



Driver & Vehicle
Licensing
Agency

Sustainability Report





Interactive document
August 2017

Simpler | Better | Safer

20 16-17

Contents

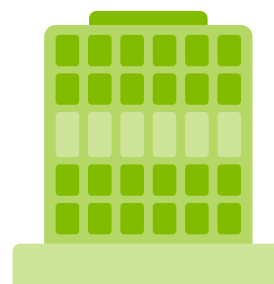
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Introduction



01



Purpose

This sustainability report covers the 2016 to 2017 financial year. It is intended to support the 2016 to 2017 annual report and accounts, and meets the reporting requirements of HM Treasury public sector annual reports: sustainability reporting guidance 2016 to 2017, which aligns to DEFRA Greening Government Commitments: overview of reporting requirements 2016 to 2020.

Boundary

The accounting boundary of this sustainability report matches the financial reporting boundaries of the annual report and accounts. It includes data related to our three Swansea sites.

PFI (Private Finance Initiative) contract

Our hard and soft facilities and estates management is outsourced through a PFI contract with Telereal Trillium. For business area activities which are delivered under the contract (such as waste and energy management), we have taken direct reporting control for the purpose of annual reporting.

Audit, scrutiny and verification

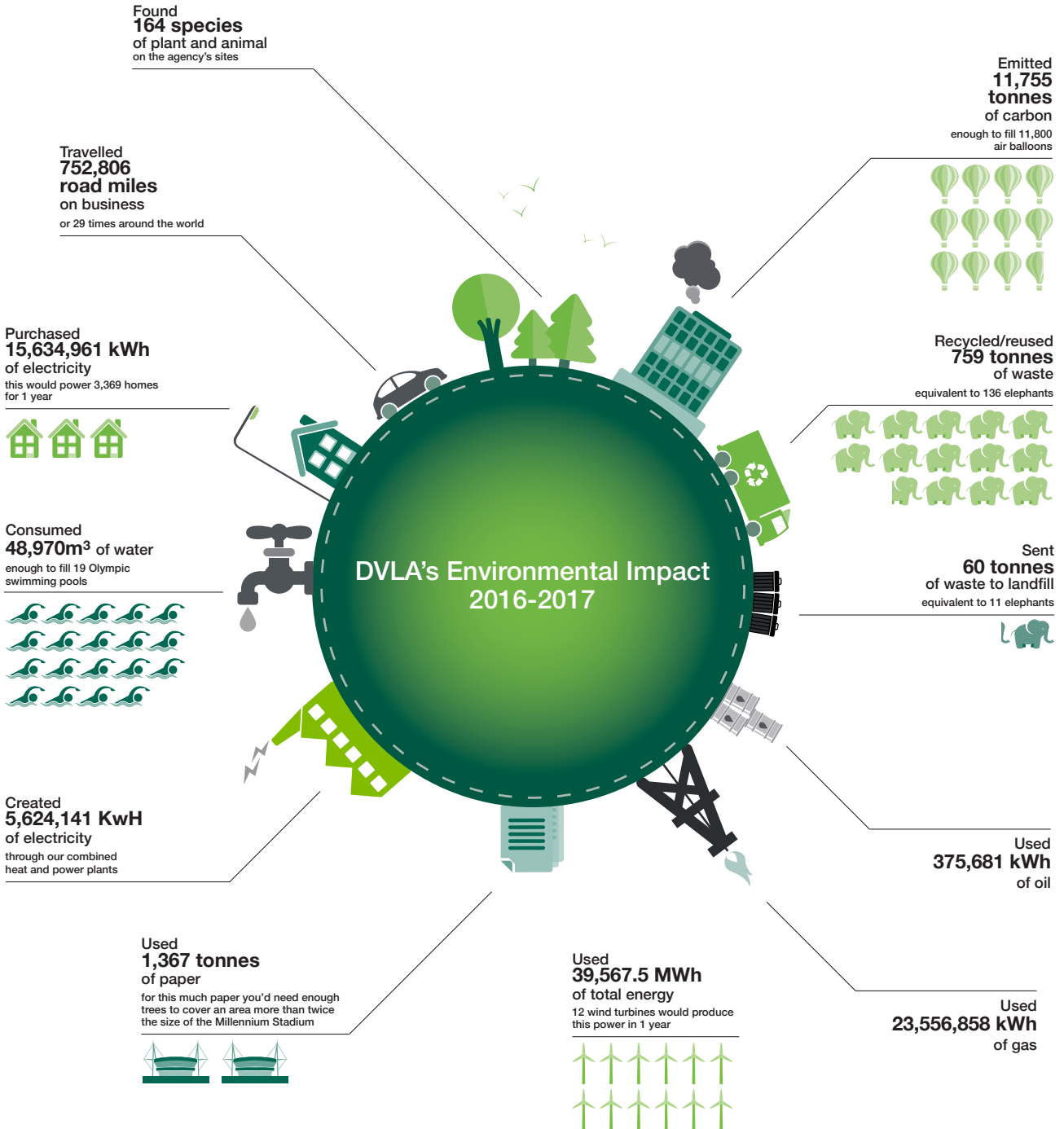
Our utilities and energy consumption is measured and reported through an Energy Bureau Service through our PFI contract. We perform 100% audits on utility bills. The data we report against our sustainability targets is also subject to audits by Government Internal Audit Agency (GIIA) and BRE.

Omissions, estimates and amendments to prior periods

There are no known omissions in the data set provided. Any estimates used and/or amendments that have been made to previously reported data, are noted in the accompanying text.

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Greening government commitments



03

Our sustainability targets and objectives are to reach the government's Greening Government Commitments. The UK government has committed to continue its journey by setting further targets to be achieved by 2019-20.

These are to:

- cut greenhouse gas (GHG) emissions from the whole estate and UK business transport, with bespoke targets applying to each department
- reduce the number of domestic business flights taken
- reduce waste sent to landfill; continue to reduce the amount of waste generated and increase the proportion of waste which is recycled
- reduce paper consumption
- continue to further reduce water consumption (each department will set internal targets).

Most targets still use 2009-10 as the baseline for comparison.

How are we doing?

Measure	Target towards the GGC	Outturn 2016/17
Greenhouse gas emissions (tCO ₂ e)	Achieve a further 2% reduction in our greenhouse gas emissions against the 2009-10 baseline (28.1% in 2015-16).	35.6%
Greenhouse gas emissions	Maintain our reduction of domestic business travel flights of more than 90% from the 2009-10 levels (number of flights).	94%
Waste	Send no more than 10% of our waste to landfill.	6%
	Maintain a reduction in waste generated at 49% against our 2009-10 baseline.	52%
	Recycle and compost at least 70% of our waste.	71.5%
Water	Reduce water consumption year on year (50,972 m ³ in 2014-15).	48,970 m ³
Paper	Maintain our reduction in paper use of more than 60% from the 2009-10 baseline.	66%

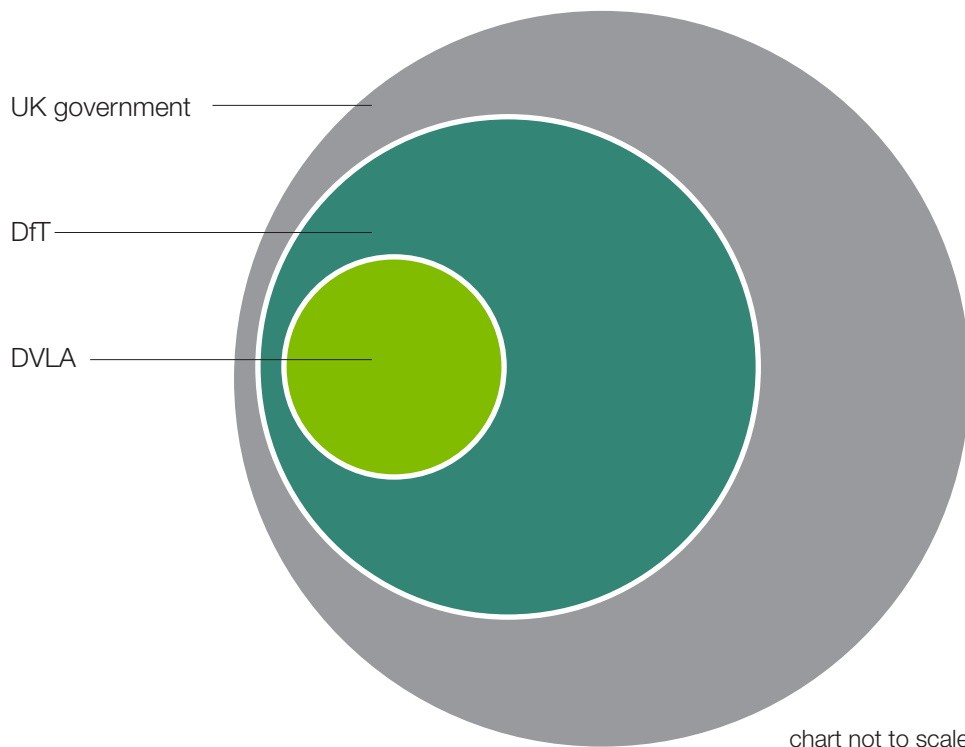
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Greenhouse gases

We have agreed a target of a 38% reduction in greenhouse gases (GHG), against the 2009-10 baseline to be reached by 2019-20.

This achievement will help DfT reach their target of a 36% reduction which feeds in to the overall UK government target to reduce greenhouse gas emissions by 32%.



Our GHG consumption is measured in equivalent tonnes of carbon dioxide. This includes all six greenhouse gasses covered by the Kyoto Protocol (CO₂, SF₆, CH₄, N₂O, HFCs and PFCs).

The total level of GHGs is made up of:

- emissions from our estate
- emissions from our business travel.

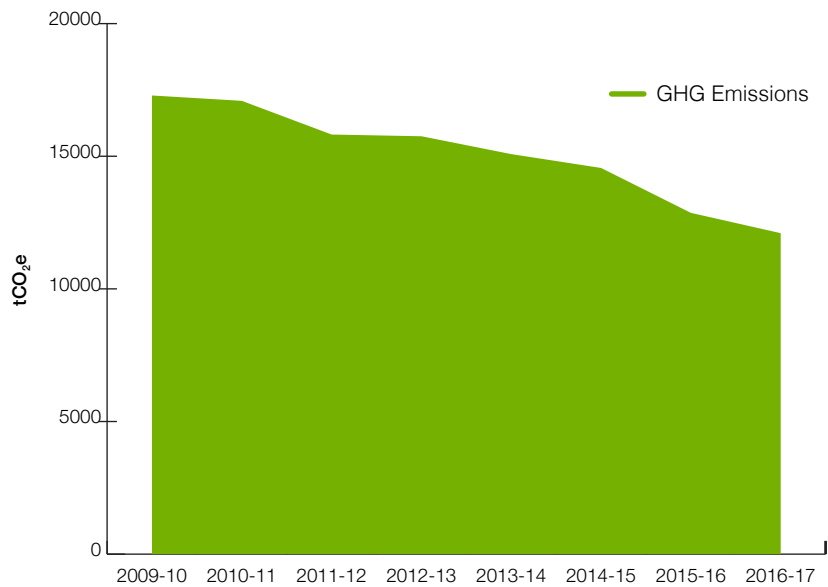
03



Our estate

We occupy three sites across Swansea, employing around 5,500 staff. Our headquarters houses around 4,400 of these staff, with the rest split between a printing facility and contact centre and training facilities. Our office estate includes the vast majority of our headquarters and our contact centre.

During 2016-17 we emitted 11,463 tonnes of CO₂e. This is 35.6% less than in 2009-10.



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We reduced our emissions by 11% from last year alone.
We achieved this in two ways:

- Two years ago we adopted a new approach to managing our heating and cooling systems at our headquarters. With a few rolling seasons experience and lessons learned, we are really driving the benefits and savings now. The approach focuses much more on efficiency and energy savings than before and requires careful monitoring and proactive and reactive management.
- A favourable carbon factor for electricity. We are a heavy user of electricity, it accounts for over 60% of carbon emitted.

Of our total estates related emissions, 976 tonnes of CO₂e can be attributed to our contact centre, whilst 1,078 tonnes was emitted by our dedicated print facility. We will work to establish the total carbon emitted by our other main services (such as IT) in 2017 and hope to publish these next year.

The energy we use on our estate is partly purchased energy, partly self-generated. On average around 75% of our purchased gas is used to power our two combined heat and power plants which produce electricity to power our headquarters and cool our data centres.

03



Normalisation

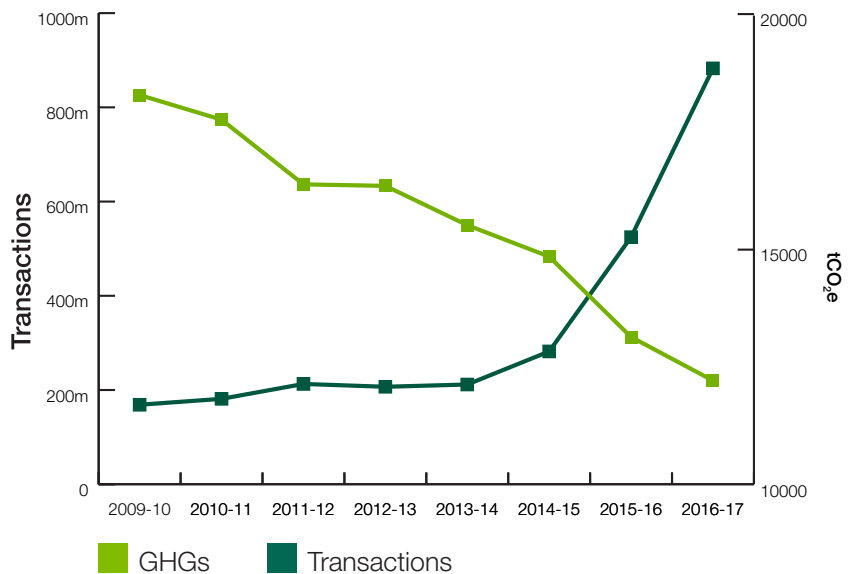
For 2016-17 we have expanded on our use of the normalisation factor full-time equivalent staff (FTEs) to aid transparent reporting of office related greenhouse gases and waste.

To ensure a consistent approach the office estate is defined using both the criteria for the Cabinet Office’s Benchmarked Office Estate under state of the estate (SOFTE) reporting and internal criteria (currently used for water reporting).

DVLA office estate

Office Greenhouse gas emissions (CO₂e) per FTE 1.5 tCO₂e

A further normalisation figure we are now using for internal benchmarking is how much GHGs we are emitting per transaction. This graph shows how as an organisation we are using the digitisation of our operations to become more sustainable. We have seen a significant increase in transactions since 2009/10 whilst at the same time decreasing our GHGs.



03

Our successful business travel policy has resulted in a huge 70% decrease in emissions from business travel since 2009-10. Although this is a good result, we have increased emissions from business travel by 12.3% compared to last year.

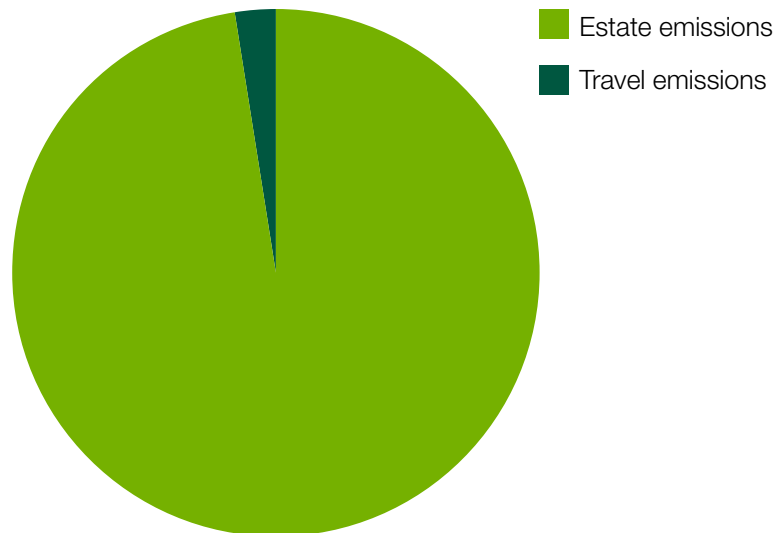
Travel

The majority of this increase is a result of our IT transformation and the in-housing of our IT services. Travel that was previously undertaken by IT contractors (therefore not recorded) is now carried out by our staff.

The remainder of the increase can be attributed to the recent purchase of additional Automatic Number Plate Recognition (ANPR) cars. This has allowed us to improve our roadside identification of Vehicle Excise Duty (VED) evasion, increasing the team's mileage by 20%.

These increases are being monitored and our centralised travel team are working to minimise all non-essential travel as usual.

The vast majority of our emissions come from our estate so we will continue to prioritise our activities here.



04

Waste minimisation and management

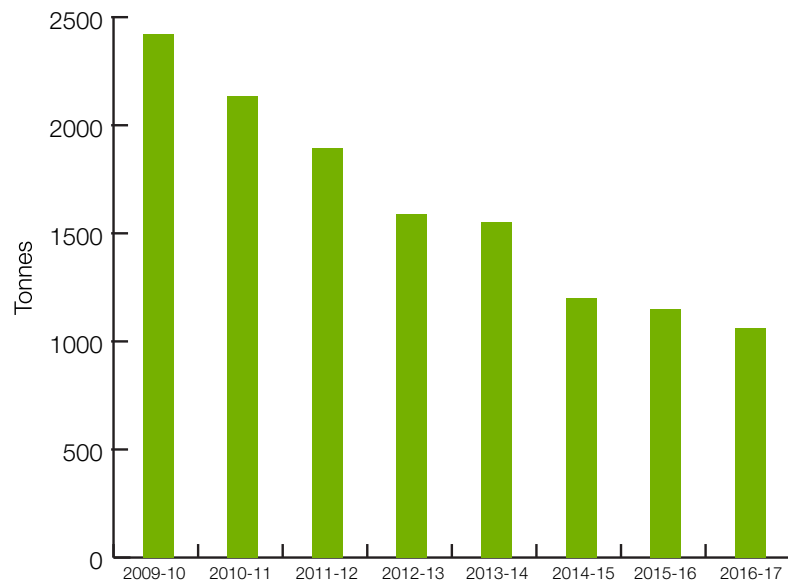


04



We aim to reduce the amount of waste we generate year on year and increase the amount recycled. We also have a target under the Greening Government Commitments to ensure that we send less than 10% of that waste to landfill.

In 2016-17 we generated 52% less waste than in 2009-10. We have continued that positive trend with a further 7.5% reduction this year compared to last.



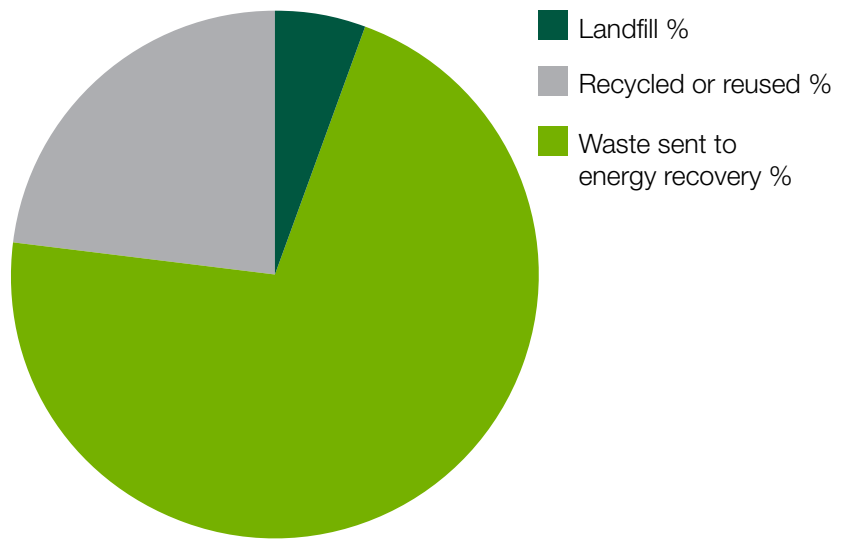
We achieved this reduction through reducing our paper waste by 86 tonnes and our general waste by 20 tonnes compared to last year.

This overall reduction is approximately a usual month's total.

Our reduction in paper demonstrates the continued benefits from the digitalisation of our services. Additional activities to reduce paper waste include the work of our printing facilities to reuse end of paper reels for smaller batches of work and duplex printing in administrative areas as standard.

Of the 1,060 tonnes of waste created, just 6% was sent to landfill, 71.5% was recycled or reused and the remainder was incinerated for energy.

04



Each of our full-time equivalent employees in our office estate created 157kg of waste each whilst in work this year, that is as much as the weight of an ostrich

During 2016-17 we avoided nearly 600 items that were at the end of their useful life to us becoming waste. These items became redundant due to significant changes in processes and a technology refresh across our estate.

The items often had little financial value but could be of use to others. These items, such as paper, operational stationary, IT equipment and furniture, were found new homes in local schools, charities or local government organisations.

We do not include these items in our waste figures as they are being used for their original purpose. This policy not only benefits our local community but keeps items and equipment in circulation for longer.

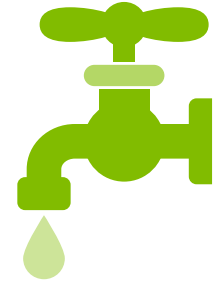
Normalisation

	DVLA office estate
Waste (tonnes) per FTE	157kg

05 **Finite resource consumption**

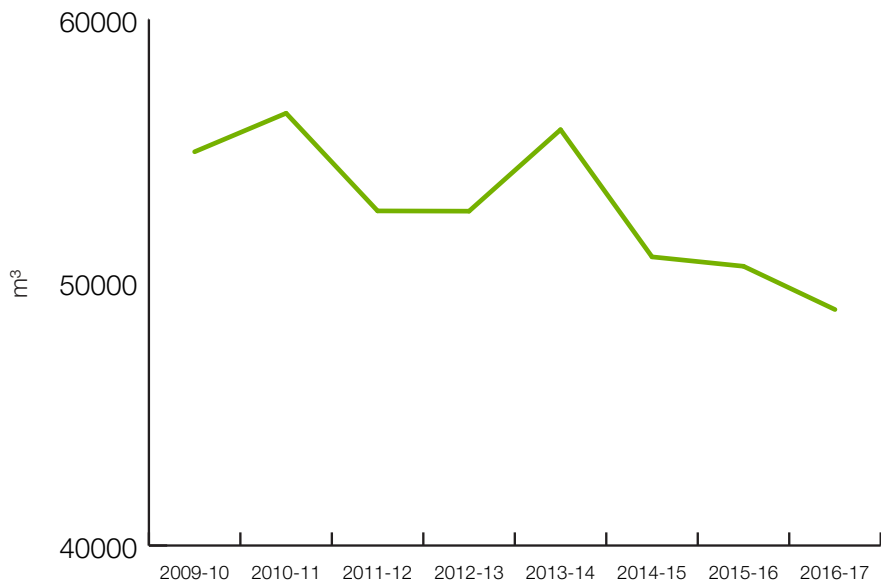


05



Water

We have committed to reducing our water consumption. We used 48,970 m³ in 2016-17 which was 4% less than in 2014-15. For water consumption specifically, 2014-15 acts as the new baseline for comparison under the greening government commitments.



In 2016-17 each one of our full-time equivalent employees that works in our office estate used 8 m³ of water. This is significantly higher than previously reported as we have redefined what we consider as our office estate. This now involves far more areas which we feel is a truer reflection of how our estate is currently operating.

We continue to carefully monitor our water sub meters ensuring the prompt resolution of any leaks and use this information to identify wasteful processes. We also introduced the latest technology in water conserving taps in trial areas, which we will monitor closely with the view to extending their use throughout our estate.

Normalisation

	DVLA office estate
Water (m ³) per FTE	8 m ³

05

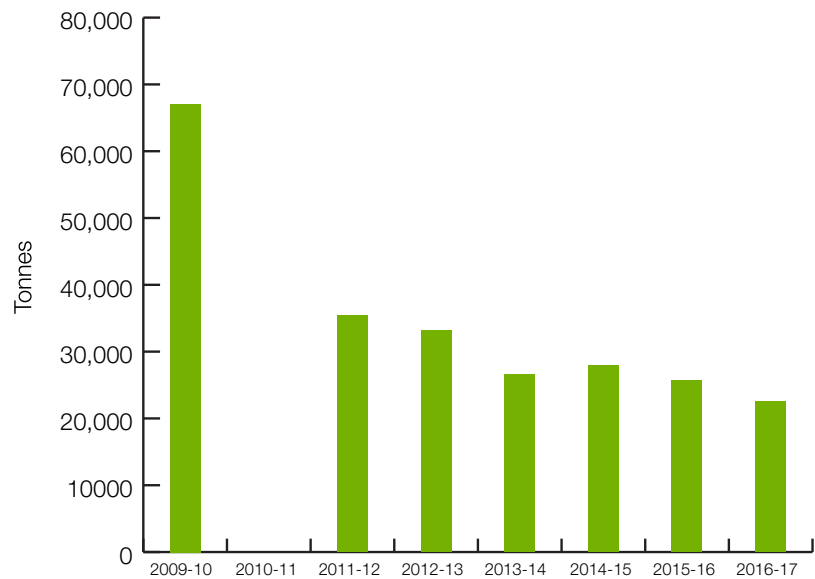


Paper

In 2016-17 we purchased 22,528 equivalent reams of A4 paper for use within our administrative areas. This is 66% less than in 2009-10.

We also used 1,311 tonnes of paper for operational purposes, such as our services to customers.

Together this equates to 1,367 tonnes of paper.



Our ongoing strategy of digitalisation of the motoring services we provide is reducing our reliance on and use of paper as a resource. This is particularly beneficial as a high proportion of our operational paper has a low recycled content.

06

Sustainable procurement



06



Sustainable procurement

We recognise the risks and opportunities that our procurement decisions have on our overall sustainable outcomes for society. We give great emphasis to long-term value for money and lasting environmental and societal impact. Our commercial function is CIPS accredited which demonstrates our compliant policies, processes and practices.

We are represented on the government-wide sustainable procurement group and continue to be committed to meeting the Government Buying Standards (GBS) best practice specifications wherever possible.

During 2016-17, we established a sustainability action log to identify and process organisational improvements and provide key delivery milestones and timescales.

We have increased the level of awareness of our commercial staff relating to sustainability within the procurement process through:

- product knowledge sessions to commercial advisors
- senior management attendance at external sustainable procurement training courses
- successful completion of a sustainability module for commercial advisors undertaking CIPS Level 5 examinations.

To measure our improvements to the sustainability of our procurement we are mapping ourselves against the Flexible Framework (which will include our ability to understand and reduce supply chain impacts) and will report on progress against this in 2017-18.

107 Transparency commitments



07



We are committed in being open and transparent in the steps we are taking to address the following areas:

- climate change adaptation
- biodiversity and the natural environment
- procurement of food and catering services
- sustainable construction
- our community
- our staff

07



Climate change adaptation

We continue to identify just one major climate change related risk to our business. Our Swansea Vale site which houses our contact centre and training and event facilities is at risk from flooding due to its location. Mitigating actions around the area have been completed by Swansea City Council. Our own measures include recording the risk on the agency risk register, and ensuring adequate business continuity plans are in place and tested periodically.

Biodiversity and the natural environment

Under the Environment (Wales) Act 2016 (replacing the Natural Environment and Rural Communities Act 2006 in Wales) and the Greening Government Commitments (GGCs), we have legal requirements to maintain and enhance biodiversity, promote the resilience of the natural environment and to be open and transparent by reporting publicly on what steps we are taking to address biodiversity on our sites.

We recognise the importance of our communal natural environment and are committed to ensuring biodiversity flourishes for today and tomorrow.

During 2016-17 we continued to follow our Biodiversity Action Plan published in 2015 and completed the following actions:

- agreed a change to landscape maintenance at our headquarters
- developed a Japanese knotweed management plan
- continued to hold educational activities for staff including foraging and natural environment maintenance
- held informational discussions at events and meetings
- invested in ecological monitoring equipment to further enhance our monitoring capabilities.

This work has resulted in outcomes including:

- increased staff engagement
- the identification of 164 different species of flora and fauna.

We will continue investing in our biodiversity and will publish our 2017-20 Biodiversity Action Plan this year.

07



Food and catering services

Our food and catering services are provided by our PFI contract with Telereal Trillium, who in turn subcontracted this service to Elior – a food and catering provider.

Elior perform vetting on their suppliers to ensure high quality of animal welfare, and that health and (food) safety standards are met. All suppliers must adhere to their supplier's code of practice which covers the key principles of the UN Global Compact. They must also have British Retail Consortium and SALSA (Safe and Local Supplier Approval) accreditation.

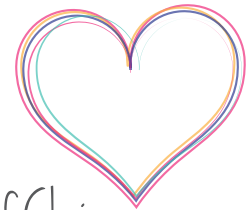
Elior are committed to sourcing food regionally and locally wherever possible and use fresh ingredients in season with the aim to reduce the energy used in production, transport and refrigeration.

They only use food that comes from sources where guarantees are given to uphold high management standards in critical sustainability issues including Red Tractor, Red Lion accreditation and Marine Conservation Society initiatives such as the Fish to Eat list and Sustainable Fish cities.

Sustainable construction

We have not engaged in any construction work during the last reporting year.

07



Charity of Choice

Our community

Charitable giving

Our approach to charitable giving encourages staff to vote annually for a charity of their choice – a selected charity that all fundraising proceeds from that year will be dedicated to.

In 2016 the agency's Charity of Choice was Alzheimer's Society and in total we raised £70,906. Our Charity of Choice for 2017 is Mind and we have already raised £15,000 from January to March.

We also corporately support the Lifeboat Appeal and Poppy Appeal and fundraising events are organised across the agency for Children in Need, Comic Relief and Sports Relief.

We have created an invaluable connection with our local public services, local schools, and local voluntary services in South West Wales who we approach when we have items and equipment available to donate. This closely aligns with our waste avoidance policy commitment discussed above, saves public money and benefits those most in need.

Apprenticeships and work placements

Following our apprenticeship strategy developed in 2016 we offered 155 apprenticeships at various levels. A number of our apprentices were celebrated in the Department for Transport National Apprentice awards.

We deliver a variety of paid and unpaid work placement programmes across our business. Our work placement programme in 2016-17 granted 17 university placements and other work placements via support agencies.

07



Our staff

Diversity

Diversity and inclusion is important to us. Our staff networks, championed by our Executive Team, provide support to staff and maximise their effectiveness by engaging with local community groups.

Our staff networks include support for disability, gender equality, LGBT staff, ethnic minorities and carers.

Activities we have engaged in this year include National Inclusion Week 2016 and the launch of our Employability Skills Programme targeting under-represented groups in our local community to boost their employability skills.

Self-development

In 2016-17 we participated in the national Crossing Thresholds development programme for women. The programme supports women in confidence building and communicating with impact.

General health

The year began with us gaining a silver award in the Welsh Assembly Government/Public Health Wales corporate health standard.

We have targeted the top two health issues affecting staff - mental health and respiratory conditions - by focussing on prevention, management and rehabilitation.

We have run a number of initiatives and interventions with the aim of removing the stigma around mental health issues and encouraging support including:

- Time To Change Wales (TTCW) Reach out campaign
- ACTivate programme
- alcohol 'Brief Intervention'
- bereavement and financial advice
- 'Life Matters' week.

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08



Measure	Greening Government Commitment	2016-17	
		2020 Target	% reduction achieved
Greenhouse gas emissions (GHG) (tCO ₂ e= equivalent tonnes of carbon dioxide)	Total business and travel carbon emissions	38%	36%
	Continue to reduce the amount of waste generated	52%	52%
Waste	Send less than 10% of waste to landfill	10%	6%
	Increase the amount of waste recycled	>70%	71%
Water	Reduce total water consumption	50,972	4% 48,970

08



Greenhouse gas emissions
Scope 1

		2009-10		2010-11		2011-12		2012-13		2013-14		2014-15		2015-16		2016-17	
Fuel combustion emissions		kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e
		Gas	30,143,865	5,545	27,715,449	5,127	19,765,094	3,629	25,553,712	4,732	17,316,345	3,186	21,226,114	3,927	33,469,655	6,173	23,556,858
	Oil	120,142	33	120,142	39	120,137	33	120,138	33	119,956	32	171,603	47	189,287	51	375,681	104
	Total tCO₂e	5,579		5,166		3,662		4,766		3,218		3,974		6,225		4,987	
	Transport we own	251		437		370		140		129		112		98		292	
	Total tCO₂e	5,830		5,603		4,032		4,906		3,347		4,086		6,323		5,279	

Notes Scope 1- Direct GHG emissions. These occur from sources we own or directly control.

Figures may differ from previously reported due to reconciliation and amended conversion factors.

08

Greenhouse gas
emissions
Scope 2

		2009-10		2010-11		2011-12		2012-13		2013-14		2014-15		2015-16		2016-17	
		kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e
Purchased electricity emissions	Mains Standard Grid Electricity	5,905,240	2,916	5,927,347	2,877	6,236,144	2,819	6,710,672	3,087	1,133,713	505	0	0	0	0	15,634,961	6,442
	Mains Green Tariff Electricity	15,634,130	7,720	16,385,913	7,952	16,046,086	7,254	12,776,521	5,878	23,170,114	10,322	19,692,825	9,733	13,269,324	6,133	0	0
	Good Quality CHP purchased electricity	437,657	216	421,285	204	2,493,512	1,127	2,647,699	1,218	226,743	101	0	0	0	0	0	0
	Total tCO₂e	10,852		11,033		11,200		10,183		10,928		9,733		6,133		6,442	
Total tCO₂e	5,830		5,603		4,032		4,906		3,347		4,086		6,323		5,279		

Notes Scope 2- Indirect GHG emissions from energy. These result from energy consumed which is supplied by another party.

Carbon for purchased electricity includes only that captured under Scope 2. A proportion (transmission and distribution losses from the grid) is reported under Scope 3.

CHP no longer good quality from 2014-15

Figures may differ from previously reported due to reconciliation and amended conversion factors.

08



Greenhouse gas emissions Scope 3	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Direct emissions from electricity losses (tCO ₂ e)	859	889	956	804	934	851	506	583
Business travel (non fleet) (tCO ₂ e)	720	217	196	450	265	149	154	292
Total tCO₂e	1,579	1,106	1,152	1,254	1,199	1,000	660	895
Other (unknown scope or international air or rail travel)	0	13	12	13	30	7	12	8

Notes Scope 3 - Official business travel emissions (excluding those from our fleet) and transmission and distribution losses. This only includes official business travel which we directly pay for.

Other - emissions that do not fall or are explicitly excluded from the scopes for example international air or rail travel.

Figures may differ from previously reported due to reconciliation and amended conversion factors.

08



Waste (tonnes)		2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Non-financial indicators	Landfill	570	607	375	317	340	28	52	60
	Recycled/reused	1,656	1,517	1,520	1,275	1,213	1,116	1,028	759
	Incinerated/energy from waste	71	0	0	0	0	56	65	243
	Other	0	0	7	6	3	3	3	0
	Total waste	2,196	2,124	1,894	1,592	1,553	1,199	1,148	1,061

Notes

08



Finite resource consumption			2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Non-financial indicators	Water (m ³)	Supplied	54,967	56,432	52,719	52,709	55,807	50,972	50,615	48,970
		Harvested	630	1,530	763	583	618	1,309	2,084	0
		Consumption per FTE	-	-	4	4	4	4	4	8
	Administrative paper (A4 reams equivalent)	67,065	-	35,464	33,144	26,549	27,890	25,728	22,528	

Notes: Harvested water was not reported in 2016-17 due to an issue with metering.

Normalisation of water figure has increased due to recalculation of office vs non office estate.

Figures may differ from previously reported due to reconciliation.

08



		2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Total expenditure	Energy	£3,985,523	£2,223,140	£3,287,732	£3,270,133	£3,603,472	£3,465,093	£2,645,033	TBC
	Water and sewerage	£123,438	£138,237	£159,794	£174,043	£186,073	£146,783	£152,818	TBC
	Business travel								£ 554,634
Total revenue	Waste	£38,694	£53,115	£61,685	£28,002	£0	£0	£0	£0

Notes: Expenditure on waste disposal is included under our PFI contract. This includes disposal costs and purchase and management of licences

Carbon Reduction Commitment (CRC) expenditure for 2016-17 is due to be paid in September 2017.

Business travel expenditure became a reporting requirement in 2016-17

Human Resources and Estates

Sustainability Report 2016 -17

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gov.uk/dvla



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