



Department
for Environment
Food & Rural Affairs

Greening Government Commitments Annual Report April 2018 to March 2019

April 2020



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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 2018/19 against the 2019/20 targets. To allow for comparison over time without becoming unwieldy, tables in this report include comparative data for the 2017 to 2018 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 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 government departments on the whole having achieved this 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).

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

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>

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

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 departments created in 2017/18, reported for the first time last year and as such 2017/18 is their baseline. BEIS also reported for the first time last year after being created from the merger of BIS and DECC (both of which reported separately before). 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. As well as this, Government introduced the Government Fleet Commitment, to have 25% of the Government fleet as Ultra-Low Emissions Vehicle by 2022 and 100% by 2030. Departments have been working to adjust their fleet as part of this commitment and progress against these commitments will be reported on in the GGC annual report from next year.

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

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 2018 to 2019 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 46% in 2018/19 compared to 2009/10, showing success in reaching the 43% target one year ahead of the 2020 target year.
- It is estimated that 28% of the reduction in emissions was due to improved management of the estate and a further 18% was due to the decarbonisation of the national grid.
- 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 £128million in 2018/19.⁶

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 – in-line with the reduction recorded in 2017/18.
- Performance at a departmental level remains mixed, with only 7 out of the 22 departments meeting the 30% target. Five departments report an increase in flights compared to the baseline.

⁶ Estimated savings across government in 2018/19 compared to the 2009/10 baseline, based on BEIS quarterly energy price statistics averaged over the past four quarters (2nd quarter 2018 to 1st quarter 2019), price for non-domestic users, taking figures for 'large' users (which is in the middle of the range).

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.

- Government departments reduced their overall waste arisings by 40% in 2018/19 compared to the 2009/10 baseline – the same reduction as the previous year.
- Government departments diverted 93% of waste from landfill in 2018 to 2019 – a significant improvement on the 87% from the previous three years. All but three departments achieved the target of less than 10% of waste sent to landfill.
- 65% of waste was recycled, an improvement on last year's 60% - a rate which compares favourably with the 46% of waste from households in the UK which was recycled in 2017.⁷
- Reductions in waste saved the government an estimated £24.8million 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 59% in 2018 to 2019 compared to the baseline, exceeding the 50% 2020 target and an improvement on last year's 55% reduction.
- 15 departments exceeded the 50% target – up from 13 in 2017/18. Of these, seven recorded reductions 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)).

⁷ UK Statistics on waste – February 2019 update: <https://www.gov.uk/government/statistics/uk-waste-data>

⁸ Median price (£107/tonne) for non-hazardous waste including landfill tax (from WRAP Gate Fees Report 2018) plus estimated cost (£76/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.

- The government reduced its water consumption by 10% in 2018/19 – the same as in 2017/18, 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 as well as water for cooling.
- All but three departments reported a reduction in water consumption compared to the baseline.
- An estimated £8.1million 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.

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.**
- 11 out of 22 departments have reported against all four transparency commitment areas, a slight decrease on the previous year.

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 2018-19 from: Thames Water wholesale (£1.8035/m3); Severn Trent (£1.7567/m3); United Utilities: (£2.5377/m3)

- All departments have reported their actions in relation to at least one of the transparency areas in their Annual Report and Accounts (ARA).

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).

2018 to 2019 Headlines

- Government as a whole has reduced its emissions by 46% in 2018/19 compared to 2009/10, showing success in reaching the 43% target one year ahead of the 2020 target year.
- It is estimated that 28% of the reduction in emissions was due to improved management of the estate and a further 18% was due to the decarbonisation of the national grid.
- 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 £128million in 2018/19.¹⁰

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. This year the UK government took this commitment a step further by introducing legislation that requires the UK to bring all greenhouse gas emissions to net zero by 2050¹².

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 possible within the constraints of their individual functions and circumstances.

¹⁰ Estimated savings across government in 2018/19 compared to the 2009/10 baseline, based on BEIS quarterly energy price statistics averaged over the past four quarters (2nd quarter 2018 to 1st quarter 2019), 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

¹² UK becomes first major economy to pass net zero emissions law <https://www.gov.uk/government/news/uk-becomes-first-major-economy-to-pass-net-zero-emissions-law>

Performance

Departments again recorded significant reductions in greenhouse gas emissions in 2018/19. While the increasing decarbonisation of the national electricity grid 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. It is estimated that of the overall 46% emissions reduction, 28% was due to improved management of the estate and a further 18% was due to the decarbonisation of the national grid. Departments are continuing to reap the financial benefits of reducing energy consumption in buildings, with savings to fuel costs estimated to be in the region of £128 million this year¹³.

Large percentage reductions have come from both small and medium sized departments, with 17 departments meeting their 2020 target early. This reflects a variety of energy efficiency programmes and decarbonisation of the National Grid. The dramatic results achieved by some departments are also the result of a combination of major change – such as emissions reductions from the closure of sites for HMRC and the HO. On-going operational changes such as consolidated IT and flexible working arrangement also account for reductions in some departments.

The two biggest departments - the Ministry of Defence (MOD) and Ministry of Justice (MOJ), which, combined, account for 71% of government emissions – both recorded significant progress in reducing emissions over the past three years. The MOD achieved a reduction of 42% up from 34% in 2017/18, exceeding their 2020 target of 40%, whilst the MOJ increased its 34% reduction in 2017/18 to 40% this year, exceeding its 38% target.

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. The significant percentage increase in emissions for this year can, in part, be attributed to a very small initial baseline.

Case Study – MoJ HMP Stocken

At HMP Stocken, in Rutland, the MoJ has created a new houseblock which provides a safe and decent prison which also minimises energy use and meets high sustainability standards. MoJ are mandated to achieve excellent BREEAM ratings (the industry standard for sustainability) on all new builds and this is on track at Stocken.

It is the first prison with photovoltaic (solar) panels on the roof – which is a particular achievement, as there were potential issues regarding how these would be handled if damaged or if they would be used as a climbing aid by prisoners. There are 256 panels covering a total of 420 sqm² - which will generate an estimated 5,369 KWh per year. That's around 6 - 8% of the houseblock's total energy usage.

The MoJ have also fitted robust and durable LED lights which are more energy efficient.

¹³Estimated 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).

Previously these lights could only be installed in non-prisoner areas due to lack of durability and risk of vandalism but the MoJ have found ways of doing it in a safe and manageable way. The success of the LED lighting installation can be seen in HMP Berwyn, in North Wales, where they have lowered the amount of electricity used and required less maintenance.

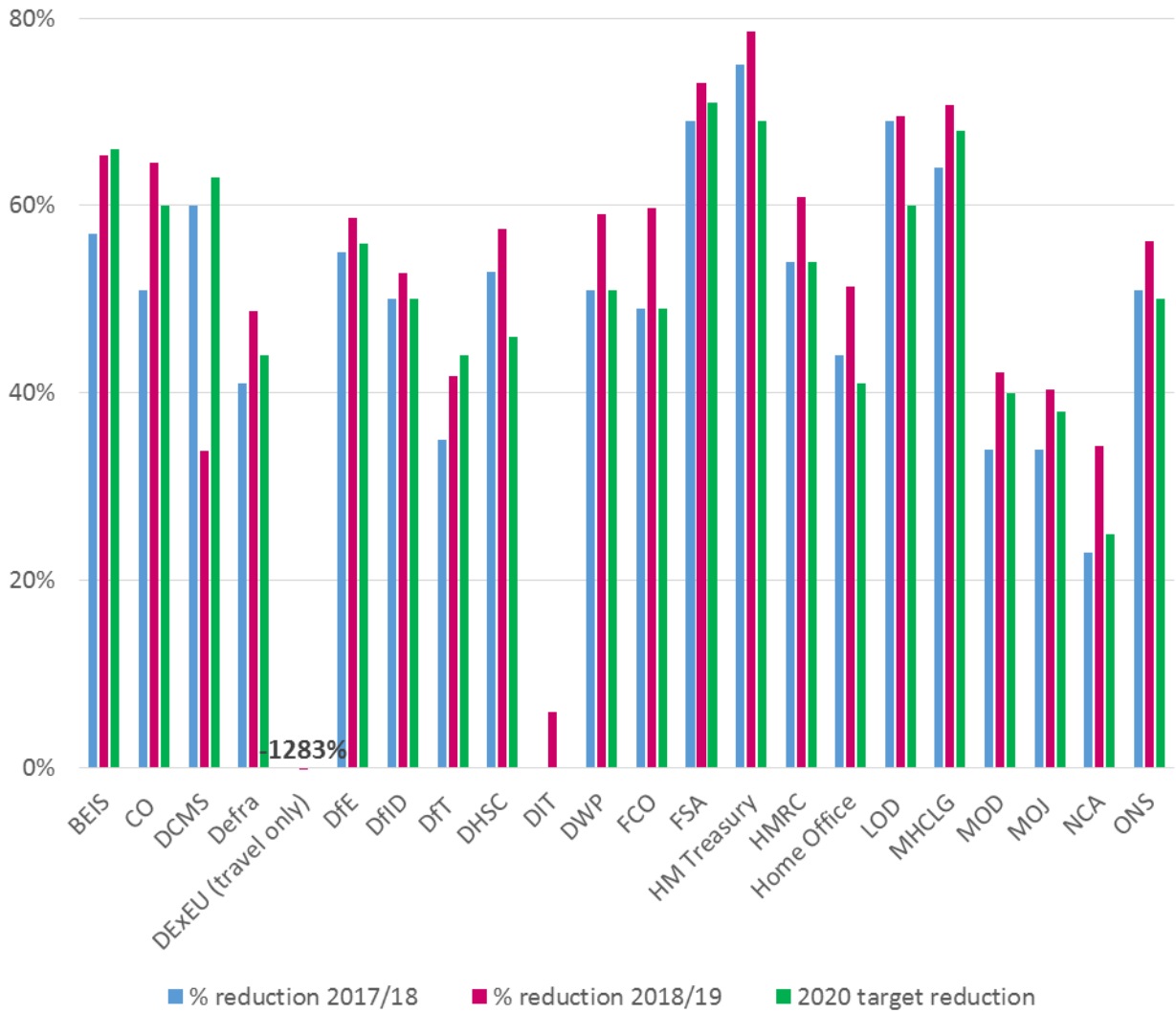
The site is also helping to conserve water with a new in-cell “misting” service which makes the prison safer in the event of fire. Once a fire is detected, a sprinkler is activated within the individual cell and not the whole building.

The MoJ make sure they take into consideration the ecology of each site throughout planning prison builds and, for HMP Stocken, have developed a wildflower meadow at the site.

Greenhouse gas emissions (individual targets)						
Department	Baseline 2009/10*	Performance 2018/19	% reduction 2017/18	% reduction 2018/19	2020 target reduction (revised July 2018)	% of total government emissions
BEIS	63,539	22,007	57%	65%	66%	1.3%
CO	11,628	4,126	51%	65%	60%	0.3%
DCMS	1,352	894	60%	34%	63%	0.1%
Defra	119,398	61,128	41%	49%	44%	3.7%
DExEU (travel only)*	11	158	N/A	-1283%	N/A	0.0%
DfE	26,534	10,950	55%	59%	56%	0.7%
DfID	4,309	2,032	50%	53%	50%	0.1%
DfT	190,277	110,589	35%	42%	44%	6.7%
DHSC	56,774	24,101	53%	58%	46%	1.5%
DIT*	1,072	1,008	N/A	6%	N/A	0.1%
DWP	217,904	89,235	51%	59%	51%	5.4%
FCO	19,234	7,752	49%	60%	49%	0.5%
FSA	2,052	553	69%	73%	71%	0.0%
HM Treasury	4,216	902	75%	79%	69%	0.1%
HMRC	190,857	74,662	54%	61%	54%	4.5%
Home Office	81,432	39,642	44%	51%	41%	2.4%
LOD	16,063	4,900	69%	69%	60%	0.3%
MHCLG	23,482	6,862	64%	71%	68%	0.4%
MOD	1,432,006	827,822	34%	42%	40%	50.4%
MOJ	561,576	335,060	34%	40%	38%	20.4%
NCA*	18,884	12,387	23%	34%	25%	0.8%
ONS	9,952	4,361	51%	56%	50%	0.3%
Total	3,052,553	1,641,131	39%	46%	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

2018 to 2019 Headlines

- Government as a whole reduced the number of domestic flights it took by 28% compared to the baseline – in-line with the reduction recorded in 2017/18.
- Performance at a departmental level remains mixed, with only 7 out of the 22 departments meeting the 30% target. 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 is really needed and what modes of travel are appropriate. 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 reduction in flights for 2018/19 in line with the level achieved last this year, which remains only a small margin from the 2020 target. The 28% reduction against the baseline reported this year represents approximately 500 more single domestic flights taken by departments compared to the previous year. However, performance at the departmental level was very mixed. A significant part of the overall progress can be attributed to reductions made by frequent flying departments. For example, HMRC, which accounts for 30% of government domestic flights, made a 36% reduction against the 2009/10 baseline this year. As well as this, significant progress was made by DWP, which accounts for 8% of government flights, again this year, which recorded a reduction of 56%. DHSC as a smaller overall contributor, approximately 3% of government domestic flights, also made significant progress, reducing their number by 49%. CO, DfT, HMT and the Law Officers Department (LOD), which each account for between 0.2% and 5% of total government domestic flights, recorded reductions above the 30% target 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. Growth in personnel numbers has contributed to

an increase in flights for DCMS in particular, but also for a number of other departments including the NCA.

In many cases, increased domestic air travel can be attributed to operational needs. FCO, for example, cites work with DfID and the devolved administrations, involving travel between London and Scotland, as reasons for continued use of domestic air travel.

Case Study – DFID Greener Travel in Abercrombie House

Abercrombie House is DFID's split-headquarters in Scotland. The office building lacked consideration for sustainable transport to the office. A significant issue is that most staff drive in individual cars to the office. This creates a high carbon footprint and is at odds with overarching climate commitments by DFID.

Thanks to particular efforts from individual staff members, a weekly cycling group to the office was initiated, in order to encourage staff to do something for the environment and their health by not taking the car every day. The rides occur most weeks (whatever the weather!), and thanks to the friendly and considerate nature of the leadership of the cycle, new staff have been encouraged to join in. The group has gathered such momentum, that it is now the Abercrombie Bicycle User Group (BUG). The group has hosted a number of events, such as classes for adult learners to learn how to cycle, or on road safety for cyclists. Group members feel empowered, which also led to engagement with local councils on better cycle routes in and around Glasgow, especially now in the context of the next COP26 on climate change being hosted in Glasgow.

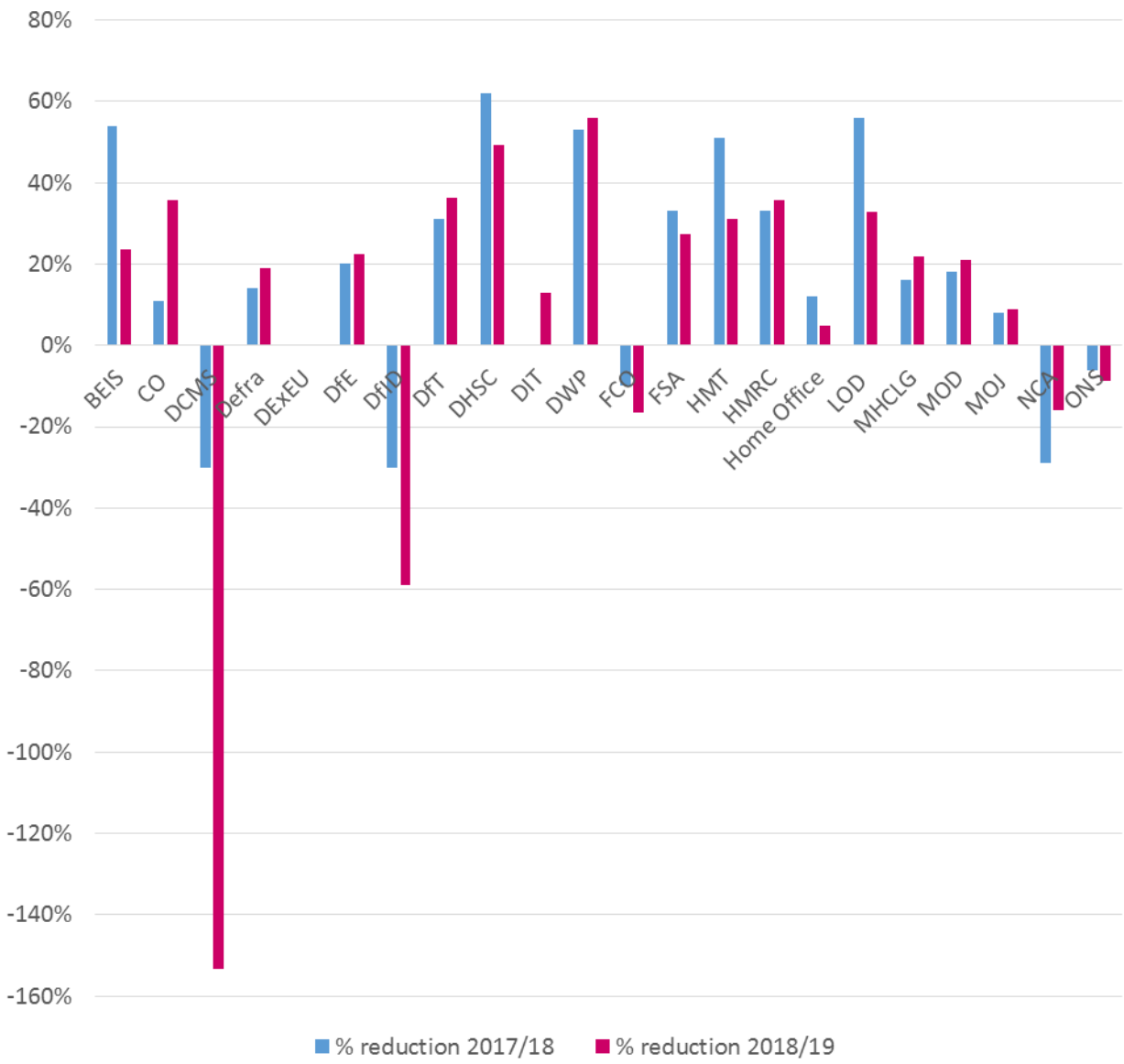
This cycle group has improved the carbon footprint of the office, i.e. through encouraging more staff to cycle, and has brought colleagues together with collegial spirit, which has made the office truly a better place to work.

Domestic flights (2020 cross-government target: 30% reduction)					
Department	Baseline 2009/10*	Performance 2018/19	% reduction 2017/18	% reduction 2018/19	% of total government flights
BEIS	5,885	4,503**	54%	23%	3.6%
CO	2,306	1,480	11%	36%	1.2%
DCMS	169	428	-30%	-153%	0.3%
Defra	3,351	2,716	14%	19%	2.2%
DExEU*	No data	No data	No data	No data	N/A
DfE	1,794	1,393	20%	22%	1.1%
DfID	3,610	5,743	-30%	-59%	4.6%
DfT	9,169	5,848	31%	36%	4.7%
DHSC	7,893	4,014	62%	49%	3.2%
DIT*	1,167	1,014	N/A	13%	0.8%
DWP	21,931	9,696	53%	56%	7.8%
FCO	735	857	-10%	-17%	0.7%
FSA	1,718	1,250	33%	27%	1.0%
HMT	411	283	51%	31%	0.2%
HMRC	54,741	35,162	33%	36%	28.4%
Home Office	15,241	14,495	12%	5%	11.7%
LOD	568	382	56%	33%	0.3%
MHCLG	542	424	16%	22%	0.3%
MOD	30,422	24,003	18%	21%	19.4%
MOJ	4,602	4,200	8%	9%	3.4%
NCA*	3,692	4,286	-29%	-16%	3.5%
ONS	1,517	1,648	-6%	-9%	1.3%
Total	171,464	123,825	28%	28%	

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

**The BEIS figure for 2018/19 now counts each portion of a return journey as one flight, in line with the reporting requirement, whereas figures for previous years counted one return journey as one flight.

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.

2018 to 2019 Headlines

- Government departments reduced their overall waste arisings by 40% in 2018/19 compared to the 2009/10 baseline – the same reduction as the previous year.
- Government departments once more diverted 93% of waste from landfill in 2018 to 2019 – a significant improvement on the 87% from the previous three years. All but three departments achieved the target of less than 10% of waste sent to landfill.
- 65% of waste was recycled, an improvement on last year's 60% - a rate which compares favourably with the 46% of waste from households in the UK which was recycled in 2017.¹⁴
- Reductions in waste saved the government an estimated £24.8million in costs¹⁵.

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 Plan¹⁶ 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 re-use, re-manufacturing 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 the end of 2042. The publishing of the resources and waste strategy last year set out the blueprint for achieving these ambitious goals¹⁷. The elimination of single-use consumer plastics from the government estate by 2020 remains an important priority, and departments are already working to meet this challenge (see case studies below).

¹⁴ UK Statistics on waste – February 2019 update: <https://www.gov.uk/government/statistics/uk-waste-data>

¹⁵ Median price (£107/tonne) for non-hazardous waste including landfill tax (from WRAP Gate Fees Report 2018) plus estimated cost (£76/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.

¹⁶ <https://www.gov.uk/government/publications/25-year-environment-plan>

¹⁷ <https://www.gov.uk/government/publications/resources-and-waste-strategy-for-england>

Performance

Government departments continued to reduce overall waste this year, reporting a 40% reduction across government, in the same as in 2017/18. The amount of waste sent to landfill reduced significantly this year to 7% of total waste, exceeding the 10% target. Only three departments exceeded the 10% target, including Defra, BEIS and DfT. Within this group, DfT still remain an outlier, having sent 37% of their waste to landfill, a small decrease on the 41% of their waste sent to landfill for 2017/18, but considerably higher than average.

65% of waste from government departments was recycled, a significant improvement on the 60% that was recycled last year. This compares favourably to latest published local authority recycling figures, which show that 46% of waste from households in the UK was recycled in 2017¹⁸.

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

Case Study - Environment Agency Plastic Pollution Reduction

Plastic pollution in the marine environment has a devastating impact on wildlife and the environment. The Government's 25 Year Environment Plan aims to significantly reduce all types of marine plastic pollution and eliminate avoidable plastics. The EA developed a top 10 action plan to focus our efforts - 8 of which were across DEFRA.

The EA worked with key internal clients and across DEFRA to work with suppliers and engage staff, delivering significant savings. As a result there have been a number of successes to date. For example, syringes used for water quality sampling were changed to a cheaper, fully recyclable version, diverting up to 25,000 syringes from landfill and saving £14,000 annually. 20,000 single use cups have been removed across the wider Defra estate, and around 50,000 single use bottles (SUP) have been replaced with aluminium drinking bottles for our Field Operations teams, saving £50,000 annually and we have ensured that no avoidable SUP is included in our catering offering. 37 of our sites have changed from plastic milk bottles to glass through saving 34,000 bottles.

Some of this work has contributed to a 17% reduction in the amount of plastic waste generated in our offices compared to 17/18 (reduction of 3 tonnes).

¹⁸ UK Statistics on waste – February 2019 update: <https://www.gov.uk/government/statistics/uk-waste-data>

Case Study - HMRC Waste Management

Since 2009-10 HMRC have reduced the waste they generate by 53% and, in 2018-19, HMRC recycled 78% of their waste with just 1% sent to landfill. HMRC achieved this through a number of waste management measures. Such as by implementing their waste strategy, which applies the waste hierarchy to all waste streams, as well as including requirements in their estate contracts to increase recycling rates and implement the waste hierarchy.



Beyond this, HMRC are implementing their building locations programme, where they are moving from 100+ offices to 13 regional centres. Much of the waste generated from this is paper that is recycled, but also there are disposal contracts in place to make sure that office furniture is reused in the first instance and recycled next. Less than 5% of office furniture goes to landfill, which tends to be parts of furniture that cannot be reused or recycled.

As a last option, HMRC incinerate their residual general waste with energy recovery, which contributes to district heating schemes and feeds electricity back into the grid.

Looking to the future, HMRC have set themselves some ambitious waste management targets, including 0% to landfill by 2025.

Case Study - BEIS Single Use Cups Elimination

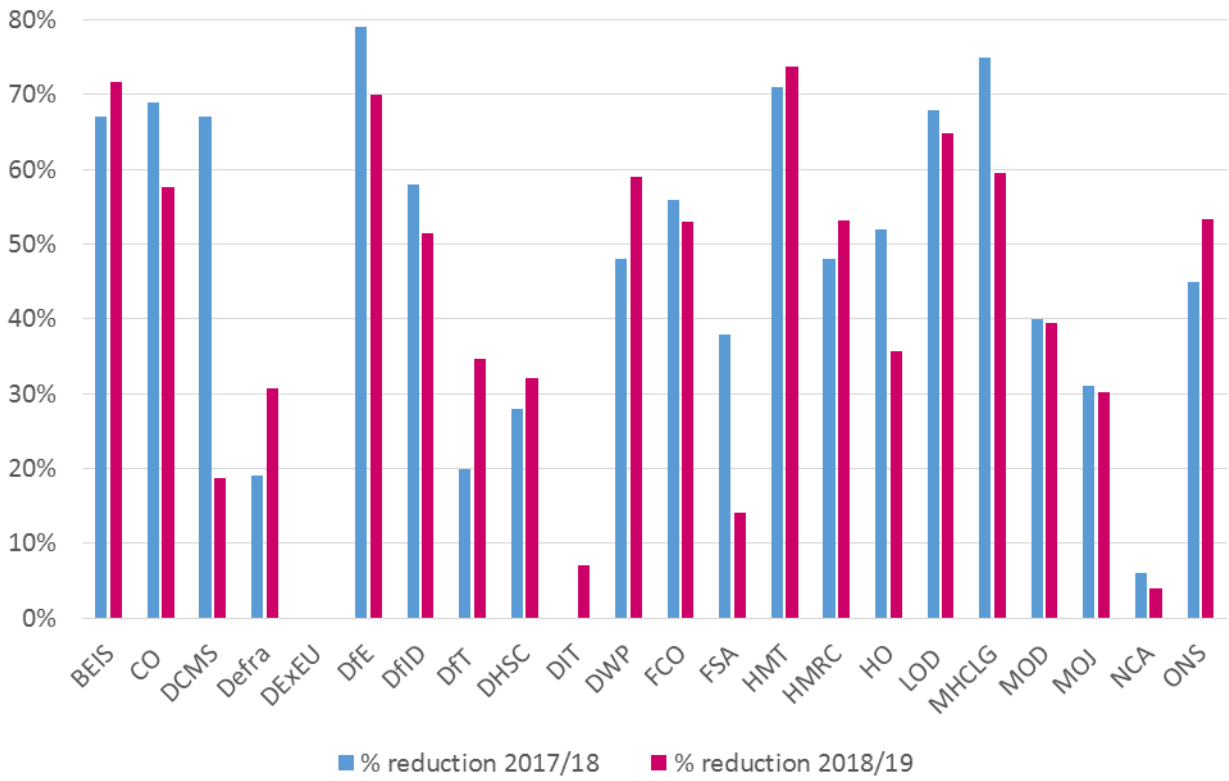
BEIS have taken significant steps to eliminate single use cups from their estate. Understanding the importance of avoiding unnecessary waste and promoting reuse, staff must take their own reusable cups to the two coffee bars. For visitors, it is understood that options must be available, but they have overcome this by offering reusable visitor cups which are available on loan.

The result of this change has been that from January 2019, there have been no single use coffee cups in use in BEIS' 1 Victoria Street offices. BEIS are saving around 11,000 single use cups each month from going to landfill, which has both positive sustainability and cost implications.

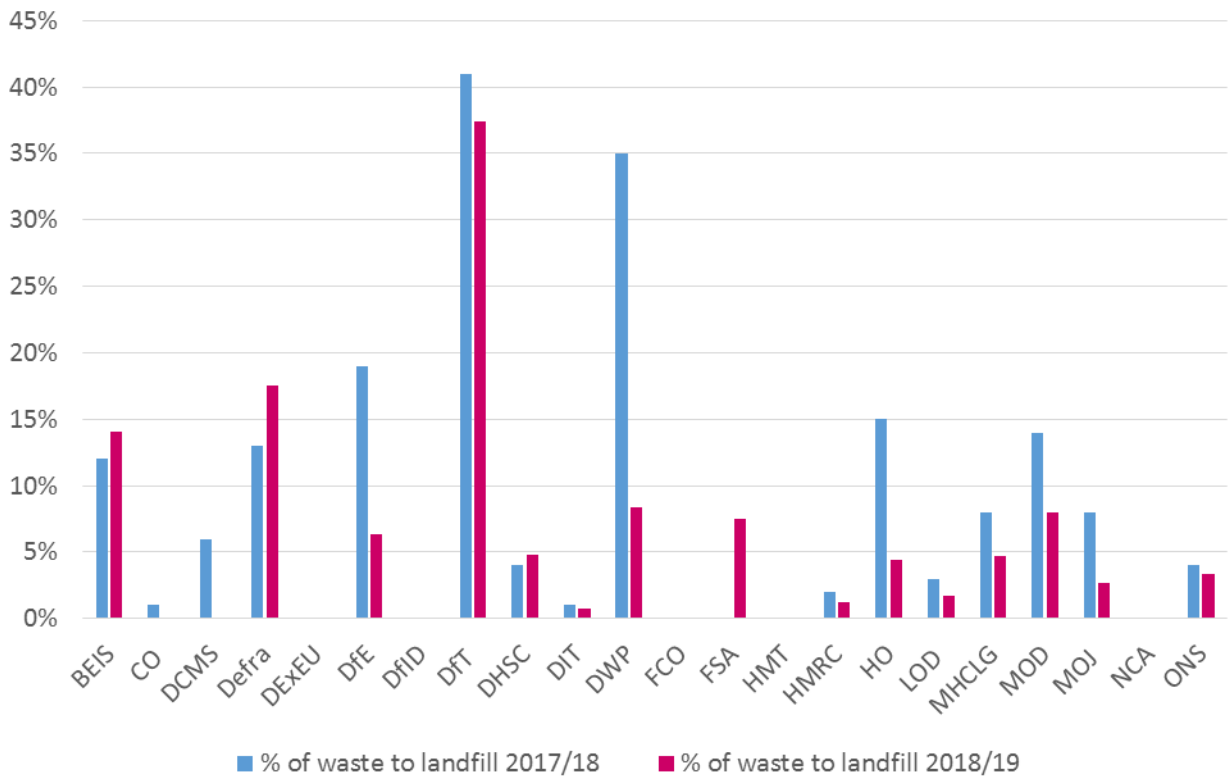
Waste (2020 cross-government target: reduce landfill to 10% or less of total waste; reduce overall waste & increase recycling)									
Department	Baseline 2009/10* (tonnes)	Performance - total waste 2018/19 (tonnes)	% reduction 2017/18	% reduction 2018/19	% of waste to landfill 2017/18	% of waste to landfill 2018/19	% waste recycled 2017/18	% waste recycled 2018/19	% of total government waste
BEIS	7,541	2,137	67%	72%	12%	14%	72%	61%	1.1%
CO	1,226	518	69%	58%	1%	0%	65%	51%	0.3%
DCMS	88	71	67%	19%	6%	0%	94%	60%	0.0%
Defra	8,116	5,625	19%	31%	13%	18%	52%	43%	2.8%
DExEU*	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
DfE	3,431	1,031	79%	70%	19%	6%	62%	85%	0.5%
DfID	317	154	58%	51%	0%	0%	46%	38%	0.1%
DfT	5,647	3,686	20%	35%	41%	37%	48%	48%	1.8%
DHSC	3,512	2,385	28%	32%	4%	5%	77%	75%	1.2%
DIT*	97	90	N/A	7%	1%	1%	72%	73%	0.0%
DWP	17,133	7,015	48%	59%	35%	8%	65%	92%	3.5%
FCO	1,216	571	56%	53%	0%	0%	54%	60%	0.3%
FSA	35	30	38%	14%	0%	7%	70%	93%	0.0%
HM Treasury	485	127	71%	74%	0%	0%	60%	58%	0.1%
HMRC	18,193	8,504	48%	53%	2%	1%	81%	78%	4.3%
Home Office	5,685	3,651	52%	36%	15%	4%	82%	87%	1.8%
LOD	2,801	986	68%	65%	3%	2%	92%	90%	0.5%
MHCLG	2,103	851	75%	60%	8%	5%	65%	87%	0.4%
MOD	185,437	112,112	40%	40%	14%	8%	56%	54%	56.2%
MOJ	70,876	49,446	31%	30%	8%	3%	64%	83%	24.8%
NCA*	358	344	6%	4%	0%	0%	41%	35%	0.2%
ONS	657	306	45%	53%	4%	3%	69%	68%	0.2%
Total	334,953	199,640	40%	40%	13%	7%	60%	65%	

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

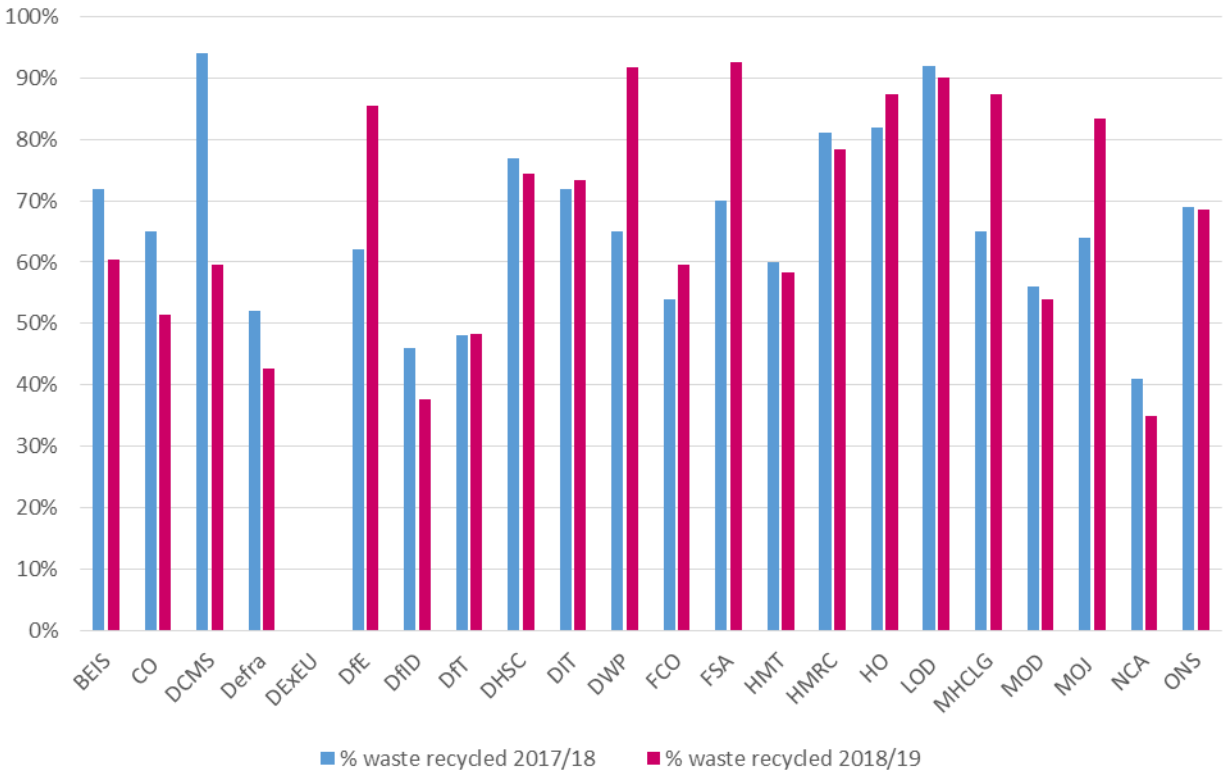
Waste - % reduction compared to 2009/10 baseline



Waste to landfill 2017/18 and 2018/19



Waste recycled 2017/18 and 2018/19



Chapter 4: Paper

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

2018 to 2019 Headlines

- Government as a whole has reduced its paper consumption by 59% in 2018 to 2019 compared to the baseline, exceeding the 50% 2020 target and an improvement on last year's 55% reduction.
- 15 departments exceeded the 50% target – up from 13 in 2017/18. Of these, seven recorded reductions of over 70%.
- The paper target does still pose a challenge to some of 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 has shown a continued motivation to embrace the sharing, storing and dissemination of information digitally. This change includes the adoption of using technologies with a smaller need to print, and subsequently, use paper. Departments such as DWP and the LOD, which have previously depended 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 touch-screen technology that allows staff more interactive access to documents, reducing the need for paper. The continued use of printing at the point of use also 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, 15 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 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 except for DExEU, who use a 2017/18 baseline which was already very low in comparison to the government total.

Case Study – HMRC Paper Management

In 2018-19, HMRC printed 44 million fewer sheets compared with the previous year - laid flat, this would nearly reach from the UK to Australia. Compared with 2015-16, HMRC have reduced their annual pages printed by 60%. HMRC have done this through a number of measures to digitise systems and promote the use of smarter ways of working.

HMRC's growth of digital systems include:

- Digital tax accounts – 19 million customers have signed up for Personal Tax Accounts since launch and more than 60% of all UK businesses use our Business Tax Accounts. In 2018-19, 93.5% of Self Assessment returns were filed online – the best year ever.
- Making Tax Digital for Business – Introduced in 2018-19, Making Tax Digital for Business is the new mandated service for digital record keeping and filing VAT returns online. As of July 2019, there have been 500,000 sign-ups.
- Digital channels for customer communication – Customers can now use iForms or Web chat to communicate with HMRC.

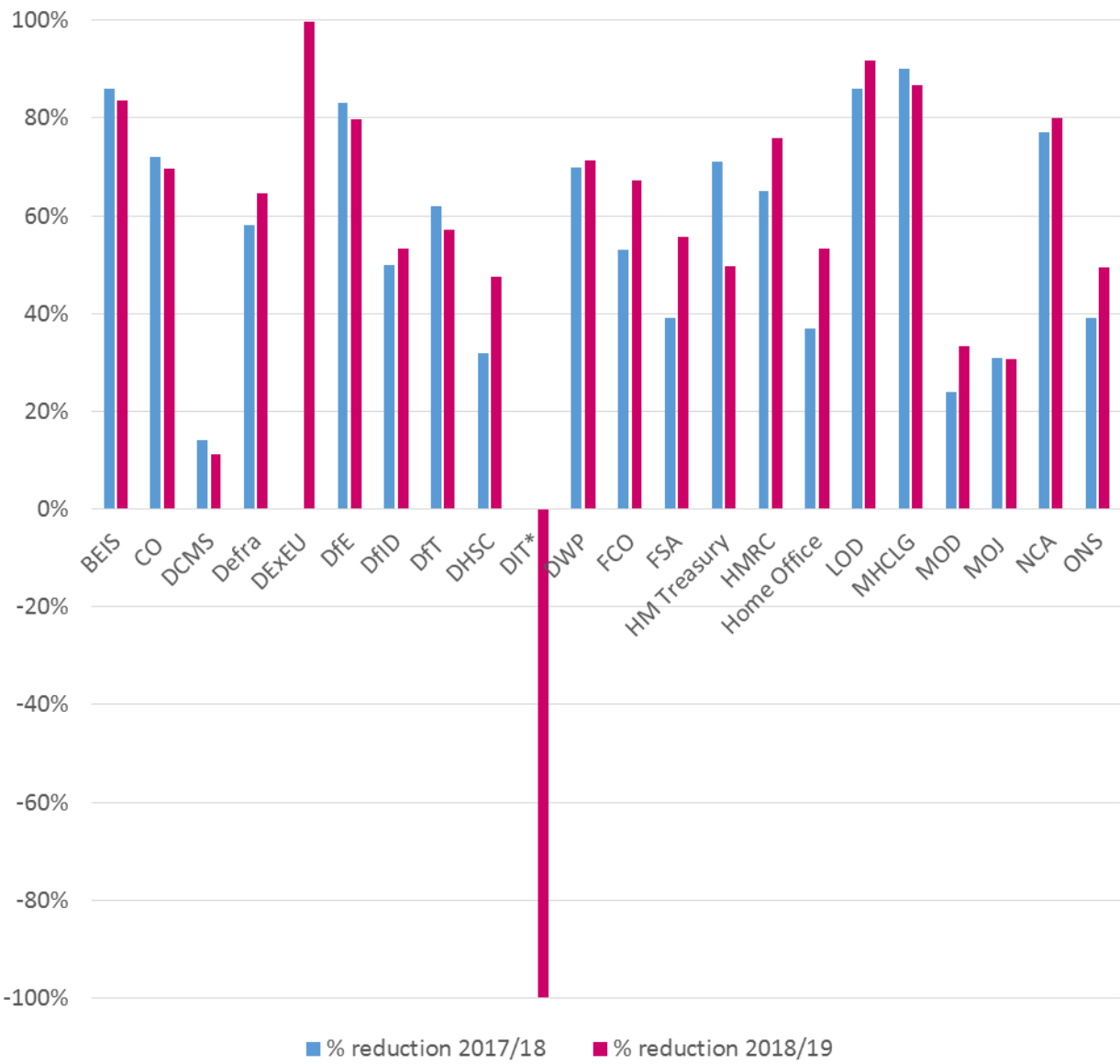
Smarter ways of working have included the roll-out of Surface Pros and Office 365. This increased digitisation has enabled colleagues to use smarter ways of working, e.g. collaborating on documents digitally and reducing the need to print meeting notes or emails.

Beyond this, HMRC have also promoted smarter printing practices through the Managed Print Service (MPS). With MPS, colleagues need to use a tag to retrieve their printing. This has reduced the number of print jobs being sent to multiple printers multiple times. It also enables the user to delete the print job if no longer needed. The Central Print Service (CPS) also provides an automated process of dealing with outbound mail and eliminates the risk of co-enveloping or losing papers in transit.

Paper (2020 cross-government target: 50% reduction)					
Department	Baseline 2009-10	Performance 2018/19	% reduction 2017/18	% reduction 2018/19	% of total government paper
BEIS	433,941	71,335	86%	84%	2.1%
CO	56,396	17,154	72%	70%	0.5%
DCMS	5,102	4,532	14%	11%	0.1%
Defra	151,529	53,625	58%	65%	1.6%
DExEU*	1,440	1,620	N/A	-13%	0.0%
DfE	169,806	34,374	83%	80%	1.0%
DfID	16,003	7,490	50%	53%	0.2%
DfT	159,090	68,040	62%	57%	2.0%
DHSC	150,215	78,946	32%	47%	2.4%
DIT*	4,000	1,599	N/A	60%	0.0%
DWP	2,078,897	597,151	70%	71%	17.8%
FCO	38,930	12,788	53%	67%	0.4%
FSA	3,755	1,667	39%	56%	0.0%
HM Treasury	27,030	13,590	71%	50%	0.4%
HMRC	852,831	205,190	65%	76%	6.1%
Home Office	398,001	186,267	37%	53%	5.5%
LOD	680,081	55,776	86%	92%	1.7%
MHCLG	87,486	11,603	90%	87%	0.3%
MOD	1,242,363	826,954	24%	33%	24.6%
MOJ	1,552,263	1,075,816	31%	31%	32.0%
NCA*	19,572	3,900	77%	80%	0.1%
ONS	57,109	28,930	39%	49%	0.9%
Total	8,185,839	3,358,345	55%	59%	

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

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)).

2018 to 2019 Headlines

- The government reduced its water consumption by 10% in 2018/19 – the same as in 2017/18, 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 as well as water for cooling.
- All departments but three reported a reduction in water consumption compared to the baseline.
- An estimated £8.1million savings were achieved through reduced water consumption¹⁹.

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.

¹⁹ 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 2018-19 from: Thames Water wholesale (£1.8035/m³); Severn Trent (£1.7567/m³); United Utilities: (£2.5377/m³)

Performance

Water consumption across government maintained a reduction of 10% in 2018 to 2019 compared to the baseline, in-line with last year's performance, but higher than in 2015 to 2016, when the government reported a 12% reduction. Five departments, however, made reductions of more than 40%, and of those, two made reductions of 70% or more. All departments, except DfID, DIT and DfT, have made reductions to their water consumption compared to the baseline. Various reasons account for this increase, including exceptional instances of faulty equipment and leaks.

Twelve departments used more water in 2018/19 than they did in 2017/18. In some cases, this is likely to be a reflection of the dry summer with large estates requiring increased levels of watering as well as water in air conditioning for cooling buildings. Office water benchmarked by FTE again shows fluctuations across government, including a decrease for 7 departments, little change for 8 departments and an increase for 6 departments, predominantly affected by changes in the size of departments' estate.

MOD and MOJ together account for 92% of government water consumption. MOJ's high water consumption is largely due to the washing, heating and industrial needs of the prison estate. At MOD, which alone accounts for 66% of all government water consumption, the figure reflects even more complex operational requirements. Both departments have shown an improvement in the reduction compared to last year, contributing a significant amount to the overall water consumption reduction.

Savings compared to the baseline year are nonetheless estimated to be worth £7.9million in water bills across government.

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

Case Study – FCO Behaviour Change

The FCO's London Green Team, made up of staff volunteers from all around the office, was re-instigated in May 2018 due to an increasing interest by staff and a desire to do more in sustainability and play a part in making the office more sustainable. The green team has over 30 members from numerous departments across the office, who have undertaken a number of actions to reduce our environmental impact, and raise awareness of sustainability; including:

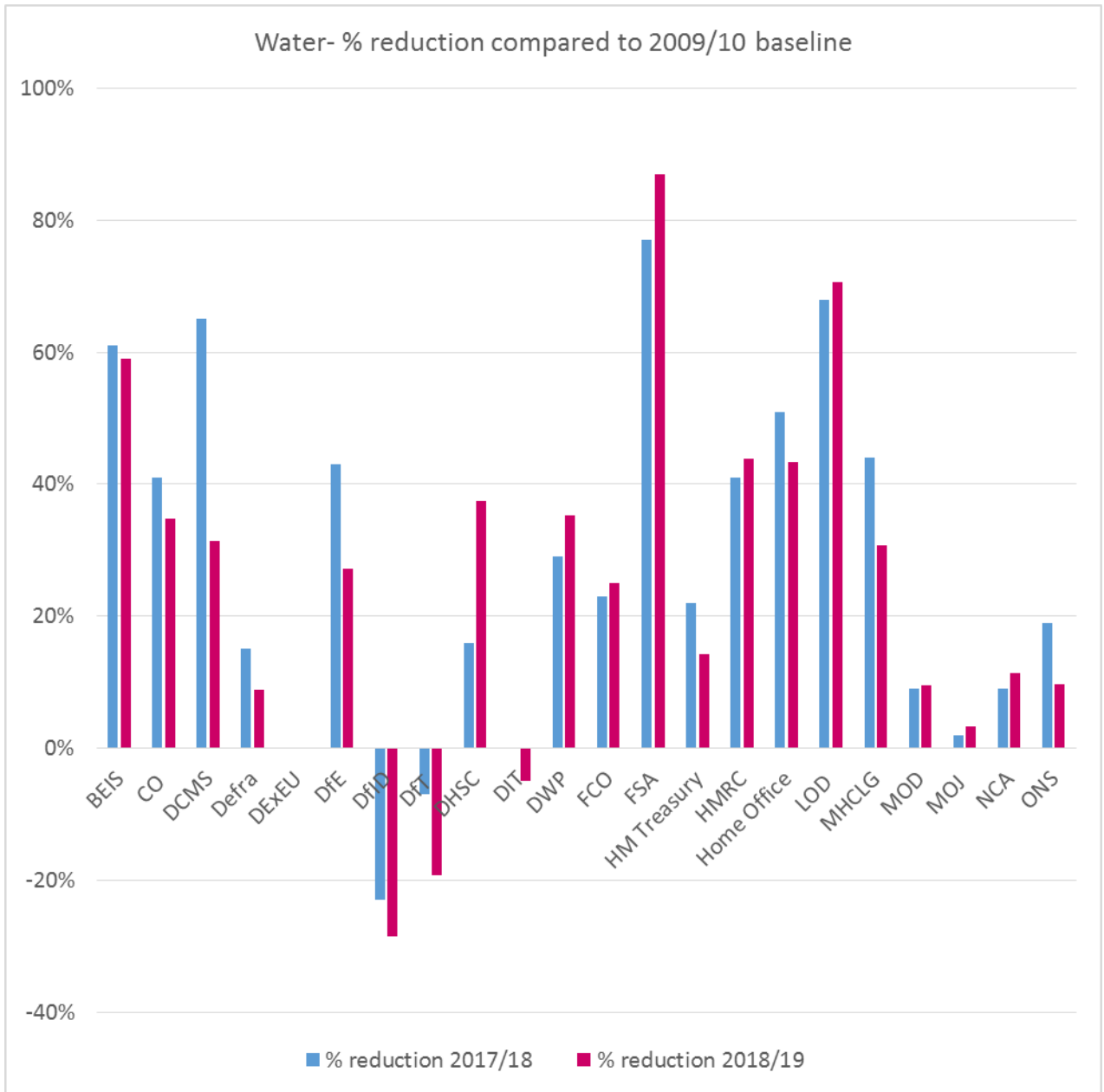
- Setting-up a community on the intranet for the global green teams to share best practice and discuss issues
- Two Beach Cleans on the River Thames
- Posters on the digital screens to raise awareness of waste & recycling within the office
- Participation in Plastic-Free July
- Delivering a 'How Green are You?' survey for all staff

As well as this, the FCO have taken action on staff engagement in their #BeyondPlastic campaign, to eliminate avoidable single-use plastic by end of 2018 for the UK and globally by 2020. This involved staff using reusable coffee cups, and the introduction of a levy of 50p (25p discount for using reusable mug, 25p surcharge for use of disposable mug) which drove the use of reusable coffee cups from 3% to 51% within the first month.

Behaviour change was also promoted through the #WorkSmarter engagement programme, and the introduction of Microsoft OneNote for staff to make and keep notes and use their laptops in meetings. Both of these changes have caused a change in staff behaviour where technology is being utilised and printing and paper usage has reduced.

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)	Performance 2018/19 (M ³)	% reduction 2017/18	% reduction 2018/19	Baseline 2009/10	2017/18	2018/19	% of total government water
BEIS	283,495	110,457	116,385	61%	59%	16.5	8	4.4	0.3%
CO	52,388	31,156	34,163	41%	35%	12.18	10	7.8	0.1%
DCMS	7,328	2,575	5,032	65%	31%	12.23	3.1	4.6	0.0%
Defra	651,542	552,674	593,683	15%	9%	5.88	5	5.3	2%
DExEU*	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
DfE	117,600	67,284	85,588	43%	27%	8.69	11.6	12.2	0.2%
DfID	8,459	10,416	10,865	-23%	-28%	6.47	4.9	4.9	0.0%
DfT	201,196	215,436	239,829	-7%	-19%	7.57	7.4	9.5	1%
DHSC	283,469	237,757	177,382	16%	37%	8.46	5.9	6.0	1%
DIT*	14,158	14,158	14,893	N/A	-5%	8.85	8.85	5.4	0.0%
DWP	883,617	625,914	571,644	29%	35%	7.67	8.1	7.4	2%
FCO	66,366	51,048	49,750	23%	25%	10.77	6.5	5.9	0.1%
FSA	8,275	1,872	1,080	77%	87%	14.86	6.7	3.6	0.0%
HM Treasury	14,810	11,541	12,694	22%	14%	8.25	8.9	9.1	0.0%
HMRC	961,843	566,078	539,633	41%	44%	13.17	7.1	7.7	2%
Home Office	310,338	152,127	176,047	51%	43%	17.43	8.7	8.9	0.4%
LOD	69,068	22,133	20,253	68%	71%	12.2	7.3	7.4	0.1%
MHCLG	99,358	55,228	68,800	44%	31%	8.21	7.2	8.4	0.2%
MOD	24,973,623	22,834,752	22,597,787	9%	10%	12.39	13.7	13.6	66%
MOJ	9,277,165	9,072,163	8,964,864	2%	3%	5.15	11.9	10.8	26%
NCA*	38,943	35,601	34,526	9%	11%	10.72	9.3	8.8	0.1%
ONS	18,526	15,037	16,724	19%	10%	6.01	4.6	4.9	0.0%
Total	38,341,567	34,658,407	34,331,623	10%	10%				

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

2018 to 2019 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 report reviewing their suppliers during or at the end of their contracts to evaluate and learn from their sustainable procurement activities.

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 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 Standards²⁰.

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. DCMS, DIT, FSA, and HM Treasury (HMT) all report having no sustainable procurement policy.

Methods of championing sustainable procurement vary across departments. Some departments, such as CO, MOD and MoJ champion sustainability at senior civil servant level, whilst others have dedicated sustainability champions held by staff sustainability networks (DWP, FCO), as well as many departments having stand-alone sustainability champions. Sustainable procurement training has been adopted by many departments, particularly the running of CIPS sustainable procurement courses, as well as monthly updates and e-learning have become common.

Use of the Flexible Framework and Prioritisation Tool remains varied. Whilst some departments are using these tools (DfT & HMRC), others are planning to incorporate them, and others report using other, possibly more suitable, tools. The balanced scorecard is considered by some departments, with CO having given a particular focus to food procurement. Defra and MOD use their own sustainable procurement toolkits.

The majority of departments report the Government Buying Standards (GBS) to be embedded into their procurement processes. Some departments do, however, 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. Many departments show consideration of social value in procurement

Most departments report reviewing their suppliers during or at the end of their contracts to evaluate and learn from their sustainable procurement activities and the majority of departments report that they are undertaking or planning to undertake some scrutiny of their supply chain impacts.

²⁰ UK government sustainable procurement tools are available at: <https://www.gov.uk/guidance/sustainable-procurement-tools>

Departments on the whole have taken significant steps to consider the elimination of single use plastics as part of their procurement decisions. The case studies below (and chapter 3 - Waste) detail some good practice examples undertaken by different departments. The evidence provided by almost of the departments shows they are making good progress towards the target to eliminate CSUP by 2020.

Full questionnaire responses are set out in Annex 2.

Case Study – Defra Commercial Transformation

Defra group Commercial continues its transformation process, bringing together and harmonising policies, process, systems and data collation from the core department and its largest ALBs/NDPBs, equating to 93% of overall department spend.

Sustainability is at the core of this process, and the Chief Commercial Officer's team are working to identify best practice from around the Defra group, and wider, building this into existing and newly harmonised processes.

Examples of best practice include the use of the Managing Action Template to manage sustainability impacts in contracts where sustainability is a significant element of the overall delivery, and the sustainability assessment tool.

Training on the newly harmonised processes is being undertaken in three separate wave based on implementation dates, with Wave 1 (Sourcing) being Oct/Nov 2019, Wave 2 (Pre-Sourcing) being Dec 19 / Jan 20, and the final wave (Contract Management) in Mar 2020. Training will be via publication of new centre of excellence documents, all team calls, WebEx's, face-to-face training and other communication media as required.

Case Study – DHSC Procurement

Within the Department of Health and Social Care, procurement decisions are chosen against a number of criteria. This year, two procurements assessed bidders specifically against sustainability criteria. In particular, a Facilities Management procurement used a CCS framework and evaluated the quality of bidders responses against questions relating to Sustainability and People (Social Value/SMEs). Contractual provisions on skills and apprenticeships were also included in the Call off Contract.

Additionally, for the DHSC Furniture requirement, they evaluated bidders' quality responses against Social Value (including apprenticeships) and Sustainability criteria. Both contracts were awarded to UK suppliers (NOT non-UK suppliers).

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.**

2018 to 2019 Headlines

- 11 out of 22 departments have reported against all four transparency commitment areas, a slight decrease on the previous year.
- All 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 have, however, reported against at least one transparency area, with 11 reporting against all four.

Due to the inclusion of sustainability reporting within ARA reporting, there remains a limited use of dedicated annual sustainability reports or web pages. Despite this, Defra,

FCO, HMRC, ONS and DfT report producing dedicated sustainability reporting on their website.

Many departments state they report transparently on their consideration of biodiversity (16 departments), sustainable construction (17 departments) and sustainable food and catering procurement (14 departments).

Few departments have taken the opportunity to report on wider sustainability issues, as suggested by the target, although DWP has highlighted their consideration of rural proofing and life chances and the FCO have also reported their actions on eliminating single use consumer plastics from the department.

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

Case Study – MoJ Conservation Volunteering days

The MoJ estate, including its prisons, courts and offices, contain vast and varied amounts of natural land, with many different habitats. That means there are brilliant opportunities for staff to get involved with helping to maintain, improve and nurture this vital environment. As a result, the MoJ Ecology Team has launched a series of conservation volunteering days for staff.

These conservation volunteering days enhance the MoJ estate through conservation; enhance habitats; prevent habitat fragmentation and; support protected species.

One example included clearing the grounds at Snaresbrook Court, which has land that is included on the Epping Forest Site of Special Scientific Interest. The volunteers form a large part of the MoJ Green Group whose role is to:

- protect the environment and conserve resources
- enjoy nature and wildlife and want to do some volunteering
- want to help raise awareness of environmental and sustainability issues across the MoJ estate

Looking ahead, the MoJ would like to hold more such days for staff to volunteer their services and conduct this essential conservation work.

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 CO₂e)				
	Baseline 2009/10	Performance 2018/19	% Improvement in 2017/18 compared to baseline	% Improvement in 2018/19 compared to baseline
HSL	6,520	3,665	27%	44%
MRC	34,737	17,340	33%	50%
STFC	67,068	40,550	17%	40%
UKAEA	28,096	15,391	46%	45%

Domestic flights (single flights)

	Baseline 2009/10	Performance 2018/19	% Improvement in 2017/18 compared to baseline	% Improvement in 2018/19 compared to baseline
HSL	84	4,205	-117%	-4906%
MRC	500	272	33%	46%
STFC	586	963	-77%	-64%
UKAEA	55	49	29%	11%

Waste (tonnes)

	Baseline 2009/10	Performance 2018/19	% Improvement in 2017/18	% Improvement in 2018/19	% to landfill in 2017/18	% to landfill in 2018/19	% recycled in 2017/18	% recycled in 2018/19
HSL	125	91	-22%	27%	5%	29%	85%	53%
MRC	183	386	-136%	-111%	16%	14%	47%	48%
STFC	1,117	700	16%	37%	1%	3%	97%	73%
UKAEA	714	474	41%	34%	2%	7%	76%	93%

Paper (reams A4 equivalent)

	Baseline 2009/10	Performance 2018/19	% Improvement in 2017/18	% Improvement in 2018/19
HSL	4,620	1,645	57%	64%
MRC	1,554	6,032	-353%	-288%
STFC	2,400	2,400	0%	0%
UKAEA	14,000	5,200	66%	63%

Water (m³)

	Baseline 2009/10	Performance 2018/19	% Improvement in 2017/18	% Improvement in 2018/19	Office water (m ³ /FTE) in 2018/19
HSL	28,616	15,046	57%	47%	-
MRC	334,556	101,684	68%	70%	14.4
STFC	162,478	142,444	36%	12%	-
UKAEA	150,836	97,951	31%	35%	17

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	No
Defra	Yes – both Sustainable Procurement and Ethical Procurement policies
DExEU	(Included in DIT procurement reporting)
DfE	Yes - Guidance on sustainability provided through the Social and Environmental Issues in Procurement page of our intranet. In Capital sustainability is embedded within our procurement documentation used for all construction projects,
DfID	Sustainable Procurement Policy
DfT	Sustainable Procurement Policy
DHSC	Sustainable Procurement Policy
DIT	No
DWP	Sustainable Development Policy
FCO	FCO: Sustainable Procurement Policy Wilton Park: Sustainable Food Procurement Strategy and Standards Policy Statement FCO Services: Sustainable Procurement Policy
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	Sustainable Procurement Policy - Details of HMRC's approach to sustainable procurement are in the public domain
Home Office	Sustainable Procurement Policy: - Supplier Management Policy - MoJ Estate's Cluster Vision for Sustainability - Social Value Strategy
LOD	Sustainable Procurement Policy
MHCLG	Core MHCLG Sustainable Procurement Policy being updated. Policies in place in ALBs.
MOD	MOD sustainable procurement policy is contained within the Commercial Officers' Toolkit, MOD Investment Appraisal Policy and published on the knowledge in Defence website.
MOJ	Sustainable Procurement Strategy
NCA	Sustainable Procurement Policy
ONS	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>All procurement business partners champion sustainable procurement and embed sustainable procurement throughout BEIS. Sustainable Procurement and Social Value are highlighted in the across BEIS Commercial training sessions which are ran monthly across BEIS available to all end-users. This training is also going to be ran for some of the BEIS ALB's from September onwards. BEIS also have a sustainable champion within Procurement, Ben Brenton, Ben and myself has also meet with the green guardians to cover items which can be embedded into procurement and contracts.</p> <p>70% of CIPS members in BEIS procurement have also undertaken the additional CIPS sustainable procurement on-line training session and test and are now Chartered CIPS members. The aim is for CIPS members to complete this by this coming year.</p>
CO	<p>Sustainable procurement is championed at board level through the departments EMS, through a collaborative approach with senior management, through high level commitment through the department's environmental policy.</p> <p>Training needs are identified and reviewed within the appropriate procedures outlined within the EMS but are not specific to sustainable procurement alone.</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>Clare Marsden, Defra group Commercial, Head of Category Management is the nominated sustainability champion. She is supported in this role by Sustainability Leads who reside the Chief Commercial Officer's team.</p> <p>Defra group Commercial continues its transformation process, bringing together and harmonising policies, process, systems and data collation from the core department and its largest ALBs/NDPBs, equating to 93% of overall department spend. Sustainability is at the core of this process, and the Chief Commercial Officer's team are working to identify best practice from around the Defra group, and wider, building this into existing and newly harmonised processes.</p> <p>Examples of best practice include the use of the Managing Action Template to manage sustainability impacts in contracts where sustainability is a significant element of the overall delivery, and the sustainability assessment tool.</p> <p>Training on the newly harmonised processes is being undertaken in three separate wave based on implementation dates, with Wave 1 (Sourcing) being Oct/Nov 2019,</p>

	Wave 2 (Pre-Sourcing) being Dec 19 / Jan 20, and the final wave (Contract Management) in Mar 2020. Training will be via publication of new centre of excellence documents, all team calls, WebEx's, face-to-face training and other communication media as required.
DExEU	(Included in DIT procurement reporting)
DfE	All commercial staff are trained to at least CIPS level 4 which includes sustainability training. Capital Division within 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.
DfID	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. 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
DfT	<p>Some Executive Agencies and Arms-Length Bodies of the Department for Transport have their own sustainability champions (general and procurement). Due to staff moves a lack of resource at the Centre collating the information on Sustainability has been identified. A Grade 7 recruitment is underway for DfTc whose responsibility it will be to collate this information going forward.</p> <p>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. The drafting of a new strategy will commence in Q4 2019.</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 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.</p> <p>Staff with more responsibility for sustainable procurement have undertaken more advanced training, including the CIPS' ethical procurement course which is to be taken annually. Furthermore in 2018 CIPS announced changes to its Chartered Status and Continuing Professional Development (CPD) programme. The changes are aimed at giving recognition and acknowledgement to commercial and procurement professional staff in the public, private, charity and not-for-profit sectors. Individuals who are FCIPS/MCIPS qualified can now upgrade their</p>

	<p>membership to Chartered Status and to be recognised as Chartered Procurement and Supply Professionals, the Department encourages this. To upgrade your FCIPS/MCIPS to Chartered Status, individuals are expected to undertake and pass the CIPS Ethical Procurement course (mentioned above) and also demonstrate 30 hours of CPD completed in the previous 12 months.</p>
DHSC	<p>a) Sustainable procurement is championed by the Procurement Policy Team and David Wathey. This is done through the creation of procurement strategies including a section for sustainability to make sure that it is considered. Sustainable procurement is championed through the 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>b) Sustainability training was previously identified as a gap in the in the commercial directorate. To fill this gap, topics such as palm oil and single use plastics have been communicated via monthly updates with the DHSC commercial teams as well as the ALBs. Thus, the ban has been acknowledged and has been worked into commercial activity such as the reprocurement of the catering contract. Furthermore, training on the newly updated procurement strategy was given to ensure consistent approaches to the inclusion of areas such as sustainability in procurement projects. Communication of sustainability and goals for the Department will continue to be communicated using these methods as well as holding specific sessions targeting sustainability. The Department is also continuing to review 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. They will be uploaded to the Skills Development Network website.</p>
DIT	<p>We have recently appointed Margaux Wilson to be our sustainable procurement champion. Margaux will create a survey to identify the training requirements within the department. Once it has been established where the training gaps lie, Margaux will ensure that adequate training is in place to ensure that the department understand what sustainable procurement is, what level we must reach and what needs to be done to achieve said level.</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. We are currently reviewing and revitalising this network and considering how our closer working with our Estates provider can maximise this resource</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.</p> <p>c) Myself and a Colleague in the Estates team act as points 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: a) The Facilities Management Client Unit (FMCU) leads on Greening the FCO for UK operations. The Policy Lead in the FCO Commercial Directorate works with</p>

	<p>FMCU to champion sustainability in FCO UK Procurement.</p> <p>b) The Commercial Directorate has embedded Sustainability into the Procurement Guidance it provides for all of the FCO. The Finance 'Help Desk' call centre receives Staff procurement queries and notifies the Commercial Policy Lead to update the Guidance. This also identifies training needs.</p> <p>Wilton Park:</p> <p>a) Finance & Corporate Services Director and Corporate Services & Compliance Manager are key champions in the organisation with responsibility on sustainable procurement and ensure that 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> <p>b) Environmental and sustainable awareness training is provided to all new staff as part of induction training but is not a mandatory training module.</p> <p>FCO Services: FCO Services has a sustainability owner (champion) responsible for the policy, who will work with their opposite in main FCO. FCO Services also has a wider Sustainable Procurement Guidance document, which is accessible on our intranet for all staff. Our approach to sustainable procurement is in line with the principles outlined in the Department for Environment, Food and Rural Affairs (DEFRA) and the Cabinet Office's Greening Government Commitments. In addition, FCO Services is the first central government department to obtain the CIPS Corporate Ethical Procurement and Supply accreditation in May 17 and all procurement staff are mandated to complete this e-learning and assessment (gaining a pass mark) on an annual basis. This has been kept up to date each year.</p>
FSA	<p>There is a very small Procurement Team at the FSA (8.2 FTE) who are responsible for the end to end Procurement process & 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 also procurement policy at the FSA 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>Using advice from Crown Commercial Service, HMT's 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 with CCS to ensure its procurement policies and operations are fully aligned with the cross-government Greening Government Commitment 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 relevant 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 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 talk about areas of particular interest and to share knowledge.</p> <p>Sustainability (including Legal/policy updates) is a standard subject 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 for new staff.</p> <p>Monthly meetings take place with key stakeholders to monitor compliance with the Government Buying Standards for Fleet and progress towards meeting the Government Fleet Commitment.</p>
Home Office	<p>The Home Office (HO) Sustainability Champion (SD) is Richard Hornby whose role is to contribute ideas and initiatives for improving the department's delivery regarding sustainability. This includes formalised commitments such as UN Sustainable Development Goals (SDGs) and Greening Government Commitments (GGC), but through developing contributory Social Value (SV) initiatives. Richard leads by example in encouraging peers/members of staff, to ensure that both the HO and, where appropriate, wider government community, contributes towards the SD agenda. Richard chairs the HO Sustainability Group meetings, which includes representatives from HO Commercial and MOJ Estates Cluster with the objective to share best practice, meet the department's GGC and is aligned to the UN SDGs.</p> <p>The HO Commercial Directorate's SV Lead is responsible for communicating and driving social value awareness both internally and externally via cross Government forums and down through the supply chain. This is underpinned by the Chief Operating Officer's goal to deliver the Growth and Enterprise Agenda, SME Action Plan and Social Value Strategy. The SV Lead has:</p> <ul style="list-style-type: none"> - provided project teams with SV guidance, has drafted requirements and evaluation questions. The SV Lead can also evaluate tenders with a value above £5m. <p>SV messages regarding changes to policy and procedures are communicated via the Enabler's weekly note as and when required.</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). The department also provides a shared commercial service to the Government Legal Department. 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 2016 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 have nominated sustainable procurement champions within our directorate. The department fully supports and participates in the cross-government approach to promoting SMEs in public procurement and this is backed by our ministers (one of which is an SME minister) and detailed in our SME action plan</p> <p>Two current G7 Procurement Business Partners Managers have a clear line of sight of all work which is produced by the procurement pipeline. They are therefore able to dictate whether the principles of sustainable procurement practice are being incorporated into work streams. Moreover, this is further strengthened by the directorates use of peer review. The use of a peer review system guarantees that all work streams will ultimately be viewed by an individual with an advanced understanding of sustainable practice.</p> <p>Each Procurement Business partners oversees a work stream channel and through peer review we can guarantee that all work activity passes an individual with an advanced level of sustainable procurement knowledge.</p> <p>The sustainable procurement champions will be attending CIPS Sustainable Procurement Courses.</p> <p>MHCLG Arm’s Length Body – Homes England</p> <p>Sustainable procurement is championed within our facilities team where we have an Environmental and Sustainability Manager (ESM). The Facilities team use a Crown Commercial Service supplier (OfficeTeam) for office supplies including consumables such as tea and coffee. The team consults with the ESM whenever there is a decision to change products. The ESM then ensures the new product complies with the relevant mandatory GBS or the best practice GBS where relevant. This was done recently both when sourcing a new photocopier paper and a more ethical tea and coffee brand for all offices. In 2016, we removed drinks machines from our offices and associated sachet / paper cup waste, meaning we no longer purchase 120,000 paper cups a year, a cost saving of more than £4000. Training needs are identified through the annual Personal Development Plan process carried out by line managers with all their staff.</p> <p>More widely sustainability is an integral part of our wider procurement activities. For example, all our procurements and housing projects take account of environmental impacts, through asking for declaration of any non-compliance (such as Environment Agency action). We also check each submission to see whether they have a certified environmental management system like ISO 14001 and if not, bidders must declare whether they have several equivalent arrangements in place, which include whether they have arrangements for ensuring their own suppliers</p>

	<p>have environmental protection arrangements. Bidders can be failed on this section if they do not have suitable arrangements, so this helps ensure sound environmental standards in the supply chain.</p> <p>MHCLG Executive Agency – Planning Inspectorate (PINS)</p> <p>(a) We do not currently have a sustainable procurement champion in PINS. Commercial Officers are responsible for advocating sustainable practices and outputs for each procurement exercise taken forward and subsequent contract management</p> <p>(b) Training needs are identified through the performance management review process and reviewed throughout the reporting year</p>
MOD	<p>MOD Chief Operating Officer 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. Within the Equipment Acquisition domain there are two steering groups; The Greening Government Commitments Steering Group is a 2* chaired committee responsible for ensuring MOD meets requirements under the government sustainability targets and is focused on Greening Government Commitments including Sustainable Procurement. The Acquisition Environment Steering Group is a separate 2* chaired committee is focused on addressing key environmental and sustainability risks affecting the acquisition of equipment and support services. A range of workshop-based development opportunities covering Environmental Protection and Sustainability which are delivered by Cranfield University are available. Within the Infrastructure domain the DIO Chief Operating Officer is the focal point for Sustainability leadership including sustainable procurement which is a standing agenda item on the key supplier meetings with Director-level staff. A Sustainability training module can be accessed by all infrastructure staff and a number of training sessions on Sustainability Appraisal for Hard FM staff have been held. A number of Sustainability Charters have been signed by Industry Partners to acknowledge partnership in working towards sustainable outcomes in the delivery of contracted services.</p>
MOJ	<p>MoJ’s Sustainable Operations Strategy sets out how we embed environmental sustainability throughout our estate, operations and procurement activity. It is supported by a range of strategies and policies, all of which can be found on our Gov.uk webpage. Embedding sustainable development in our business and operations is a shared responsibility within MoJ. The Chief Property Officer acts as MoJ’s sustainability champion and chairs the Senior Sustainability Board which includes senior representatives from a range of business units, agencies and arms-length bodies. It is responsible for developing and overseeing the implementation of our sustainability strategy and supporting policy, standards, rules and guidance. MoJ ensures that the government meets its Greening Government Commitments by the following means: energy, waste and water are managed to deliver a lower carbon, more resource efficient estate whilst reducing operating costs and delivering value for money. Within procurement processes and contracts, there are specific sustainability clauses and measurable KPIs. MoJ has developed a range of sustainability strategies and policies for staff and supply chain as follows: sustainable operations strategy; carbon and energy reduction strategy; BREAAAM policy; Biodiversity policy’ water strategy; Pollinator strategy; Bio-security Strategy and Policy and; Consumer Single Use Plastics Policy.</p>

	<p>The sustainable development pages on our Intranet: https://intranet.justice.gov.uk/guidance/sustainable-development-2/ detail how staff can contribute to reducing water consumption, carbon emissions, paper usage, use of plastics, waste management reducing our contribution to landfill, protecting our land and other species we share it with as well as training that is available to support this.</p>
NCA	<p>Director General Capabilities is policy owner. Commercial (inc Supplier Assurance Team), Estates and Tech Command (ICT) ensure that the Agency manages its procurement sustainably e.g. our move of Data Centres was to an ISO14001 facility. The Sustainability Team manage the training needs for the organisation.</p>
ONS	<p>The Office for National Statistics (ONS) promotes its Sustainable Development Policy. This maintains our commitment to ISO14001 and the new standard, ISO20400, 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 aims to capture sustainability and social value from the early stages of a programme. If sustainability or social value is deemed to have a high impact on an overall programme this will be covered at the PIC (project investment committee for above £20M projects). The CAR (commercial assurance review) for BEIS and ALB projects £10M and above and the JAR (joint assurance review with cabinet office). Often building projects are featured and sustainability is addressed including procurement of materials, disposals, waste, and procuring of steel.</p> <p>Anyone procuring a requirement with a value of £10k has to complete a procurement form detailing their future procurement. BEIS procurement business then review these forms to determine the procurement strategy and procurements which feature a high impact with sustainability / modern slavery / social value will be reviewed and teams work with procurement to ensure steps are taken so these issues are covered with the ITT and then embedded into the contract.</p> <p>Going forward BEIS shall be implementing the Prioritisation tool and flexible framework within the next two to three months.</p> <p>BEIS has not had to re-procure catering services but when this contract expires we</p>
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	shall be using the Balance Scorecard for food for the future procurement and contract.
CO	<p>A key area that the Cabinet Office engages with its key suppliers is catering, successfully procuring all food in line with GBS requirements. The balanced scorecard framework is utilised with the main food and drink suppliers to ensure evidence is provided by suppliers to meet GBS and contractual requirements, such as farm and fishery assurances, along with supplier statements and chain of custody relating to palm oil where relevant.</p> <p>The flexible framework is utilised to monitor key suppliers, especially relating to catering and construction, where sustainable procurement requirements are shared, and reviewed with suppliers. Catering in particular is a focus, and spend of key products and GBS performance is monitored and reported on, on a quarterly basis, with supplier feedback sought on queries. By taking such measures it has been possible to ensure that meat and dairy are procured to the highest ethical standards, and assurances for all products containing palm oil derived products are certified sustainable.</p> <p>Further to this, through the utilisation of the EMS, new initiatives and projects are reviewed from a lifecycle viewpoint in order to ensure financial sustainability is reviewed before implementation.</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. Assurance on the above is provided by Business Partners, with oversight from the Commercial PMO Group.</p>
Defra	<p>The harmonisation work currently being undertaken, will provide new and improved guidance, process, system implementation and data collection opportunities. Standardised methods of working across the Defra group will build on best practice identified through a series of process design workshops, which commenced in July 2019.</p> <p>Defra group Commercial has adopted the strapline "Commercial expertise at the heart of sustainable business delivery." To clearly demonstrate to all that the main focus of ensuring the sustainability of commercial delivery to the differing business that the team services.</p> <p>Sustainability is being built into contracts as standard, which conversations on the approach to sustainability happening at the very earliest opportunity. Through the documentation being produced the lead Category Manager and Business Senior responsible person are reminded to address sustainability and to note decisions</p>

	<p>taken.</p> <p>The department has not undertaken the prioritisation tool assessment due to the restructure of the team, and the need to produce and embed a constant way of working. It is envisaged that the next assessment will take in 2020/21.</p> <p>Through the changes in the process, the implementation of the Balanced Scorecard approach to evaluation is being rolled-out wider than the original ask in the Cabinet Office Procurement Policy Note. Again this will highlight key corporate responsibilities and bring them to the fore, including sustainability.</p> <p>The Flexible Framework is used to understand what is being done well and areas that need improvement.</p>
DExEU	(Included in DIT procurement reporting)
DfE	Capital Division embeds sustainability requirements in its procurement documents as appropriate. The majority of the procurement of ICT goods and services is either through CCS frameworks or includes GBS for non-framework contracts. Due to changes in the department's commercial operating model we are currently undertaking an exercise to incorporate sustainability into our social value guidance for our end to end category management process.
DfID	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.
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 the Knowledge Hub, the 'Procurement Professionals Library'. This is regularly checked and updated when policy changes. 2. The Procurement Assurance Function – this team provides assurance of all major procurement processes in the Department, to provide confidence to Investment Boards etc. that they are being managed effectively, efficiently and compliantly; this includes consideration of the inclusion of relevant sustainability targets by ensuring consultation with appropriate sustainability experts at appropriate points in the procurement phase. 3. Strategic Supplier Relationship Management – the Department's top 15 suppliers are strategically managed by the SRM team in DfTc. Agencies and ALBs operate

	<p>their own supplier relationship management functions, including sustainability. The Strategic Supplier Working Group (SSWG) has been formed to bring representatives of the DfT Group together to identify and manage supply chain risk, including sustainability and identification of SRM best practice.</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 used this to identify our top five priority categories for sustainable procurement. Discussion to focus on sustainability efforts being made in each category and which are planned for the future.</p> <p>6. Supplier Portfolio Tool – this tool is used across the Group to monitor and manage risk across the supply base. The tool enables procurement professionals to identify where to reduce spend, mitigate risk, achieve supplier spread and improve compliance and management reporting.</p> <p>7. Cabinet Office’s Procuring for Growth Balanced Scorecard helps procurers consider criteria such as cost balanced against social, economic and environmental considerations. It is mandated for construction and infrastructure contracts above £10m as part of the Industrial Strategy. In DfT, the Balanced Scorecard is embedded within our commercial case guidance and the ongoing procurement assurance process, thereby helping ensure it is taken into account at the earliest stage of our projects.</p>
DHSC	<p>The Department has several tools and processes making sure that sustainability is included in procurement activity. Firstly, the overarching Sustainable Development Management Plan continues to refer to procurement. This document uses the Sustainable Development Unit’s documentation and tools to guide the information. Specifically, to the commercial directorate, the procurement strategy documents include reference to sustainability and procurement leads need to include information on how they are incorporating sustainability in the contract.</p> <p>Additional tools such as the flexible framework and SPROUT tool will continue to be reviewed over the coming months.</p>
DIT	<p>None as of yet – please see response to Q2.</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 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.</p> <p>Reasons for excluding SMEs must be documented supported by robust reasoning. We are vigorously pursuing the SME agenda and the DWP SME action plan was updated and published in January 2019 on "GOV UK" with a planned revision/update due for the coming 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 an 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: FCO Commercial is implementing a Category Management programme. New contractual requirements will therefore be subject to prescribed procurement strategies which include addressing policy initiatives such as sustainability, social value, equality and diversity etc.</p> <p>Wilton Park: Wilton Park does not currently embed the Flexible Framework and Prioritisation Tool within procurement due to size of the operation.</p> <p>FCO Services: FCO Services have been managing its internal procurements from a sustainable viewpoint. FCO Services has a Sustainable Procurement Guidance document, which provides detailed guidance on embedding sustainability as part of the procurement cycle.</p> <p>Contracts require the Suppliers to contribute to continuous improvement and this also covers the introduction of sustainability initiatives in/directly linked to service provision. For example, with regard to the procurement of timber, the successful contractor is obliged to provide evidence that timber is procured from legal and sustainable sources.</p> <p>Annual risk assessments are undertaken for all contracts, however where contracts are assessed as Critical are reviewed quarterly and Strategic bi-annually. We include an “environmental planning” question in tenders and inclusion of CDM regulations in construction contracts.</p>
FSA	<p>The Procurement policy within the FSA is to use CCS framework contracts wherever possible for general goods and services, including contracts for corporate travel, stationery, furniture and ICT services and these would all comply with the Government Buying Standards.</p> <p>We are continually reviewing our procurement processes/documents within Bravo, our e-Tendering system & will ensure the Flexible Framework and the Prioritisation Tool are looked at.</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. 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 award the contract to the most economically advantageous tender supplier. The supplier is provided with a copy of our requirements and T&Cs, including those relating to sustainability. The supplier not only signs up to HMRC’s contract but its response to the sustainability question is captured and is used as part of the contract</p>

	<p>management process during the life 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>For furniture procurement, suppliers are asked to include the following information in their catalogues against each item of furniture: recycled content, recyclability material content, emissions information and product accreditation.</p> <p>Our technical specification for carpet tiles include sustainability requirements: 100% recyclable carpet tiles with technical questions covering reuse and recycling. The carpet tiles supplied use recycled yarn from fishing nets salvaged from the ocean.</p>
Home Office	<p>HO Commercial has produced a Social Value Strategy to ensure all procurement staff embed social value benefits throughout the procurement lifecycle, where relevant and proportionate and not at the detriment of value for money or service quality. The strategy recommends commissioners allocate a minimum value of 5% to be attributed to the scoring criteria for contracts with a value above £5m, with the ambition to increase to 10%. This would be considered on a case by case basis. Updates to the Strategy are communicated via the Enablers Bulletin and is hosted on our commercial intranet page. The Strategy will also be promoted during Commercial Awareness Week in May 2019.</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 Social Value Lead 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 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</p> <p>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 (SPFF) tool.</p>

	<p>We will be responsible for ensuring that sustainability is embedded in MHCLG Centre procurement practice, and for mapping progress against the SPFF tool. We will be encouraging a close working relationship between ourselves and the Department's Arm's Length Bodies such as the Planning Inspectorate and Homes England.</p> <p>We will also ensure that our procurement policies are fully aligned with cross-government Sustainable Procurement Framework.</p> <p>By summer 2019, we will be required in our procurements to consider social value, with priorities to include:</p> <ul style="list-style-type: none"> • Help access for small businesses; • Help access for businesses owned by under-represented groups; • Increase representation of disabled people in the workforce; • Reduce environmental impact; • To run a pilot where when outsourcing a service for the first time. This will allow collection of data and lessons to be learnt at the outset and will deliver better value for money in the long term. <p>A 'living will' to ensure public services provided by a supplier can be secured and continued in the event of a potential company's failure, to allow the department time to transfer the services safely to a new supplier or take them in-house.</p> <p>To address and meet the SME Agenda, Social Value Act, Modern Slavery Act and Greening Government Commitments all appropriate above OJEU contracts should propose a minimum weighting of 5% associated to social value related bid assessment criteria. Every contract / requirement will be assessed on its own merits in relation to the subject matter of the requirement. We will consider the potential whole life savings that may be achieved and the contribution it makes to possible wider strategic objectives, if the potential saving is significant in relation to the spend then at least 10% should be the minimum proposed value</p> <p>MHCLG Arm's Length Body – Homes England</p> <p>Our processes reflect the 2014 guidance on sustainable procurement tools and 2011 guidance on flexible framework). These processes include specific measurable actions for business travel and paper use. Our procurement of food and catering services is minimal and is largely done through OfficeTeam except for milk deliveries which are done on a call-off contract with suppliers local to each office.</p> <p>MHCLG Executive Agency – Planning Inspectorate (PINS)</p> <p>We are currently working on the development of tools and processes to embed sustainability into our procurement processes. The procurement of food and catering services is undertaken by MoJ, who provide FM services to our headquarters in Bristol.</p>
MOD	<p>Sustainable Procurement is incorporated in the Project Orientated Environmental Management System which is part of the Acquisition, Safety and Environmental Management System. This is a web hosted resource which includes guidance and policy and is mandated for equipment acquisition projects which provides a framework for our delivery teams to identify, review and escalate environmental risks. Work continues to develop guidance & processes and to build these into the environment training which is provided for equipment acquisition delivery teams.</p> <p>Team Leidos who are responsible for delivering the Logistic Commodities and Services Transformation programme providing Storage, Distribution and Commodity Inventory Management to the UK Armed Forces have developed a set of standard</p>

	<p>tender questions specifically for sustainable procurement.</p> <p>Utilising a Sustainable Procurement maturity matrix (based on the Flexible Framework), the effectiveness of embedding sustainability in to the infrastructure procurement process has been assessed annually. This year the assessment was modified to enhance the identification of opportunities for procurement system improvement. The Sustainability and Environmental Appraisal Tools Handbook checklists are used for identifying sustainability risks and opportunities of estate projects, decisions and procurements. The sustainability credentials of projects and business cases are also scrutinised as part of the Investment Approvals process. Suppliers on current infrastructure contracts are bound by the MOD Suppliers code of conduct and report against the Flexible Frameworks tool on a 6 monthly basis where contracted. This has been augmented across regional contracts by a supply chain led, Sustainable Procurement Action Plan to identify the current activities to ensure continual improvement.</p>
MOJ	<p>MOJ's Sustainable Procurement policy is to ensure the incorporation of sustainability into all procurement activities to achieve long-term value for money. Associated programs include:</p> <ul style="list-style-type: none"> • embedding specific sustainability clauses into all future estate contracts • a whole life costs policy (i.e. production, in-use and disposal) • ensuring procurement staff receive appropriate sustainability training <p>We comply with relevant Government Buying Standards when purchasing goods and services.</p> <p>The Commercial Sourcing and Contract Management Handbook (Stage 1 Sourcing) includes a section on Sustainable Procurement: Government Buying Standards which outlines what is mandatory and what is best practice, lists the product groups covered and provides a link to the gov.uk page for Government Buying Standards. In the Invitation to Tender and Selection Questionnaire included in 'Grounds for discretionary exclusion', there are questions regarding breach of environmental or social obligations, and an additional question regarding sustainability of steel procurement.</p> <p>Sustainability clauses in the MoJ Model Terms and Conditions for Goods and Services were updated this year. Changes include requiring suppliers to comply with Government Buying Standards, comply with requests for information as and when required, maintain an Environmental Management System (referring to ISO 14001 and BS 8555 as specific examples) and to ensure that the delivery of the contract supports the Greening Government Commitments.</p> <p>When entering contracts into our e-sourcing and contract management system 'Bravo', contract managers must state if the contract is subject to Government Buying Standards and if so, which Government Buying Standard category it falls under.</p> <p>The commercial team has sustainability champions as part of the wider MoJ Championship Group: a commercial director and a senior commercial manager. Sustainability is a regular agenda item on Procurement Compliance Group (PCG) working group meetings.</p> <p>At the PQQ stage of MoJ's Food Procurement (2016) we worked with DEFRA and asked all suppliers to register on DEFRA's GBFOOD portal and complete their DEFRA Balanced Scorecard. This request led to further development of the scorecard by DEFRA as it was unsuitable for Wholesalers who are the key market for the supply of food to MoJ. MoJ worked with DEFRA on testing the new Balanced</p>

	<p>Scorecard and whilst the final version was developed too late for the PQQ MoJ encouraged the suppliers to register online and test themselves against the scorecard.</p> <p>The ITT went on to request deeper information against the DEFRA balanced scorecard and the successful supplier passed all 12 sections to the required standards set by MoJ. The contract management team continue to monitor performance against the Balanced Scorecard and are active members of Defra's Food Procurement Taskforce.</p>
NCA	<p>Where appropriate Environmental Factors form part of procurement decisions and the Supplier Assurance team ensure that as part of on-boarding and that during the life of the contract they audit suppliers environmental standards to ensure that they still meet and exceed our requirements. This is looked at as whole life impacts (see comments on office furniture).</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>

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 Buying Standards.

BEIS	<p>BEIS would procure any of the requirements that have GBS sustainability sector via CCS as they are classed as common goods and services. When BEIS has to procure these items / services we shall check the GPS policy and specifications to ensure we are compliant with these buying standards.</p>
CO	<p>The department works with all suppliers in accordance with the GBS and in alignment with the GGC. All food in procured in line with GBS requirements. Working with our FM provider we have reviewed plastics within our supply chain, and worked to reduce plastic waste and prevent this where possible.</p> <p>The department works with its contractors and partners to seek supplier statements and associated evidence of compliance with the GBS.</p> <p>This is audited for compliance against procedures, through both internal and external audits under the EMS framework the Cabinet Office employs.</p>
DCMS	<p>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.</p> <p>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.</p> <p>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</p>

	evaluation, contract terms, and performance measures.
Defra	<p>The requirement to use the Government Buying Standards is embedded with the procurement strategy document, which is the first document subject to Governance review.</p> <p>The use of GBSs are of course only relevant to specific categories of purchases, but are mandated for those, should the situation arise where a GBS is not being used in a commercial exercise, this would need to be documented, and explanation provided and approved by the Governance Board.</p> <p>The non-compliance with GBS is a standard prompt within the Managing Actions Template, and where required is included in the procurements risk and issues log, which has a golden thread which could ultimately lead to the risk/issue being raised at Defra Risk and Issues Leadership Team (chaired by the Perm Sec).</p> <p>All GBSs are detailed in the Procurement Toolkit which a central repository for all documentation across Defra group Commercial.</p>
DExEU	(Included in DIT procurement reporting)
DfE	<p>Capital Division 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. Capital use a number of framework level KPI's which contractors report against as part of the frameworks management approach.</p> <p>GBS are specified in IT based procurements.</p> <p>The majority of the department's procurements are for business/professional services which don't have specific GBS.</p>
DfID	<p>DFID wishes to work with suppliers who embrace our values, and demonstrate Corporate Social Responsibility (CSR) by taking account of economic, social and environmental factors. Suppliers are required to comply with the Government Buying Standards (GBS) for sustainable procurement & work with the customer to support the Governments Agenda to meet the Greening Government Commitments. Disposal organisations must contractually commit to disposal in an acceptable manner. This includes compliance with the European Community Directive on Waste Electrical and Electronic Equipment.</p> <p>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. 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	Compliance with the Government Buying standards is included in the Department's standard conditions of contract, and in specifications for relevant

	<p>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 frameworks).</p> <p>Some Agencies are beginning to measure the compliance of actual products provided under these contracts, the issue is that we are not centrally monitoring compliance across the group. We suggest this is due to two reasons:</p> <ol style="list-style-type: none"> 1) a lack of resource centrally collecting the data from across the Department and therefore demonstrating a collective compliance with GBS 2) A number of the Government Buying Standards have not been reviewed for a number of years. In order to counteract the lack of currency of the GBS, the Department also ensures that it follows current legislation and guidance on sustainability when procuring goods and services and follows best practice. <p>As mentioned in the answer to question 2 a recruitment is underway for a grade 7 and they will be leading on compliance with GBS going forward.</p>
DHSC	<p>During the development of procurement strategies, the procurement lead indicates where the procurement will comply with the government buying standards if applicable.</p> <p>Minimum standards within the Greening Government Commitments are included in specifications and evaluation criteria. These areas may be expanded where the requirements in the procurement require additional information to be provided. In these situations, the supplier will be required to demonstrate compliance and continuous improvement over the contract term.</p> <p>The Department procures a high number of contracts via CCS frameworks. The nature of the contracts procured means that the scope for embedding sustainability is limited. For example, consultancy, academic and market research are often out of scope, particularly where the contracts are short term lasting for a few months. These do not often present significant sustainability risks, or opportunities for sustainability benefit in comparison to more tangible procurements of products, works or public facing services.</p> <p>Sustainability continues to be considered for facilities management, ICT and digital requirements where physical materials are involved, or where equipment needs to be disposed and or recycled.</p>
DIT	<p>We rely heavily on Centrally published Crown Commercial Service and Cabinet Office Public Procurement Policy (which is aligned to meet the minimum mandatory standards of the Government Buying Standards) whilst we continue to develop our internal procurement policies (including Sustainable procurement) – noting we are a relatively young organisation.</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 Specification”, “Standard Terms and Conditions Guidance” and “Sustainable Development Guidance”.</p>
FCO	<p>FCO: The Commercial Directorate Procurement Guidance specifically reminds Staff of the benefit of using the Government Buying Standards.</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</p>

	<p>and actions implemented with Head Chef, in line with Sustainable Food Procurement Strategy and Standards Policy Statement.</p> <p>FCO Services: FCOS Policy and guidance details how GBS are embedded. Subject to the nature of the procurement, relevant buying standards are used in outputs specifications with Suppliers responses evaluated on how they meet the requirements. We ensure through evaluation criteria that suppliers have the relevant business practices meet all legislative law, including compliance to various Standards.</p> <p>FCOS generally uses CCS and PAG frameworks, checks are made to ensure GBS are included within the framework specification and terms. Mandatory terms cover sustainability ethical sourcing, environmental issues and quality. We will continue to appraise the use of any Government framework in this way, as we would in our own procurement activity and contracts. For example, FCOS contract conditions for construction works and professional services requirements contain clauses which describe and confirm compliance to Government Buying Standards.</p> <p>Contracts are also reviewed when due for renewal in relation to sustainability and impact. Compliance and site visits to ensure best practice is always adhered to. Making sure all qualifications are up to date</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 embarking on a procurement.
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 use 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. 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>An internal “acquisition policy” for vehicle orders has been developed with key stakeholders to facilitate meeting the Government Buying Standards for Fleet. 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>Home Office uses two types of contract these are the Public Services Contract (value below £10m) and the Model Services Contract (value above £10m), both of which contain environmental clauses. Extracts are included as an attachment to this document.</p> <p>The HO’s bespoke Social Value Schedule makes specific reference to the Government Buying Standards and supplements both contracts. (To note</p>

	schedules are optional for procurers). Attached is the schedule for further reference, (not to be shared without consent from the Social Value Lead).
LOD	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.
MHCLG	<p>Core MHCLG</p> <p>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, pre-market engagement, procurement strategy, and business case development and approval, via tendering and formalised contract terms through to proactive contract management.</p> <p>We are looking to adopt the Government Legal Department (GLD) contracting terms and conditions. The overarching plan is to achieve greater consistency and uniformity to government contracting. They are developing model mid-tier terms for several departments and it will be more efficient to do this in a co-ordinated way.</p> <p>The department sits on several cross-government working groups where solutions to common issues are discussed and resolved to ensure consistency and a common understanding in their adoption and application. They also provided training of procurement policy and its purpose so that we can disseminate this to our commercial staff in the directorate.</p> <p>MHCLG Arm's Length Body – Homes England</p> <p>As noted previously our Sustainability team (where our sustainability expertise is concentrated) are within our Facilities team who in turn are responsible for all procurement activities relating the Homes England's office premises. Only two of our offices are owned and controlled by us, the remaining eight are serviced offices controlled by other government bodies where facilities such as catering, and cafes are overseen by them.</p> <p>MHCLG Executive Agency – Planning Inspectorate (PINS)</p> <p>PINS ensure that when purchasing goods and services it complies with government buying standards through robust terms and conditions and effective contract management.</p>
MOD	MOD manages a vast range of complex projects to deliver equipment and infrastructure to support 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. The Knowledge in Defence Portal is a source of policy and best practice on Sustainable Procurement aspects for all MOD personnel and Industry partners concerned with Defence Acquisition. MOD applies various procurement practices to ensure compliance with GBS including its Contracting, Purchasing and Finance (CP&F) system and the Crown Commercial Services Framework. Sustainability SMEs place a number of sustainability requirements in Pre-Qualification Questionnaires and Invitations to Tender/Negotiate (which

	<p>include the need to adopt GBS for ICT and are involved in tender assessments to validate compliance).</p> <p>With regards to construction Infrastructure capital projects and major refurbishments use the DREAM tool to assess sustainability performance. Of the projects that logged their scores on the DREAM website in 2018/19 New Builds achieved 96% compliance, with 26 of 27 buildings reaching the 'Excellent' standard. Major Refurbishments achieved 100% compliance, with 2 of 2 buildings reaching the 'Very Good' standard. As part of the Regional Prime contracts annual timber procurement data is requested and received.</p>
MOJ	<p>MOJ policy requires that we use the Government Buying Standards (GBS) for New Build, Construction Projects and Refurbishment, to ensure that each project incorporates sustainable construction throughout the project lifecycle.</p> <p>MOJ uses the application of the Building Research Environmental Assessment Method (BREEAM) to assist in the creation of a fit-for purpose, less costly and more sustainable estate.</p> <p>The Commercial Sourcing and Contract Management Handbook (Stage 1 Sourcing) includes a section on Sustainable Procurement: Government Buying Standards which outlines what is mandatory and what is best practice, lists the product groups covered and provides a link to the gov.uk page for Government Buying Standards.</p> <p>Contract Management Plans have a section to outline the KPI's to be tracked through the life of a contract. This can include sustainability KPIs.</p> <p>In the Invitation to Tender and Selection Questionnaire included in 'Grounds for discretionary exclusion', there are questions regarding breach of environmental or social obligations, and an additional question regarding sustainability of steel procurement.</p> <p>Sustainability clauses requiring compliance from suppliers to Government Buying Standards are included in MoJ Model Terms and Conditions for Goods and Services.</p> <p>When entering contracts into our e-sourcing and contract management system 'Bravo', contract managers must state if the contract is subject to Government Buying Standards and if so, which Government Buying Standard category it falls under. The Commercial Policy and Compliance Team conducted a review of this data in 2018 to identify whether the correct GBS category was applied to the contract and that the contract and contact management activities are being managed correctly. The results of this were reported back to the Policy and Compliance Group in commercial for results to be taken back to category teams and addressed accordingly.</p> <p>The commercial team has sustainability champions as part of the wider MoJ Championship Group: a commercial director and a senior commercial manager. Sustainability is a regular agenda item on Procurement Compliance Group (PCG) working group meetings.</p>
NCA	<p>Our ITT requires all bidders to meet environmental, social and employment law. Clauses are included in our contracts to address non-compliance. Contract reviews with Silver and Gold suppliers address these aspect as well as usual performance. We look at sustainability e.g. our office equipment such as desk and chairs are maintained and repaired, not disposed of and this is part of the evaluation methodology.</p>
ONS	<p>We presume CCS are subject to the same scrutiny as all other departments, and</p>

	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.
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Question 5: Please describe how your organisation evaluates and learns from the results of its sustainable procurement activities.	
BEIS	When contracts with a high sustainability element expire the procurement business partner will review the previous contract and look for lessons learned and how to continuously improve sustainability when the re-procurement is carried out. This will also be raised and addressed at BEIS pre-market engagement days to ensure BEIS can implement ideas / best practise into the specification / ITT/ Contract and Contract management.
CO	Through auditing under the aforementioned EMS procurement practices and performance against these, especially those goods and services covered under the GBS, the Cabinet Office is able to determine where improvements can be made.
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 to 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	-
DfID	Our Supply Partner Code of Conduct (the code) is now an integral and binding part of our standard contract terms and conditions, and sets high but realistic

	<p>standards for ethical and safeguarding behaviour, social responsibility and value for money from the supply partners who deliver UK aid. The code has applied to our contracts from September 2017 and now covers more than half of DFID's contract spend. We are now working with civil society organisations to roll out the code to accountable grant spend. Compliance is monitored by a specialist commercial team. Supply partners must demonstrate that they are pursuing continuous improvement and applying stringent financial management and governance to reduce waste and improve efficiency in their internal operations and within the delivery chain. Supply partners must be committed to high environmental standards, recognising that DFID's activities may change the way people use and rely on the environment or may affect or be affected by environmental conditions. They must demonstrate they have taken sufficient steps to protect the local environment and community they work in, and to identify environmental risks that are imminent, significant or could cause harm or reputational damage to DFID or the communities we work in.</p>
DfT	<p>There are two main ways that learning from sustainable procurement activities is passed on. Firstly, the Procurement Assurance Function, focussed on major procurements, identifies and keeps records of exemplary practice and instances where processes/procedures do not meet the best practice standard; through its assurance reports and Procurement Assurance Board Minutes. Learning from Assurance outcomes informs future assurance activity and is often disseminated through internal knowledge sharing such as Procurement Knowledge Networks. Assurance outcomes will include examples of 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. DfT have a Department wide sustainability forum which supports the VPT in improving its knowledge.</p>
DHSC	<p>Procurement activities are recorded in a lessons learned log. This is used for reprocurements to improve future contracts. The procurement strategy is reviewed to review whether sustainability outcomes have been achieved. If there has been a barrier, these are recorded so that alternatives can be considered in future.</p> <p>The Contract Management Team use tools in the CM toolkit such as the benefit tracker and lessons learned log. To build on this the contract management and procurement teams will be looking to coordinate efforts and highlight where sustainability is important to contracts. This will be embedded in the procurement contract management handover and will give operational contract managers an understanding of where sustainability will be a key focus.</p>
DIT	<p>We currently do not but we would like to create a sustainable procurement policy for DIT. Once we have developed our sustainable procurement policy, we will then be able to identify opportunities to evaluate and learn from past procurements and ensure the outcomes are implemented into future procurements.</p>
DWP	<p>Contract Managers are responsible for reviewing the Sustainable Development plans provided by suppliers as part of their ongoing contract management</p>

	<p>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: The Commercial Directorate hosts learning opportunities for its Staff and Stakeholders to hear the latest Commercial best practice.</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> <p>FCO Services: As part of the procurement lifecycle, all tenders and contracts are reviewed to identify any improvements that can be made to processes or performance and to take account of any developments that drive the sustainability agenda.</p> <p>Regular review meetings are held with suppliers. A number of contract delivery issues are discussed with a view to continuous improvement, sustainability is included in this exercise. Also site visits and evidence based documentation. We are currently reviewing the service requirement for the global movement of the Diplomatic Bag. As part of that, we are engaging with our sustainability champion to review and advise on how we enhance the environmental reporting for any future contract and the environmental and sustainability standards that we shall be implementing as part of the technical requirement for evaluation.</p>
FSA	<p>The FSA is a small department with a small Procurement Team (8.2 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.</p>
HM Treasury	<p>Specific learning on day to day procurements is undertaken by the relevant 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 CAESER corporate social responsibility reports in discussions with suppliers at regular contract review meetings. This focusses on areas most relevant to the particular contract and the service being delivered. Our standard Contract Management Plan covers the approach to CAESER, including details of the recorded checks and associated actions. This ensures that sustainability is completely embedded within business as usual activity for contract management.</p> <p>The 2018 CSR Assessment campaign analysed the performance of 53 of our key suppliers. Those organisations employ over 900,000 people in the UK and accounted for 85% of 2018-19 £1.4bn net procurement spend.</p> <p>The report showed that 62% of participating suppliers reported against at least one of the GGC metrics, with 25% of them reporting against all five.</p> <p>The updated Modern Slavery module will soon be issued to suppliers as a separate assessment. Results will help us understand how suppliers define their activities to prevent modern slavery in their workforce and supply chain.</p> <p>The Regional Centres all adhere to the Government requirement that 'new build' projects achieve a BREEAM Excellent Rating, and 'refurbishment' a BREEAM Very Good rating and an Energy Performance Certificate rating in the top quartile.</p> <p>The contractors on the Government Hub Fit-Out Framework are required to work to the Government Buying Standards that specify standards for purchasing</p>

	<p>decisions and the Greening Government Commitments (greenhouse gas emissions, operational waste and water consumption); Government Soft Landings requirements; BREEAM criteria that are considered to be directly relevant and The WELL Building Standards.</p>
Home Office	<p>The SV Lead provides an evaluation service for procurements above £5m. Lessons learnt from this process have shaped the SV strategy to drive improvements throughout the lifecycle of contracts and ensure our suppliers provide us with their SV policy and plan of delivery. These policies and plans can now be stored on our Contracts database called Atamis.</p> <p>The HO receives a report at the end of the CAESER campaign that highlights the top and bottom performing suppliers, common trends and areas of risk. Within this report are 3 supplier deep dive analyses to understand the supplier experience, what the challenges were and opportunities to improve their policies and processes. For example:</p> <ul style="list-style-type: none"> - Supplier feedback from Oracle has led to the improvement of the user experience. The system now allows multiple logins for the supplier, so that the burden of completion is not on 1 individual; - PSI Services commented that they found the GGC module to be the most helpful, as they used the information from their report to inform their improvements and objectives around carbon; - Sodexo found the SV module the most useful as it has helped them to expand upon their charity work. Additionally, the disability section provided them with inspiration to improve upon this area. <p>The risks identified within the report are highlighted to contract managers who have the ability to view their supplier's responses to recommendations within the system. The CAESER report is also made available to the commercial community via our internal comms.</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</p> <p>Lessons learnt activities are already undertaken for major procurement exercises to ensure that successes could be repeated and improved, and failures could be prevented. They will also help to provide input to a department wide procurement strategy for major projects.</p> <p>MHCLG Arm's Length Body – Homes England Our Environmental and Sustainability Action Plan combined with our Greening Government Commitment (GGC) target reporting and our Annual Report and Accounts sustainability reporting provide a framework to evaluate and learn. GGC target performance and progress on significant related issues such as the phase out of Consumer Single Use Plastics (CSUP) are reported to our quarterly Safety, Health and Environment Committee which is chaired by the Director of Corporate Services and attended by SHE Representatives from each office. Minutes from the SHE meetings are submitted to the Homes England Board.</p> <p>MHCLG Executive Agency – Planning Inspectorate (PINS) For large procurement exercises and subsequent projects, lessons learned</p>

	reviews are carried out to determine what went well and where improvements could be made. This would include missed opportunities and ensures continuous improvement.
MOD	Building understanding of environmental protection continues to be an important part of MOD's work. Organisations within MOD have been running an ongoing programme of Learning from Experience events for practitioners and equipment acquisition delivery teams to increase knowledge on key environmental risks including Hazardous Materials and F-Gas procurement. Other presentations have included Climate Resilience and Capability Energy Efficiency. Current Hard Facilities Management (Hard FM) Regional Prime contracts contain a provision for an annual Sustainability and Environmental management process audit, part of which covers the supplier's process for maintaining continual improvement. Audit Reports and findings are used by Infrastructure Sustainability teams to inform 1-2-1 discussions with Hard FM partners and to inform improvements to the audit methodologies. In the Infrastructure domain there is a review ongoing in how to strengthen the structure and governance around maintaining performance and promoting a culture of continual improvement through a rigorous framework.
MOJ	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. 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.
NCA	Commercial, Sustainability team and Supplier Assurance continue to GOLD to drive changes across all areas of our business. This is not exclusively sustainability, but to illustrate that we continuous review all processes. Our soon to be retendered FM contract will demonstrate the Agency's ambition to step change on sustainability agenda.
ONS	As qualified CIPS members, our training includes sustainable procurement and the merits of supplier monitoring, so staff are well educated and understand the importance of continuous learning.

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	BEIS do not use the system CAESER but any sustainability / modern slavery and social value issues that have a high impact in a procurement will have set monitoring procedures in the contract and will be managed. An example of this are the international climate fund projects which have a high impact for these issues and these have been highlighted and measurements put in-place to monitor the supply chain. For these high risk projects a supplier will also be
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	procured to QA and audit the issues highlighted.
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 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	Supply chain impacts are monitored for key contracts and where appropriate depending on the nature and risk profile of a contract. We are developing supply chain monitoring processes in line with the Commercial Operating Standards.
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	(Included in DIT procurement reporting)
DfE	Capital Division undertakes a number of Building Performance Evaluations on newly completed buildings to evaluate its performance to inform future Output Specification updates.
DfID	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. Through our International Climate

	Finance, and international leadership on climate change, DFID (in partnership with BEIS and Defra) is investing in low carbon development to limit future growth in harmful greenhouse gas emissions and supporting developing countries to be better equipped to cope with the impacts of climate change.
DfT	<p>DfT group strategic suppliers are monitored on a regular basis and specific policy compliance is captured on supplier score cards with interventions taking place when required. This includes compliance with the Prompt Payment code, apprentice initiatives and membership of the 5% club and commitment to SME targets.</p> <p>We have 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	None as of yet – please see response to Q2.
DWP	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 a 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.
FCO	<p>FCO: FCO Commercial is co-ordinating a structured approach to mitigating Supply Chain Risks with Stakeholders. This exercise commenced by focusing on BREXIT but the scope is broadening to include policy initiatives. This is part of a refresh of our Supplier Relationship Programme, which will include refreshing the methodology we use to prioritise sectors.</p> <p>Wilton Park: Wilton Park does not currently capture information regarding supply chain impacts due to size of the operation.</p> <p>FCO Services: FCO Services undertake a Contract Risk Assessment for each contract that is awarded (including framework call off contracts). Annual risk assessments are undertaken for all contracts, however where contracts are assessed as Critical these are reviewed quarterly and Strategic bi-annually. We have reviewed our estate vehicles and refreshed with either Hybrid or Electric vehicles, leasing when appropriate.</p>
FSA	The continual utilisation of CCS frameworks has resulted in items such as Stationery, furniture, ICT, Travel, Car Hire etc, all of which have the biggest

	environmental impact, all being sourced & procured via a CCS framework contract and therefore have something in place that will monitor supply chain impacts.
HM Treasury	HM Treasury utilises CCS framework agreements where appropriate. Their requirement to comply with Government Buying Standards is placed upon all 3rd party sub-contractors.
HMRC	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 wood free paper. This product is FSC or PEFC grade and carbon balanced, with the print provider looking for merchants to go above and beyond this base level to EMAS and ISO14001 as standard. Overall recycled content of papers supplied to HMRC is 41.3%.
Home Office	<p>In October 2018 the HO engaged with its suppliers as part of its supply chain SV programme using the Supplier Registration Service (SRS) platform. This is the 9th concurrent year of using CAESER for the HO.</p> <p>40 strategic and operational suppliers were invited to the CAESER Assessment and of these, 39 engaged with at least one module.</p> <p>The HO required suppliers to complete five modules these were Anti-Corruption, Labour Standards, Social Value, Gender, Race & Diversity and GGC. A 95% response rate was achieved. This is an increase from last years' position of 82%. The following trends were visible:</p> <ul style="list-style-type: none"> - 81% reported against one or more of the KPIs and 30% reported on all five. - 43% of suppliers used Greenhouse Gas Protocol as a standard or methodology to calculate emissions and 27% of suppliers used DEFRA's guidance on measuring and reporting emissions. - 78% 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. 66% successfully reached or exceeded at least one target. <p>Further info can be found within the Buyer Report attached.</p> <p>The SV Lead encourages the inclusion of SV criteria within pre-tender documents with the onus on suppliers to provide SV innovative solutions within their tenders. Any Sustainable commitments/targets would be written into the contract. The CAESER assessment supports HO contract managers and their supplier(s) by acting as a relationship management tool to encourage sustainable improvements.</p>
LOD	<p>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 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</p> <p>Our procurement processes are conducted in an open and transparent format with the publishing of all tenders' awards over £10,000 on Contract Finder. We have updated our terms and conditions for all contract over £5m so that the successful prime supplier(s) to:</p> <ol style="list-style-type: none"> a. advertise on Contracts Finder, subcontract opportunities arising from that contract above a minimum subcontract threshold of £25,000; and b. Separately, report on how much they spend on subcontracting, and separately how much they spend directly with SME or VCSE organisations in the delivery of the original contract. <p>Responsible practice is embedded within our contractual terms and enforced by suppliers throughout their supply chains.</p> <p>MHCLG Arm's Length Body – Homes England</p> <p>Given the nature of our office-related purchasing, use of CCS framework suppliers and that our environmental risk management activities are concentrated on our landholdings rather than our offices, we are not currently able to resource any active monitoring of office supply chain impacts</p> <p>MHCLG Executive Agency – Planning Inspectorate (PINS)</p> <p>PINS procurement processes are conducted in an open and transparent format with the publishing of all tender opportunities and awards over £10,000 on Contract Finder.</p> <p>We are not currently able to resource any active monitoring of office supply chain impacts.</p>
MOD	<p>MOD continues to be represented at external working groups to ensure we continue to work collaboratively with industry stakeholders through various forums including the joint MOD / Industry Sustainable Procurement Working Group to develop effective Sustainability practices within the supply chain. Recent initiatives have included development work on the new MOD Defence Standard 00-051, Environmental Management Requirements that has been introduced to ensure environmental issues are considered as part of the contracting of Defence Systems. Other activities include a refresh of the Defence Industry Sustainable Procurement strategic risk register. A Supplier Segmentation exercise was undertaken in 2018, to categorise infrastructure suppliers on the basis of value, risk and other factors. This helped them identify their Tier 1, 2 and 3 suppliers, and target their engagement approach for each level. Work is currently being undertaken to draft an infrastructure Sustainability Management Plan and detailed sustainability risk register to identify and address supply chain risk as part of the wider sustainability profile which is subject to approval. Future contracts have been written to incorporate alignment of behaviours and business practices with recognised international standards (e.g. ISO 14001, 14090, 20400, 26000) for sustainability, environmental management and climate resilience. Work continues through the Infrastructure Suppliers Sustainable Development Working Group to research common indicators that are being reported corporately, to establish what can share voluntarily to enable us to have an oversight of potential trends in Supply Chain performance and social value metrics.</p>
MOJ	<p>Impacts are currently reported on a category basis, for example Travel and</p>

	<p>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>
NCA	<p>Currently these are addressed as part of contract commencement, performance reviews and supplier assurance audits for Gold suppliers. CAESER hasn't been implemented, but as part of the commercial transformation is to implement greater emphasis on supply chain impacts. Currently, this is tested at ITT stage and auditing of our Gold suppliers and contract management with Silver and contracts with bronze.</p>
ONS	<p>As qualified CIPS members, our training includes sustainable procurement and the merits of supplier monitoring, so staff are well educated and understand the importance of continuous learning.</p>

Question 7: Single use consumable plastics. Please tell us about the steps you have taken to date, and any planned actions on eliminating consumer single use plastics from your estate.

BEIS	<p>We are making good progress on eliminating single use plastics in our catering, facilities management and stationery provision. To date, we have eliminated single use coffee cups; plastic straws; plastic water cups; plastic bottles for water; plastic cutlery; and we are phasing out plastic envelopes. We plan to eliminate the majority of single use plastics by the end of 2019.</p>
CO	<p>The Cabinet Office have made changes to support the wider Government CSUP strategy.</p> <p>Working with the FM provider the plastics procured have been assessed as to whether or not they are essential (for health and safety reasons), or if these can be replaced with alternatives. Where there are no alternatives available</p> <p>All catering packaging and coffee cups have been replaced with a Vegware alternative, although this has added to an increase in general waste arisings.</p> <p>Plastic drinks bottles have been banned for sale across the core estate, and alternatives utilised where feasible.</p> <p>Where appropriate, cleaning products are ordered in higher volumes to reduce plastic waste generation, and spray bottles etc. are reused to reduce single use plastics.</p>
DCMS	<p>DCMS are based in estates managed by other government departments, however, as described in question 4, 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.</p>
Defra	<p>Defra group Commercial, representing the wider Defra group has been at the forefront of eliminating single use plastics from our estate.</p> <p>Regular reporting and interaction with the CSUP lead team in the Cabinet Office (Olaf Dudley) has been at the heart of delivering this change.</p>

	Support from our Facilities Management organisation, has been considerable, and has been a key element of ensuring that Defra remains at the forefront of driving sustainability issues, and in this particular case the elimination of CSUP.
DExEU	(Included in DIT procurement reporting)
DfE	-
DfID	<p>To date DFID have:</p> <ul style="list-style-type: none"> • Removed plastic water cups from tea points and are encouraging staff to provide their own re-usable bottles. This equates to an annual consumption of circa 124,000 single-use plastic cups removed from circulation, equivalent to an annual weight of 1.4 tonnes of waste per annum. • Removes the sale of plastic drink water bottles from the UK estate. • Replaced single-use plastic canteen consumables (cups, straws, cutlery) with non-plastic, compostable, “vegware” alternatives. • Worked with our canteen supplier in 22 Whitehall (22WH), to replace plastic, non-recyclable coffee cups with compostable, “vegware” alternatives. • Installed new waste bins and signage in Abercrombie House (AH) and 22 WH to improve the way we stream, segregate and recycle waste, particularly recyclable plastics. • Started engaging with our stationery provider to eliminate single-use plastic from our office supplies. • Worked with our Facilities Management team to start eliminating all single-use plastic within our cleaning facilities. • Formed a Green Champions network to assist with changing the culture and behaviours of DFID employees by engaging with staff to encourage better waste management. <p>Next steps include:</p> <ul style="list-style-type: none"> • Work with our coffee franchise in AH to replace plastic, non-recyclable coffee cups with compostable “vegware” alternatives. • Introducing a crisp packet recycling scheme • Work further with our Facilities Management team and supply chain to eliminate single-use plastic from deliveries
DfT	<p>The Department along with other central government departments is working on a phased scheme to eliminate consumer single use plastics by 2020. When the first phase of reporting took place in November 2018 DfT were on track to eliminating the following items from its estates by January 2019:</p> <ul style="list-style-type: none"> o Coffee cups with lids o Disposable plastic cups o Disposable cutlery <p>The next reporting phase is due in July when we will have an update on what the Department has achieved.</p>
DHSC	-
DIT	-
DWP	<p><i>In line with the requirements of the voluntary scheme and as far as is practicable, the following items have been, or are in the process of being, removed or reduced:</i></p> <ul style="list-style-type: none"> • Disposable cutlery - Replaced with wooden cutlery. • Takeaway boxes and plates - Boxes replaced with cardboard containers; they are also investigating non-CSUP alternatives to deli pots and salad bowls. • Drinks stirrers - Replaced with wooden stirrers.

	<ul style="list-style-type: none"> • Straws - Replaced with paper straws. • Drinking water cups - Removed; and in discussion with suppliers to identify and implement alternatives. • Hand soap pouches - Foaming hand soap pouches used by FM on the majority of sites and the intention is to transition to this solution at the remaining sites (DEFRA have confirmed that this is an acceptable solution as it is the most sustainable, cost-neutral alternative currently available to liquid soap pouches). • Cleaning product containers - Refillable sprays, dosing and diluting system used by IFM (DEFRA have confirmed that this is an acceptable solution in the absence of non-CSUP alternatives in the market). • Milk cartons and milk jiggers - Replaced with milk in jugs on high volume (staffed) sites; reduced on vending sites; and Milk 'sticks' rather than milk 'jiggers' are now supplied in these instances as they are more sustainable (less plastic, less bulky to pack and transport). • Sauce sachets - We are transitioning from sauce sachets to sauce dispensers (to be dispensed directly onto plates/into takeaway boxes) to be used at a number of corporate sites and are moving to bottles of sauces on the other catered sites; and We are removing sauce sachets from vending sites. <p><i>Discussing Coffee cups, Water bottles and Wipes containing plastic with our suppliers to clarify and identify actions to be taken. Alternatives being sought for tea bags containing plastic and sandwich wrappers. Initial scoping exercise underway on potential opportunities for Office supplies and Packaging.</i></p>
FCO	<p>FCO: The FCO launched its #beyondplastics campaign after the Blue Planet 2 programme saw a 97% reduction in ASUPs (Avoidable Single Use Plastics) in London Offices. This Campaign has delivered the following:</p> <ul style="list-style-type: none"> • By October 2018, removal of over half a million plastic & unrecyclable disposable coffee cups. • By October 2018, no plastic cups in use in the UK. They have been replaced with vegware & glass alternatives • By April 2018, no plastic take-away cutlery and food containers in use in the UK. They have been replaced with vegware biodegradable alternatives • By September 2018, removed all plastic drinks bottles from sale, replacing with cans and drinks dispensers (with re-useable bottle) <p>A Post leadership board has been established and funded to allow other offices to follow suit. We are working with FM suppliers to the FCO (i.e. ISS and Interserve) to replicate success in the UK with overseas suppliers. We plan to use the annual QBPs (Queens Birthday Parties) to champion sustainable procurement in many Posts.</p> <p>Wilton Park: Action to date include: removal of single use plastic water bottles from bedrooms; and single portion plastic toiletries in bathrooms (so that refillable bottles are now installed for shampoo, soap and shower gel); removal of plastic straws; all drinks are now only supplied in bottles; removal of plastic wrapping around clean laundry; food suppliers have been asked to remove plastic bags and cellophane from deliveries; plastic name plate holders and photo covers have been removed as part of event management; and no plastic bottles for staff vending machines.</p>

	<p>As part of the #Beyond Plastic initiative, a full site audit on avoidable single-use plastic was also carried out in September 2018 to identify what further action could be implemented, looking at removing avoidable single-use plastic from stationery requests and orders and cessation of laminating documents.</p> <p>FCO Services: Working with FCO and Interserve, FCO Services are very much collaborating to remove plastics within our environment. The FCOS site is managed by FCO and Interserve, we do not have our own FM contract. Where relevant CSUP is included in the specification. All tenders require Suppliers to confirm their plans to eliminate single use plastic even where the subject of the procurement is directly related.</p> <p>Other than materials packaging, there are no single use plastics utilised in the delivery of construction works and professional services requirements.</p> <p>The significant single use plastic purchased by Logistics and Security is the Diplomatic Bag Seal. Discussions have taken place with the supplier on the possibility of re-grinding old seals for re-use in new seals. Unfortunately, the application of a metallised film label on the seal would contaminate new product. However, Post have instructions to return old seals for destruction rather than commit to landfill.</p>
FSA	<p>The buildings we occupy space in are managed by other Government departments & their FM provider (Foss House – Defra & Clive House – MOJ) & so our action is limited because of this. The cups for both hot & cold drinks in Clive House are biodegradable & in Foss House takeaway cups are not available.</p>
HM Treasury	<p>HM Treasury launched a reusable coffee cup initiative in April 2018 that has been well received by staff. On average 20% of all hot drink sales have continued to be discounted through use of a reusable coffee cup. Options are being explored to further incentivise staff either by increasing the discount even more or through charging those taking a non-recyclable cup instead of a reusable option.</p> <p>Where possible, our building contractor and subcontractors have replaced all plastic in the canteens and other outlets. Where there is an alternative, plastic bottles have been replaced with canned drinks. HM Treasury has also updated the office tea points to incorporate a design that removes plastic cups entirely.</p> <p>With the introduction of a new compostable waste stream for our recycling bins we will completely remove single use plastics. This will be in place from July 2019 but will only be able to accept any items purchased on site.</p>
HMRC	<p>We are working towards the cross-government commitment to remove avoidable Consumer Single-Use Plastics (CSUP) by the end of March 2020.</p> <p>We're incorporating requirements for the removal of single-use plastics into the new FM contracts for our regional centres as well as working with existing suppliers for our legacy estate. We're also planning a series of communications to engage HMRC staff in our plans to eliminate CSUP from our offices.</p> <p>Successes so far include the removal of plastic stirrers, plastic straws, single-use carrier bags, some cleaning products and a reduction in the use of single-use coffee cups due to the implementation of discount schemes at many of our sites.</p> <p>Our Office Suppliers supplier has incorporated eco-friendly packaging throughout their warehouse for small pick parcels.</p>
Home Office	<p>The MOJ Cluster Lead has responsibility for ensuring Single Use Plastics (SUP) are eliminated across the HO estate.</p> <p>Within the revised SV Schedule we request that our supplier's SV policy and plan provides details of how their Solution will reduce and/or remove single use plastics</p>

	<p>in line with the Government's 25 Year Environment Plan. This revised schedule will be included for the first time within the Immigration Removal Centre procurement.</p> <p>The Environmental Management module within CAESER had a response rate of 82%. Key changes to this module in 2018 was the new SUP section.</p> <ul style="list-style-type: none"> - 41% of suppliers provided single use plastic items in their organisation. - Of the 13 suppliers that say they use single use plastics (cups, straws, plates, cutlery, food takeaway containers), 85% recycle single use plastic items at their organisation and 92% of suppliers have considered replacing single use plastic items with more environmentally responsible items.
<p>LOD</p>	<p>FM services are provided to the CPS via a shared service arrangement operated by the MOJ and subject to MOJ sustainability policies regarding single use plastics. The shared FM service accounts for the significant majority of CSUP related matters.</p> <p>CPS staff are discouraged from using CSUPs when dispatching deliveries - e.g. courier consignments are usually secured in re-usable bags and boxes.</p> <p>CPS procurement policy instructs staff to purchase office supplies, including stationery items, from centrally arranged contracts procured using pan-government frameworks operated by Crown Commercial Services. These frameworks are subject to sustainability requirements imposed by CCS.</p>
<p>MHCLG</p>	<p>Core MHCLG</p> <p>MHCLG forms part of the Ministry of Justice (MOJ) Estates Cluster agreement for the delivery of estates which includes sustainable operations and Greening Government Commitments. MoJ is committed to meeting the elimination of single use plastics from its estate (including MHCLG sites). To do so, MOJ will work with suppliers to identify and replace all relevant consumer single-use plastics with the ambition to meet the government ban on consumer single-use plastics in central government offices by 2020, with an ambition to maximise progress ahead of 2020. To achieve this the MOJ will need to:</p> <ul style="list-style-type: none"> • Ascertain which suppliers under contract are in-scope with the ban – and work with them to establish what plans and practices are place. • Add into requirements for future contracts and sourcing projects. <p>In MHCLG offices, where catering is provided by OCS (2 Rivergate / Temple Quay), plastic cutlery, take away boxes and coffee and water cups have been replaced with wooden or compostable alternatives. Landlorded buildings and stationary/office suppliers will be the next areas of focus to remove other items of single-use plastic across the office estate.</p> <p>MHCLG Arm's Length Body – Homes England</p> <p>We are making progress with the phase out of CSUP, having been provided with a list of the CSUP content and potential alternatives of every product we purchase from OfficeTeam. We have liaised with the Sustainability team at the MoJ and the Cabinet Office to update them on progress. We have now phased out plastic cups from the estate, using ceramic mugs wherever possible and having sourced a recycled / compostable cup solution for occasional use such as large meetings. We look forward to further guidance from the Cabinet Office on de minimum plastic</p>

	<p>content, phase out where there is no CSUP alternative and CCS engagement with IT framework suppliers.</p> <p>MHCLG Executive Agency – Planning Inspectorate (PINS)</p> <p>PINS via MHCLG forms part of the Ministry of Justice (MOJ) Estates Cluster agreement for the delivery of estates which includes sustainable operations and Greening Government Commitments</p>
MOD	<p>The MOD is continuing efforts to reduce Consumable Single Use plastic from its estate, initially focusing on the office estate to meet the 2020 elimination target. Our Estates teams are working with key contract representatives to work through required contractual changes to allow for cost and operational implications of the ban. Many of our large Soft Facilities Management and catering partners have their own corporate strategies to reduce disposable plastics and have taken products such as straws and stirrers off their inventories, procuring cost neutral alternatives. In addition, the Equipment Acquisition area have issued a policy document to mirror Crown Commercial Services / MOD guidance on reducing Consumer Single Use Plastics and are continuing to pursue different opportunities to reduce plastic through waste prevention and behaviour change programmes including a number of grass roots initiatives.</p>
MOJ	<p>MoJ is committed to the elimination of Consumer Single Use Plastics (CSUP) from our estate. To do this, we must work with our suppliers to identify and replace all relevant items. The MoJ Sustainability Team and Commercial Policy team are working together to build a programme to eliminate all relevant single-use plastics by 2020.</p> <p>The ambition is to:</p> <ul style="list-style-type: none"> • meet the government ban on CSUP in central government offices by 2020, with an ambition to maximise progress ahead of this date; • extend the scope of the ban by removing relevant items from the operational and custodial estate, wherever viable and practical; <p>To achieve this, we will need to:</p> <ul style="list-style-type: none"> • Ascertain which suppliers under contract are in-scope of the ban – and work with them to establish what plans and practices are place. • Add into requirements for future contracts and sourcing projects. • Focus on the central estate in the first instance, then expand to the wider operational and custodial estate <p>MoJ progress against the GGC targets are reported regularly by the MoJ Sustainability Team, who will include reporting on CSUP if it becomes a requirement.</p> <p>MoJ Café/Restaurant providers have already removed CSUP: plastic cutlery has been replaced by wooden alternatives. Takeaway cups are no longer provided and customers must bring their own reusable ones, which are also available to buy. Water cups are no longer plastic but made of a biodegradable material. Articles and blogs are posted on the intranet encouraging staff to go plastic free by adopting reusable alternatives to disposable cups, create a milk club, among other ideas. Drinking water is provided free on all sites to encourage reduced purchasing of water in disposable plastic bottle.</p>
NCA	<p>Our sustainability team have worked with our supplier base and will remove single</p>

	use plastic from 31st March 2020. Significant progress has been made to date, so compliance has been a transition process.
ONS	We have a phased timeframe for removal of CSUPs across the ONS estate by 2020. This began in early 2018 through removal of all single use cups and cutlery, followed by removal of plastic pots and takeaway tubs, and single use sauce, salt and pepper sachets. We are also trialling a cleaning system which, if successful, will remove the use of daily chemical cleaning across our estate by the end of 2019.

Question 8: 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, such as steps you may have already taken to meet the commitment to electrify 25% of cars in central government department fleets by 2022.

BEIS	Within the next 2-3 months BEIS shall implement and publish on our intranet the flexible framework and Prioritisation tool for all projects above £100k.
CO	<p>The strategy for electric vehicle implementation is held by DfT and CO will align to that strategy.</p> <p>The Cabinet Office has already taken the steps to install one electric charging point at its HQ building in preparation of meeting the 25% target by 2022 and we are investigating the feasibility of installing additional points, subject to the number of cars, to ensure capacity to fulfil the entire fleet.</p> <p>We are working with our GPA partners to ascertain if our team of subcontractors will be encouraged to also participate by using electric vehicles within their fleets. Whilst these and private use vehicles are outside of the scope, this initiative sets the behaviours to follow and to meet the wider objective of compliance by 2040.</p>
DCMS	-
Defra	A holistic review of Defra policies in the area of sustainability is overdue, and work has commenced to implement a new Commercial Corporate responsibility policy, which will include sustainability alongside, ethical procurement, EDI, Social Value and Modern Slavery to cover but a few of the topics.
DExEU	(Included in DIT procurement reporting)
DfE	<p>Capital Division 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.</p> <p>For the majority of the department's contacts which are for business/professional services we will be carrying out social value assessments in order to promote the department's policies to increase the uptake of apprenticeships and the employment or training of social care leavers.</p>
DfID	-
DfT	<p>1. Use of SMEs</p> <p>Small and Medium-sized Enterprises (SMEs) are the backbone of our economy, fuelling innovation and economic growth. The Department's SME Action Plan</p>

(published August 2018) outlines how the Department will meet the Government's aspiration of ensuring that 33% of all procurement spend will be with SMEs by 2022.

Ambitions for the Future:

The Department is collaborating with a variety of key stakeholders, to share initiatives and identify and remove barriers, to enhance spend and engagement with SMEs.

2. UK Growth

The publication of the Transport Infrastructure Skills Strategy (TISS) on 25 January 2016 with its ambition of achieving 30,000 road and rail apprenticeships by the end of this Parliament has now been updated by One Year On and Two Year On reports;

The Supply Chain Skills Network shares knowledge and aligns procurement practice on skills across the different areas of DfT, address challenges and develop strategies. In 2017/18 it held two events for the supply chain.

DfT is implementing its own (internal) UK Content strategy. Workstreams arising as a direct result of this strategy include the embedding of growth indicators into DfT's commercial case, the development of commercial guidance and the creation of innovative training models. DfT continues to work closely with BEIS and Cabinet Office.

Ambitions for the Future:

Contractual Requirements - We will continue to review contractual requirements, to ensure they remain appropriate and effective.

Commercial Models - We will promote commercial models which support closer working with the supply chain, in order to facilitate collaboration on skills and increase productivity.

Sub-contracting - We will continue to engage with suppliers to identify how and where apprenticeship targets are passed through the supply chain to ensure client organisations are best-placed to monitor and provide support.

Reporting - We will seek to improve the quality of reporting on apprenticeship numbers in the supply chain of infrastructure projects and Departments.

3. Electrification of Cars

DfT is committed to achieving this target. DfT will be working to provide baseline plans on how this target is achieved by 1st December 2019.

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 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.
2. 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.

DHSC	<p>Ethical Procurement for Health</p> <p>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.</p> <p>The Ethical Procurement for Health workbook (2017) provides guidance for NHS organisations to embed labour standards considerations into procurement and supplier management activities.</p> <p>The refreshed workbook reinforces the importance of ethical procurement for the health sector and can help organisations apply effective due diligence to suppliers and their supply chains, in line with the principles of the Modern Slavery Act.</p> <p>The workbook includes guidance, tools, templates and case studies.</p> <p>Other resources include free on-line e-learning modules and The Human Cost of Healthcare awareness raising video, and the Labour Standards Assurance System (LSAS) specification standard for suppliers.</p> <p>Full details can be viewed at: https://www.sduhealth.org.uk/areas-of-focus/commissioning-and-procurement/procurement/ethical-procurement-for-health-workbook.aspx</p>
DIT	-
DWP	<p>DWP was part of the working group defining and designing the Cross Government activity around the application of the Social Value Act in central government procurement. We fed our 'Life Chances through Procurement' design principles into this process and expect the output to supersede our current activity. The public consultation on this was recently completed and we await the results.</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 work closely with our 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> <p>A focus for the coming year will be DWP's "Road to Zero" Strategy – where we take action in support the whole-government commitment to have 25% of the government travel fleet be ultra-low emission by 2020.</p>
FCO	<p>FCO: We have removed all virgin copier paper from the FCO Stationary (Banner) catalogue, and we are working with the supplier to remove plastic/virgin paper products where possible. We have also reached out to Crown Commercial Services to request sustainable products is a key criteria of future frameworks, to ensure our efforts can continue to grow with future CCS Framework suppliers.</p> <p>Estates</p> <p>FCO is working with its Agency - FCO Services, to develop pilots to test the use of smart metering and solar panels in locations where this will be most economically advantageous.</p> <p>Fleet</p> <p>While the GGC policy to electrify 25% of cars by 2022 only applies to our UK fleet, the FCO has taken the decision to meet this target in as many global regions as possible. We are therefore proposing to develop a commercial policy mandating the use of hybrid and/or electric cars, with exemptions for regions with heightened security requirements, and underdeveloped Ultra-Low Emissions</p>

	<p>Vehicles markets.</p> <p>Wilton Park: We currently have only 2 vehicles in our fleet and do very limited mileage (totalling 2000 miles per year) so we shall consider 'electric vehicle' as part of the specification, at the next point of purchase.</p> <p>FCO Services: As mentioned FCO Services have obtained the CIPS Corporate Ethical Procurement and Supply accreditation. In addition, We have started to review our Travel sector, VIP travel and some Textile arrangements with a view to putting new arrangements in place, which will include an emphasis on supply chain monitoring.</p> <p>Our site at Hanslope Park has a large number of Electric power points for Cars. We have reviewed our estate vehicles and refreshed with either Hybrid or Electric vehicles, leasing when appropriate.</p> <p>Carbon offsetting scheme is being looked at in conjunction with our new travel arrangements.</p>
FSA	-
HM Treasury	<p>HM Treasury added the REGO (Renewable Energy Guarantees Option) certification to our energy contract for the supply of renewable energy from April 2018</p> <p>HM Treasury has driven a campaign to go paperless; reducing paper purchases, encouraging the use of digital tools such as Microsoft One Note, setting printers to default black and white and printing less to reduce energy use</p> <p>Where paper is being used it is 100% recycled</p> <p>During the desktop equipment refresh in April 2019 port replicators were removed across the department to save energy with new monitors connecting directly with staff laptops without the need for additional appliances</p> <p>HM Treasury works closely with its suppliers to monitor its carbon footprint on travel. Travel is reduced or undertaken in a more environmentally friendly way where possible. It is making better use of technology eg Video-Conferencing, Skype to further obviate the need for travel</p> <p>Vehicle hire and taxi contracts include provision for suppliers to support HM Treasury meet its sustainability and GCC targets</p> <p>Vehicle hire and taxi contracts include provision for 25% of fleet being electric vehicles or hybrids</p> <p>Suppliers are changing the ways vehicles are delivered and collected to reduce emissions</p>
HMRC	<p>Prior to the Dedicated TNT Courier Network (DCN) contract ending on 31st December 2018, HMRC worked with DWP, VOA and the supplier to optimise the service. This included a comprehensive vehicle re-routing/optimisation exercise across the network to remove 104 vehicles, resulting in almost 2 million fewer kilometres driven between April and December 2018.</p> <p>The new Royal Mail Courier contract, replacing the TNT DCN, is a fully tracked digital shared user service. The change has already seen the removal of manual consignment books, reducing paper. Further initiatives are planned with Royal Mail to embed further long-term sustainability within the contract.</p> <p>We are moving 80% of our services, currently sitting on outdated and inefficient infrastructure into Public Cloud. The environmental benefits of Cloud include optimised hardware utilisation rates, regularly upgraded hardware and the elimination of wasteful ('dirty') energy.</p> <p>Our strategy to deploy iPhones and MS Surface Pros to most of our workforce,</p>

	<p>combined with the roll-out of Office 365 tools, is supporting greater collaborative working without the need to travel through the use of Skype and MS Teams. We use the Management Information supplied for our travel contracts to monitor performance and challenge travel behaviours to cut T&S spend and make progress against cross-government and internal sustainability targets.</p> <p>As our 400+pool cars are replaced over the next 9 months with some Dedicated Car Club vehicles we will be exploring opportunities to utilise electric vehicles and have already planned the initial availability of around 20 charging points across our Regional Centre sites.</p>
Home Office	-
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. Declining paper usage has also resulted in a circa 10% reduction in the department's usage of postal services since 2018, with associated reductions in carbon footprint.</p>
MHCLG	<ul style="list-style-type: none"> - Core MHCLG - - The departments initiatives to demonstrate commitment to embedding sustainability in procurement is detailed in the other responses. - - MHCLG Arm's Length Body – Homes England - - We are making progress with the phase out of CSUP, having been provided with a list of the CSUP content and potential alternatives of every product we purchase from OfficeTeam. We have liaised with the Sustainability team at the MoJ and the Cabinet Office to update them on progress. We have now phased out plastic cups from the estate, using ceramic mugs wherever possible and having sourced a recycled / compostable cup solution for occasional use such as large meetings. We look forward to further guidance from the Cabinet Office on de minimum plastic content, phase out where there is no CSUP alternative and CCS engagement with IT framework suppliers. - - Our fleet arrangements include specific steps to reduce our emissions and 64% of the vehicles are hybrids or electric. Our average emissions are 66g/km and 51% of our fleet are considered low emissions vehicles (with emissions below 50 g/km. - - MHCLG Executive Agency – Planning Inspectorate (PINS)

	- No response given
MOD	<p>MOD has continued development of policy and processes to deal with hazardous materials that are contained in a wide variety of equipment. A key part of this activity has been to deal with hazardous materials and F-gas as well as strengthening knowledge and reporting. This includes ongoing work to strengthen our programme for managing Asbestos Containing Material in Defence Equipment which is a complex and challenging undertaking. Sustainability was a major theme of the 2018 Environmental Safety Assurance Symposium at MOD Abbey Wood that was attended by over 500 delegates from the MOD and Defence Industry. In order to create a greater level of integration with the procurement process, Sustainability team members are undergoing foundation level training in contract management and providing comment to the consultation on Social Value in Government procurement.</p> <p>To meet the Cabinet Office's 2017 Autumn statement on intended electric vehicle fleet volumes by 2022 MOD has completed its initial pilot of utilising electric vehicles. We are working to increase the fleet to 100 vehicles by Dec 19. Continued engagement with Crown Commercial Services and MOD Fleet Managers is ongoing to enable the production of a Baseline Report and establish processes to enable annual reporting on progress towards the target as part of the Greening Government Commitment reporting.</p>
MOJ	<p>MoJ is meeting the commitment to reduce domestic flights by only travelling when necessary. MoJ is working with Redfern to establish which people are booking travel and why, to see if alternative arrangements can be made, including encouraging smarter working.</p> <p>PECS team are working towards 'greener' vehicle fleet by incorporating electric vehicles and reducing mileage with tighter controls on route planning. A proposal to use bus lanes to increase journey efficiency has encountered legal challenges. Working with Banner on reducing paper consumption and/or switching to recyclable products.</p>
NCA	-
ONS	We will work with our supplier to communicate this aim and are committed to achieve this requirement by 2022. During 2019, electric car charging points will be installed at our Newport site to support the growing need from car owners.

Annex 3 – Transparency table

Dept.	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
BEIS		✓	✓	✓	✓	✓	GHG emissions Water and Paper Waste	https://www.gov.uk/government/publications/beis-annual-report-and-accounts-2017-to-2018	https://www.gov.uk/government/organisations/department-for-business-energy-and-industrial-strategy/about/our-energy-use
CO		✓			✓	✓	✓	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/728548/CO_ARA_2017-18_Final_1_.pdf	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/655406/Cabinet_Office_Environmental_Policy_-_Signed.pdf
DCMS		✓	✓				Refer to the Sustainable development report (page 72) in the ARA	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/818625/DCMS_Annual_Report_and_Accounts_2018-19_Print_excludin	

								g_cover .pdf	
Defra	✓	✓	✓	✓	✓	✓		https://www.gov.uk/government/organisations/department-for-environment-food-rural-affairs/about/our-energy-use	https://www.gov.uk/government/publications/defras-annual-report-and-accounts-2018-to-2019
DExEU		Partial	✓					https://www.gov.uk/government/publications/annual-report-and-accounts-2018-19	
DfE		✓	✓	✓	✓	✓		https://www.gov.uk/government/publications/dfc-consolidated-annual-report-and-accounts-2018-to-2019	
DfID		✓	✓	✓	✓	✓	✓	https://www.gov.uk/government/publications/dfid-annual-report-and-accounts-2018-to-2019	

DfT	✓	✓	✓	✓	✓			https://www.gov.uk/government/publications/dft-annual-report-and-accounts-2018-to-2019	
DHSC		Partial	✓		✓	✓		https://www.gov.uk/government/publications/dhsc-annual-report-and-accounts-2018-to-2019	
DIT		✓	✓	✓	✓	✓		https://www.gov.uk/government/publications/department-for-international-trade-annual-report-and-accounts-2018-to-2019	
DWP		Partial	✓	✓			Rural Proofing & Life Chances published in ARA	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/812722/dwp-annual-report-and-accounts-2018-2019.pdf	

FCO	✓	✓	✓	✓	✓	✓	Single-use plastic removal performance documented in FCO Sustainability Report	https://www.gov.uk/government/organisations/foreign-commonwealth-office/about/our-energy-use	https://www.gov.uk/government/publications/foreign-and-commonwealth-office-annual-report-and-accounts-2018-to-2019
FSA			✓					https://www.food.gov.uk/sites/default/files/media/document/fsa-annual-report-accounts-2018-19-consolidated.pdf	
HM Treasury		✓	✓	✓			No dedicated web page but we have a dedicated page on energy usage.	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/821147/HMT_ARA_with_correction_slip.pdf	
HMRC	✓	✓	✓	✓	✓	✓	✓	https://www.gov.uk/government/publications/hmrc-annual-report-and-accounts-2018-to-2019	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-2018-to-2019	
LOD		✓	✓	✓	✓	✓		https://www.cps.gov.uk/publication/cps-annual-report-2018-19	
MHCLG		✓	✓	✓	✓	✓		https://www.gov.uk/government/collections/dclg-annual-reports-and-accounts	
MOD	✓	✓	✓	✓	✓	✓		https://www.gov.uk/government/collections/sustainable-development-mod ; https://www.gov.uk/government/collections/mod-annual-reports	https://www.gov.uk/government/publications/sanctuary
MOJ		✓	✓	✓	✓	✓		https://www.gov.uk/government/publications/ministry-of-justice-annual-report-and-	

								accounts-2018-to-2019	
NCA	Partial	✓	✓	✓	✓			http://www.nationalcrimeagency.gov.uk/publications/814-national-crime-agency-annual-report-2018-19/file	
ONS	✓	✓	✓		✓	✓		https://www.statisticauthority.gov.uk/publications-list/?type=annual-report-accounts	https://www.ons.gov.uk/aboutus/transparencyandgovernance

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 ²¹	Full
Home Office Centre for Applied Science and Technology	Full (not an ALB)
Independent Police Complaints Commission	Full

²¹ 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	