental impact. The department utilises pan-government frameworks for these goods and services and we will work with the lead departments for these agreements (CCS in the main) to ensure that systems are in place to monitor supply chain impacts.</p>
MHCLG	<p>Core MHCLG: We do not currently have arrangements in place but will seek to develop these as part of our policy development.</p>
MOD	<p>Defence industry suppliers have a key role to play in making procurement processes more sustainable which includes improving their own processes and educating the supply chain. A notable initiative undertaken in 2017/2018 has been the publication of Defence Standard 00-051 - Environmental Management Requirements for Defence Systems, which will provide MOD assurance that contractors are operating suitable systems for managing environmental requirements. Def Stan 00-051 was developed by DE&S in consultation with representatives from DE&S operating centres, regulators, front line command (FLC) customers and industry partners.</p> <p>MOD continues to work through the Sustainable Procurement Working Group to share good practice and maintain a dialogue with industry partners on how best to enable Sustainable Procurement into both MOD and supply chain practices. DIO's Suppliers SD Working Group also continues to be a strong mechanism for engaging with our Industry Partners to share best practice and guide consistent delivery.</p> <p>MOD employ Babcock as an agent for business fleet vehicle Supply Chain monitoring in accordance with the Safety and Environmental Management Plan.</p>
MOJ	<p>Impacts are currently reported on a category basis for example Travel and Transport requirements impact on the MoJ's carbon emissions.</p> <p>Built into the Authority's supply chain is the mechanism to report on carbon emissions and reports are produced on a quarterly basis for the sustainability team, including GGC and FReM figures.</p> <p>Co2 emissions are recorded for rail journeys, air travel and hire vehicles, also recorded are figures for our own internal fleet.</p> <p>These figures only include contracted costs and do not include journeys that are purchased by individuals and the costs claimed back via expenses.</p> <p>All air travel is carbon neutral, we achieve this by purchasing carbon credits through the GPS frameworks on an annual basis.</p>
NCA	<p>All contract review meetings monitor Risk Registers and Supplier Assurance checks</p>
ONS	<p>As mentioned above, our Commercial Intelligence manager is responsible for monitoring ONS's supply chain. This role examines who our key suppliers are and ensures that they conduct their business in a manner which reflects well on it's business partners. Therefore, unethical or unsustainable practices would be identified early and the contract terminated as a breach of the standard terms and conditions, which were mentioned in Q2 above. Therefore, ONS provides a strong financial incentive for all suppliers to act responsibly, to procure</p>

sustainably and use renewable resources.

Question 7: Please tell us about any additional action or initiatives not already covered being taken which help demonstrate the department's commitment to embedding sustainability in procurement.

BEIS	-
CO	The Cabinet Office was accredited to ISO14001:2007 for many years. Earlier this year it successfully transitioned to ISO14001:2015. This demonstrates the department's continuing commitment to embedding sustainability issues across the department.
DCMS	-
Defra	DGC have a reduction plan for single use plastics and have been working with the business and key suppliers to reduce and remove unnecessary plastic. Within the Environment Agency the carbon planning tool which looks at lifecycle carbon has been rolled out and training provided to staff and suppliers. For infrastructure projects we encourage suppliers to include sustainability case studies to the I3P innovation portal to share with other organisations. The approach to Sustainable Procurement and tools are shared with other organisations and we learn from others. We are involved in best practice groups looking to make improvements on sustainability in contracts and across industry. Our annual supply chain engagement exercise focused on our top 25 suppliers and provided a platform for the EA to focus on actual supply chain improvements with Tier 1 suppliers and for them to be able to share and demonstrate actual case studies. This focused effort will be further sustained during future years as the top 25 account for 65% of our overall supply chain impact. Working closely with Environmental Finance, Sustainable Business Team, commercial leads, clients and contract managers is key to delivering these results. We worked with CIRIA as a member of the steering group to develop a Responsible Procurement handbook aimed at the construction industry, helping to raise awareness of key sustainability risks and help consistent management.
DEXEU	(Included in DIT procurement reporting)
DfE	ESFA Capital uses PAS91 during the pre-qualification stage of its frameworks procurements and this contains a sustainability question ("Bidders must hold a UKAS (or equivalent) accredited independent third party certificate of compliance with BS EN ISO 14001 or a valid EMAS certificate") that is evaluated during the selection process.
DfID	As part of the initiative to remove commercial single-use plastics from the DFID estate by 2020 we are looking to influence DFID supplier purchasing arrangements. In particular we are: looking to have a conversation about removing bottled drinks from the DFID UK estate and providing practical non-plastic alternatives. In addition, we will look to review the use of plastics in all procurement contracts (i.e. cleaning, catering and facilities).
DfT	Other initiatives are driven by the Sustainable Procurement Strategy and wider government policy, and include: 1. A drive to promote the government's Supplier Code of Conduct in all

	<p>procurements. The rule in the Department is that it must be included somewhere in each procurement, though how this happens is up to each Agency.</p> <p>2. The subject matter expert as a dedicated point of contact for sustainable procurement queries, and source of advice across the Department.</p> <p>3. A drive to ensure that relevant sustainability KPIs are included in all major contracts above £3.5million (works) or £900,000 (supplies and services). The aim is to include sustainability KPIs in all contracts above the OJEU threshold over the next couple of years. Some Agencies go further and mandate approval by their sustainable procurement experts of all advertised contracts.</p> <p>4. Efforts to ensure increased use of SMEs and VCSEs in relevant contracts, driven by a dedicated SME champion.</p>
DHSC	<p>Ethical Procurement for Health: The EPH workbook has been developed in partnership between the Department of Health & Social Care, NHS Sustainable Development Unit, British Medical Association and the Ethical Trading Initiative. The Ethical Procurement for Health workbook (2017) provides guidance for NHS organisations to embed labour standards considerations into procurement and supplier management activities.</p>
DIT	-
DWP	<p>DWP has been particularly active in attempts to increase its Social Sustainability over the last 12 months.</p> <p>We held an SME Event in Leeds Town Hall in conjunction with Leeds City Council, CCS, NHS and MOJ where SME Suppliers were invited to attend and get practical advice on contracting with the Public Sector. Emma Jones (Crown SME Rep) presented to the audience, along with representatives from all departments and suppliers were encouraged to ask questions in a frank and open discussion.</p> <p>The revision of DWP's Merlin Standard continues with synergies between our Life Chances through Procurement and the Merlin Standard.</p> <p>DWP revision and expansion of its Disability Confident Scheme encourages employers to celebrate diversity, widen the pool of talent they recruit from to include disabled workers they had previously not considered.</p> <p>DWP continues to target Social Sustainability in its upcoming activities, with procurements aimed squarely at families and the young – such as Reducing Parental Conflict in the home and the “Youth Engagement Fund” targeting 14 to 17 year olds as a preventative measure, aimed at reducing the number of young people that go on to become long term NEET (not in education, employment or training) at age 16 years and above.</p> <p>With the recent re-let of our whole Estate contracts for all of our buildings – DWP has worked collaboratively with our new Estate and Facilities providers to build robust sustainability into its ongoing activities, considering how best to improve waste management, energy & water efficiency in the coming year.</p>
FCO	<p>Wilton Park: We have implemented ban on procurement of single-use plastic wherever possible: This includes removal of plastic water bottles in bedrooms, and plastic in staff kitchen. We will also be reviewing use of single portion toiletries in bedrooms, so that refill bottles are installed in bathrooms for shampoo, soap and shower gel.</p> <p>Members of the Strategic Sustainability Group adopt sustainable procurement</p>

	<p>objectives in all new projects and resources.</p> <p>Head Chef has also held meetings with key suppliers to ensure that excess packaging is either reduced or removed as part of supply delivery chain.</p>
FSA	-
HM Treasury	<p>Sustainable Procurement (SP) initiatives and successes for 2017-18</p> <ul style="list-style-type: none"> • Utilising Crown Commercial Service (CCS) frameworks which include sustainability factors as a key criterion for award; • Where relevant, the inclusion of sustainability measures in the tender evaluation criteria. The evaluation of sustainability includes social and economic factors in addition to environmental factors; • Encouraging SME participation – when procuring the replacement for HM Treasury IT services when the previous contract expired, the current single provider arrangement was broken down into a number of discrete “Towers”. An SME was successful in bidding for contracts for two of the Towers. • Where possible, the percentage for general office use of recycled paper will be 100%. All external HMT publications are printed on paper that contains 75% recycled fibre content minimum with most being printed on 100% recycled paper • The use of a taxi contract which includes the use of hybrid cars • The use of a contract for the secure disposal of IT equipment which includes the secure processing, reuse and recycling of assets and components
HMRC	<p>We actively engaged with the Office for Low Emission Vehicles (OLEV) and Energy Saving Trust to gain assistance in increasing utilisation of the six Electric Vehicles HMRC lease.</p> <p>We are currently expanding our pilot of the Enterprise ‘Car Club’ solution and new Journey capture/booking tool. The initiative can provide people using their own vehicles for business purposes (Grey Fleet) with a more sustainable alternative, thereby having a positive impact on emissions targets. Achievements made from the initial trial formed the basis of our shortlisted application within the “Smarter Travel” category for the 2017 Fleet Heroes Award.</p> <p>We ensure that Management Information is supplied for our travel contracts. We use this data to monitor performance and challenge travel behaviours to cut T&S spend and make progress against cross-government and internal sustainability targets.</p> <p>We have worked with DWP, VOA and the supplier TNT to optimise TNT’s Dedicated Courier Network. This included a comprehensive vehicle re-routing and optimisation exercise across the network to remove 104 vehicles which will result in CO2 emissions reduction. This data is not yet available.</p> <p>HMRC’s device strategy aims to provide 90% of the workforce with Surface Pros and 30% with smartphones. Coupled with the use of Google Apps and the impending move to Office 365, we are providing staff with tools, such as Skype, that will enable a virtual approach to communication and therefore reduce the need to travel to and from meetings.</p> <p>Our increasing utilisation of the Cloud continues to drive environmental benefits. Cloud computing has significant efficiency advantages in the form of reduced per-transaction emissions, cutting energy use and carbon emissions.</p> <p>We are also continuing to identify areas to digitise communication and therefore</p>

	reduce the need to issue printed / paper based material.
Home Office	<p>Within our headquarters' building (2 Marsham Street) we have been using compostable coffee cups and loose hot and cold food packaging for several years, and have maintained our achievement of zero waste to landfill. Any materials not recovered are sent to generate energy through incineration as refuse derived fuels.</p> <p>We have challenged our catering provider (Bouygues) to do more to improve recycling and signage, and find alternatives to single use plastics and reducing the need for incineration.</p> <p>We continue to invest in better IT provision to reduce the need to travel. Revised guidance has been issued to inform staff on when travel is appropriate and on the use of alternative such as video conferencing. Our travel supplier provides a cost and CO2 comparator to help staff choose the most appropriate mode of travel.</p> <p>In April 2018 Gemalto announced that they will be the new service provider for the Passport Production & Associated Services contract and will be manufacturing the first CarbonNeutral® certified passport. The carbon footprint of the new British passport will be independently measured, validated and reduced to net zero in line with The CarbonNeutral Protocol.</p>
LOD	<p>The CPS has made significant progress across all aspect of the Greening Government Commitments and has met or exceeded key targets in advance of the government deadlines. This has been achieved by significantly reducing the size of our estate from over 90 buildings to 40 and being at the forefront of the digital revolution that is taking place across the Criminal Justice System. The later has significantly reduced the amount of paper being purchased as well as CO2 emissions from printers and MFD's. The CPS is now aligning its estate and FM strategies with those of the MoJ and the Government Property Unit which will result in even further reductions in CO2 emissions and our impact on the environment.</p> <p>The CPS is working proactively to reduce paper consumption through a programme of digital working initiatives and was announced as winner of the 2017 Public Sector 'Paperless Awards'. Declining paper usage has also resulted in a circa 20% reduction in the department's usage of postal services since 2016, with associated reductions in carbon footprint.</p>
MHCLG	-
MOD	<p>Defence Equipment & Support (DE&S) has continued development of policy and processes to deal with hazardous materials that are contained in a wide variety of equipment. This includes the introduction of new hazardous materials training to support project teams and strengthen practitioner competencies around the need to manage and mitigate environmental risks associated with substances covered by legislation such as Registration, Evaluation, Authorisation & restriction of Chemicals (REACH); Restriction of Hazardous Substances (RoHS) and the Montreal Protocol agreement on substances that deplete the ozone layer.</p> <p>DE&S hosted a Sustainable Procurement upskilling event to raise awareness and provide guidance to over a hundred people in the DE&S engineering function.</p> <p>SP information on the Acquisition Systems Guidance website has been updated to provide internal and external stakeholders with updated policy guidance on how different sustainability risks tie into defence priorities.</p>

	<p>MOD has contributed to the development of the Government Code of Conduct on business standards and ethics published in 2017 which includes a requirement for sustainable procurement.</p> <p>To ensure MOD is best placed to meet the Cabinet Office's 2017 Autumn statement on intended electric vehicle fleet volumes by 2022, MOD is engaged with OLEV and is pilot running a small sample fleet of 0-emission electric vehicles to evaluate suitability. The team has engaged with CCS to augment the new Traffic Management contract, making electric charging pillars easier, faster and cheaper to source. Also engaged with OGD's e.g. Defra, Police, to understand their activities to embed sustainable procurement activity in their vehicle fleets.</p>
MOJ	<p>Examples of commitment to sustainable procurement:</p> <p>Reviewing SME spend within out Private Prison Contracts.</p> <p>There are currently 14 Private Prisons within the wider prison estate and these are designated gold contracts – The Private Prisons Team have contacted these Contractors to request information on the number of SME's used to deliver the custodial services and the levels of SME spend across these contracts.</p> <p>Prison mattresses</p> <p>An overall reduction of 30% in purchase volumes of mattresses and pillows compared to the previous contract.</p> <p>Estimated total savings over the 7-year current contract period were £6.65m (£950,000 per annum)</p> <p>Prior to 2009, mattresses and pillows went to landfill at the end of their useful life. Since 2009, approximately 36,000 mattresses and 17,700 pillows per year no longer go to landfill.</p> <p>Vehicles</p> <p>The Ministry is part of a Cross Government working group, looking at opportunities for reducing grey fleet and moving to greener, sustainable vehicle hire or car pools. Work is underway into the feasibility of introducing electric vehicles into the wider fleet and the required infrastructure and the goal remains to meet the Government Greener Fleet targets.</p> <p>Prison Food</p> <p>The new food contract commenced 2017.</p> <p>The contract contains specific environmental sustainability clauses. Ensuring MoJ demonstrates its compliance with its responsibilities under the Government Buying Standards for Food and Catering, the DEFRA Balanced Scorecard and the Plan for Public Procurement: Food and Catering</p> <p>Example of sustainability innovation under new contract:</p> <p>UK growers of potatoes and vegetables for MoJ Food contract</p> <p>The last two years have seen reduced potato crop across the whole of Europe. Devaluation of the pound has made the problem worse with UK prices becoming attractive due to Brexit pressures on the pound. In response, a MoJ food producer is embarking on projects which will provide sustainability for the use of potato crop in the Ministry's food contracts and is an excellent example of how national contracts can add value to Prison catering. For example:</p> <ol style="list-style-type: none"> 1. Growing potatoes directly for the Ministry's contract to reduce volatility to potato prices over the year. 2. Implementing technology that enables the generation of electricity from potato peelings and waste. Proposing to pass surplus electricity generation to the food

	supplier as support for the Ministry's food contract.
NCA	-
ONS	-

Annex 3 – Transparency table

	Web page/ dedicated sustain- ability report?	Transparency requirements included in ARA	Climate change adaptation	Bio- diversity	Sustainable construction	Food procure- ment and catering	Other sustain- ability issues?	Weblink	Additional weblink
BEIS		✓	✓	✓	✓	✓		https://www.gov.uk/government/publications/beis-annual-report-and-accounts-2017-to-2018	
CO		✓				✓		https://www.gov.uk/government/publications/cabinet-office-annual-report-and-accounts-2017-to-2018	https://www.gov.uk/government/publications/cabinet-office-environmental-policy-statement
DCMS		Partial	✓					https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/727557/Department_for_Digital_Culture_Media_Sport_Annual_Report_2017-18_Web_Accessible.pdf	
Defra	✓	✓ (via hyperlink reference)	✓	✓	✓	✓		https://www.gov.uk/government/organisations/Department-for-environment-food-rural-affairs/about/our-energy-use#energy-use-in-defra	https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/678849/defra-ggc-performance-feb2018.pdf

	Web page/ dedicated sustain- ability report?	Transparency requirements included in ARA	Climate change adaptation	Bio- diversity	Sustainable construction	Food procure- ment and catering	Other sustain- ability issues?	Weblink	Additional weblink
DExEU		Partial	✓					https://www.gov.uk/government/publications/annual-report-and-accounts-2017-18	
DfE		✓	✓	✓	✓	✓		2017-18 ARA due to be published summer 2018	https://www.gov.uk/government/publications/dfe-consolidated-annual-report-and-accounts-2016-to-2017
DfID		✓	✓	✓	✓	✓	✓		
DfT									
DHSC		Partial	✓	✓				https://www.gov.uk/government/publications/dhsc-annual-report-and-accounts-2017-to-2018	
DIT		✓	✓	✓	✓	✓		https://www.gov.uk/government/publications/department-for-international-trade-annual-report-and-	

	Web page/ dedicated sustain- ability report?	Transparency requirements included in ARA	Climate change adaptation	Bio- diversity	Sustainable construction	Food procure- ment and catering	Other sustain- ability issues?	Weblink	Additional weblink
								accounts-2017-to-2018	
DWP							Sustainable Developme nt Goals	https://www.gov.uk/government/publications/dwp-annual-report-and-accounts-2017-to-2018	
FCO	✓	✓	✓	✓	✓	✓	Single use consumer plastics, Sustainable Developme nt Goals	https://www.gov.uk/government/publications/fco-sustainability-report-2017-to-2018	https://www.gov.uk/government/publications/foreign-and-commonwealth-office-annual-report-and-accounts-2017-to-2018
FSA								https://www.food.gov.uk/about-us/reports-and-accounts	
HM Treasury	Within ARA	✓	Policy only (not HMT estate)	✓			Single use plastics, Sustainable Developme nt Goals,	https://www.gov.uk/government/publications/hm-treasury-annual-report-and-accounts-2017-to-2018	

	Web page/ dedicated sustain- ability report?	Transparency requirements included in ARA	Climate change adaptation	Bio- diversity	Sustainable construction	Food procure- ment and catering	Other sustain- ability issues?	Weblink	Additional weblink
HMRC	✓	✓	✓	✓	✓	✓	✓	https://www.gov.uk/government/publications/hmrc-annual-report-and-accounts-2017-to-2018	https://www.gov.uk/government/publications/hmrc-and-valuation-office-agency-sustainability-report
Home Office		✓	✓	✓	✓	✓		https://www.gov.uk/government/publications/home-office-annual-report-and-accounts-2017-to-2018	
LOD		✓	✓	✓	✓	✓		https://www.cps.gov.uk/publication/cps-annual-report-2017-2018	
MHCLG		✓	✓	✓	✓	✓		https://www.gov.uk/government/publications/mhclg-annual-report-and-accounts-2017-to-2018	
MOD	✓	✓	✓	✓	✓	✓		https://www.gov.uk/government/collections/sustainable-development-mod	https://www.gov.uk/government/publications/sanctuary
MOJ		✓	✓	✓	✓	✓		https://www.gov.uk/government/publications/ministry-of-justice-annual-report-and-accounts-2017-18	

	Web page/ dedicated sustainability report?	Transparency requirements included in ARA	Climate change adaptation	Bio-diversity	Sustainable construction	Food procurement and catering	Other sustainability issues?	Weblink	Additional weblink
NCA	Partial	✓	✓	✓	✓			http://www.nationalcrimeagency.gov.uk/news/1424-nca-annual-report-and-accounts-2017-18	
ONS	✓	✓	✓		✓	✓		https://www.statisticsauthority.gov.uk/publications-list/?type=annual-report-accounts	

Annex 4 – List of departmental acronyms

List of Acronyms	
BEIS	Department for Business, Energy and Industrial Strategy
BIS	Department for Business, Innovation and Skills
CO	Cabinet Office
CCS	Crown Commercial Services
DCMS	Department for Culture, Media and Sport
DExEU	Department for Exiting the European Union
DECC	Department of Energy and Climate Change
Defra	Department for the Environment, Food and Rural Affairs
DfE	Department for Education
DfID	Department for International Development
DfT	Department for Transport
DHSC	Department of Health and Social Care
DIT	Department for International Trade
DWP	Department for Work and Pensions
FCO	Foreign and Commonwealth Office
FSA	Food Standards Agency
HMRC	HM Revenue and Customs

HMT	HM Treasury
HO	Home Office
HSL	Health and Safety Laboratories
LOD	Law Officers' Department
MOD	Ministry of Defence
MHCLG	Ministry for Housing, Communities and Local Government
MRC	Medical Research Council
NCA	National Crime Agency
ONS	Office for National Statistics
STFC	Science and Technology Facilities Council
UKAEA	UK Atomic Energy Authority
UKEF	UK Export Finance

Annex 5 – ALBs included in reporting

Department and ALB	Reporting status
BEIS	
Advisory, Conciliation & Arbitration Service (ACAS)	Full
Committee on Radioactive Waste Management	Full
Companies House	Full
Fuel Poverty Advisory Group	Full
Government Office for Science	Full within BEIS core
Higher Education Funding Council for England (HEFCE)	Full
HM Land Registry	Full
Insolvency Service	Full
Intellectual Property Office	Full
Low Pay Commission	Full within BIS core
Medical Research Council (MRC)	Exempt from targets but reports separately
National Measurements Office	Full
Natural Environment Research Council	Partial
Nuclear Decommissioning Authority	Partial (Subsidiaries and SLCs not included)
Nuclear Liabilities Financing Assurance Board	Full

Ordnance Survey	Full
Science and Technology Facilities Council (STFC)	Exempt from targets but reports separately
Skills Funding Agency (incl. National Apprenticeship Service)	Full
Student Loans Company Ltd	Full
UK Atomic Energy Authority (UKAEA)	Exempt from targets but reports separately
CO	
Advisory Committee on Business Appointments	Full within Cabinet Office core
Boundary Commission for England	Full within Cabinet Office core
Boundary Commission for Wales	Full within Cabinet Office core
Civil Service Commission	Full within Cabinet Office core
Commissioner for Public Appointments	Full within Cabinet Office core
Committee on Standards in Public Life	Full within Cabinet Office core
Deputy Prime Minister's Office	Full within Cabinet Office core
Government Property Unit	Full within Cabinet Office core
Crown Commercial Service	Full within Cabinet Office core
House of Lords Appointments Commission	Full within Cabinet Office core
Office of the Leader of the House of Commons	Partial (Palace of Westminster functions not covered)
Office of the Leader of the House of Lords	Partial (Palace of Westminster functions not covered)

DCLG	
Homes and Communities Agency	Partial
Planning Inspectorate	Full
Queen Elizabeth II Conference Centre	Full
DCMS - no ALBs reported, although some of these may be in scope	
Arts Council England	May be in scope but not reported
British Film Institute	May be in scope but not reported
British Library	May be in scope but not reported
British Museum	May be in scope but not reported
Historic England	May be in scope but not reported
Gambling Commission	May be in scope but not reported
Geffrye Museum	May be in scope but not reported
Heritage Lottery Fund	May be in scope but not reported
Horniman Public Museum and Public Park Trust	May be in scope but not reported
Horserace Betting Levy Board	May be in scope but not reported
Imperial War Museum	May be in scope but not reported
National Gallery	May be in scope but not reported
Information Commissioner's Office	May be in scope but not reported
National Heritage Memorial Fund	May be in scope but not reported
National Museums Liverpool	May be in scope but not reported

National Portrait Gallery	May be in scope but not reported
Natural History Museum	May be in scope but not reported
Royal Armouries Museum	May be in scope but not reported
Royal Museums Greenwich	May be in scope but not reported
Royal Parks	May be in scope but not reported
Science Museum Group	May be in scope but not reported
Sir John Soane's Museum	May be in scope but not reported
Sport England	May be in scope but not reported
Sports Grounds Safety Authority	May be in scope but not reported
Tate	May be in scope but not reported
UK Anti-Doping	May be in scope but not reported
UK Sport	May be in scope but not reported
Victoria and Albert Museum	May be in scope but not reported
Visit Britain	May be in scope but not reported
Visit England	May be in scope but not reported
Wallace Collection	May be in scope but not reported
Defra	
Animal Health and Veterinary Laboratories Agency	Full within Defra core
Board of Trustees of the Royal Botanic Gardens Kew	Full within Kew
Centre for Environment, Fisheries and Aquaculture	Full within Defra core

Science	
Defra – Agriculture and Horticulture Development Board	Not reporting in GGC, will begin reporting post GGC
Environment Agency	Full
Food and Environment Research Agency (Fera)	Full
Forest Enterprise England	Full
Forest Research	Not reporting in GGC, will begin reporting post GGC
Forestry Commission	Partial (England offices only)
Marine Management Organisation	Full
Natural England	Partial (Nature reserves not in scope)
Plant Varieties and Seeds Tribunal	Full within Defra core
Royal Botanic Gardens, Kew	Full
Rural Payments Agency	Full within Defra core
Veterinary Laboratories Agency	Full within Defra core
Veterinary Medicines Directorate	Full within Defra core
DExEU - No qualifying ALBs	
DfE	
CAFCASS	Full
Children’s Commissioner	Full
Education Funding Agency	Full
National College for Teaching and Leadership	Full

Ofsted	Full
Qualifications and Curriculum Authority	Full
Standards and Testing Agency	Full
Training and Development Agency for Schools	Full
DfID - No qualifying ALBs	
DfT	
Air Accidents Investigation Branch	Full within DfT core
British Transport Police Authority	Full
Driver and Vehicle Licensing Agency	Full
Driver & Vehicle Standards Agency	Full
Government Car Service	Full within DfT core
High Speed Two (HS2) Ltd	Full
Highways England	Full
Marine Accidents Investigation Branch	Full within DfT core
Maritime and Coastguard Agency	Full
Rail Accidents Investigation Branch	Full within DfT Core
Traffic Commissioners	Full within DVSA
Vehicle Certification Agency	Full
DHSC	
NHS Digital	Full

Care Quality Commission	Full
National Institute for Health & Care Excellence	Full
NHS Business Services Authority	Full
Public Health England	Full
DIT - No qualifying ALBs	
DWP	
Equality 2025	Full within DWP
Health & Safety Executive	Full within DWP
Health & Safety Laboratories (HSL) (Executive Agency of HSE)	Exempt from targets but reports separately
	for first time in 2013/14
Pensions Regulator	Full within DWP
Social Security Advisory Committee	Full within DWP
FCO	
FCO Services	Full (except for FCO Services wider market impacts which are exempt)
Wilton Park	Full
FSA - No qualifying ALBs	
HMRC	
The Adjudicator's Office	Full within HMRC core
Valuation Office Agency	Full

HM Treasury	
UK Debt Management Office	Partial (travel only)
Home Office	
Advisory Council on the Misuse of Drugs	Full
Animals In Science Committee	Full
Anti-Slavery Commissioner	Full
College of Policing	Full
Gangmasters Licensing Authority	Full
HM Passport Office	Full (not an ALB)
Office of the Surveillance Commissioners	Full
Security Industry Authority	Full
Animal Scientific Procedures Division	Full
HM Inspectorate of Constabulary and 15 other Arm's length Bodies sponsored by the Home Office ¹⁹	Full
Home Office Centre for Applied Science and Technology	Full (not an ALB)
Independent Police Complaints Commission	Full

¹⁹ Anti-Slavery Commissioner; Appointed person under the Proceeds of Crime Act 2002; Biometrics Commissioner; Forensic Science Regulator; HM Inspectorate of Constabulary; Independent Chief Inspector of Borders and Immigration; Independent Family Returns Panel; Independent Monitor of the Disclosure and Barring Service; Independent Reviewer of Terrorism Legislation; Intelligence Services Commissioner; Interception of Communications Commissioner; National Crime Agency Remuneration Review Body; Police Remuneration Review Body; Police ICT Company; Surveillance Camera Commissioner; Wimbledon and Putney Conservator.

Investigatory Powers Tribunal	Full
Migration Advisory Committee	Full
National DNA database Ethics Group	Full
Police Advisory Board for England and Wales	Full
Police Arbitration Tribunal	Full
Police Discipline Appeals Tribunal	Full
Police Negotiating Board	Full
Security Industry Authority	Full
Technical Advisory Board	Full
LOD	
Attorney General's Office (inc. Office of Budget Responsibility)	Full
Crown Prosecution Service (co-ordinates for LOD)	Full
HM CPS Inspectorate (HMCPSI)	Full
Serious Fraud Office	Full
Treasury Solicitor's Department	Full
MOD	
Defence Academy of the United Kingdom	Full within MOD core
Defence Equipment and Support	Full within MOD core
Defence Science and Technology Laboratory (DSTL)	Full within MOD core

Defence Electronics and Components Agency (DECA)	Full within MOD core
UK Hydrographic Office (UKHO)	Full within MOD core
MOJ	
Criminal Injuries Compensation Authority	Full
HM Courts and Tribunals Service	Full
HM Inspectorate of Prisons	Full
HM Inspectorate of Probation	Full
HM Prison Service	Full
Information Commissioner's Office	Full
Judicial Appointments and Conduct Ombudsman	Full within MOJ core
Judicial Appointments Commission	Full
Law Commission	Full within MOJ core
Legal Aid Agency	Full
National Offender Management Service (NOMS)	Full
Office of the Public Guardian	Full
Parole Board for England and Wales	Full
Prison Services Pay Review Body	Full within MOJ core
Prisons and Probation Ombudsman	Full
Probation Trusts x 35	Full
The National Archives	Full

Victims Commissioner	Full within MOJ core
NCA - No qualifying ALBs	
ONS - No qualifying ALBs	
UKEF - No qualifying ALBs	