

The Greening Government Commitments

Annual Report on Government Departments' Progress against 2015 Targets in 2011-12

December 2012

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1. Joint Ministerial Foreword

In February 2011, the Government made a commitment to embed sustainability in all it does, including the way the Government estate is run, as part of its commitment to be the greenest Government ever. The Greening Government Commitments set out firm goals for departments to tackle their carbon emissions, water use, waste, and supply chain impacts.

The results outlined in this first annual report on progress against the Greening Government Commitments show that individuals and organisations across Government are making fundamental changes to the way they work. The targets for cutting greenhouse gas emissions, waste and water use, as well as buying more sustainably, affect every aspect of Government operations, and the breadth of the Government estate means that these changes have a far-reaching effect.

We are pleased to report a 12% reduction in carbon emissions across the Government estate in 2011-12; a 24% reduction in paper consumption in one year – exceeding the target of a 10% cut – and a 36% reduction in the number of domestic flights taken by Government employees – which significantly exceeds the 20% target set for 2015. Progress has also been made in reducing water use and overall waste, and ensuring Government departments buy more sustainable products and services, although a good deal of work remains to be done in these areas.

Significantly, the achievements outlined in this report also represent substantial financial savings. Carbon reduction figures for 2011-12 add up to an estimated £40 million saving across Government against the 2009-10 baseline, and reductions to Government waste are estimated to have saved almost £4.7 million more in landfill and transportation costs.

The principles of leadership, accountability, efficiency and transparency underpin our approach to the Greening Government Commitments. Within Government, departments are actively sharing information on best practice and surmounting obstacles to progress. It is our intention that this report should serve as an example to businesses and the wider community of how an innovative approach to technology and behaviour change can drive both sustainability and efficiency, as well as holding the Government to account on the action it is taking to meet its sustainability commitments.



Oliver Letwin
Minister of State
Cabinet Office



Owen Paterson
Secretary of State
Defra

2. Introduction to the Greening Government Commitments

The Greening Government Commitments (GGCs) are the UK Government's commitments for delivering sustainable operations and procurement for the current parliament (to 2014/15 from a 2009-10 baseline). They were published in February 2011 and replace the Sustainable Operations on the Government Estate targets. The GGCs are firm commitments which cover more of the Government's estate and operations, and present a more streamlined set of targets for departments to meet and the public to scrutinise. The GGCs operate on a range of levels, outlining:

- High-level outcomes for reducing greenhouse gas emissions, waste, water consumption and for procuring more sustainably
- Key milestones and activities which support those outcomes (for example, the one-year commitment to cut paper use as part of the wider commitment to cut waste) and
- A commitment for Government departments to report openly and transparently on the action they are taking in key sustainability areas

The scope of the key outcomes for 2014/15 covers 21 central government departments, their Executive Agencies, executive Non-Departmental Public Bodies and Non-Ministerial Government Departments in England.¹ All office and non-office estate and other operational activities are covered by the GCCs. All departments are required to report against all targets. Exemptions from reporting may be permitted to arms-length bodies in specific circumstances, including those whose operations occupy less than 1,000m³ of floor space or employ fewer than 250 staff². In addition to their GGC obligations, Government departments are also required under Government Financial Reporting Manual (FReM) guidance to include a sustainability report in the Annual Report and Accounts they lay before Parliament.

Progress against GGC is reported by each department quarterly and the departments are responsible for the quality of their own data, including baseline data. Checks on the data and calculations were carried out on Defra's behalf by BRE on a consultancy basis.

Delivery of the commitments is overseen by a cabinet sub-committee co-chaired by the Minister for Government Policy and the Secretary of State for Defra. Progress towards the commitments will help realise the Government's vision of managing the greenest Government operations and procurement ever, as set out in Defra's 2012 Action Plan³ for driving sustainable operations and procurement across Government.

Achieving progress against these commitments requires fundamental changes to the way departments are run. The requirement to deliver further results year on year presents an increasing challenge to departments, as less complex and less expensive projects are undertaken early in the process, and areas remaining to be tackled pose greater difficulties and require greater investment.

Efficiency savings are currently driving high levels of change on the Government estate. There is a clear link between efficiency and reduced emissions and consumption – a smaller estate uses fewer resources and generates less waste. In turn, however, greener operations are saving

¹ They do not apply to the estate and operations of the Devolved Administrations, their Executive Agencies and related bodies.

² Other ground for exemption are: 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 a dual status and it is officially classified as a business under the National Greenhouse Gases Inventory.

³ <http://sd.defra.gov.uk/documents/ap-driving-sustain-ops.pdf>

Government money in the long run. Defra, for instance, reports close to £3.45m in energy, waste and water based savings against an investment of £2.24m between 2009 and 2012, representing a 154% return on the investment over the 3 years. For the Ministry of Defence, (MOD), delivering effective military operations requires large quantities of energy. With an annual spend on equipment energy of £628M (2010-11 figures), and frequent attacks on supply chains to the front line, reducing reliance on fossil fuels and lowering operational energy consumption reduces the risk to lives and equipment, as well as lowering costs.

Changes to the way Government employees behave – at both an individual and a collective level – are also proving key to driving sustainability and efficiency, as demonstrated by a number of departments this year.

Case study – DWP Environmental Champions

The 2010 target for Government departments to cut emissions by 10% was the impetus for DWP to set up its network of Environmental Champions. With over 800 customer-facing offices alone, it was clear that delivering changes on the ground on a sufficient scale to meet the target posed a huge challenge. The DWP corporate and operations sustainability teams advertised for staff volunteers to raise awareness among their colleagues and improve the performance of their workplace. Starting from an initial group of 100 volunteers, the network has today expanded to some 900 volunteer Environmental Champions working towards the Greening Government Commitments throughout the organisation and across the UK.

With such a large and widespread network, communication has been key to maintaining interest and engagement. Environmental Champions are provided with a guide to the types of action they can take, and are kept up to date with organisation-wide developments via a regular newsletter and an intranet-based discussion group. To keep up their motivation and ensure that support and guidance is given appropriately, the operations sustainability team holds regular tele-conferences with champions both in groups and on a one-to-one basis.

DWP is able to use the wealth of information they hold on their individual buildings to regularly update the Champions on energy, water and waste performance in their place of work. Champions' activities range from putting up posters to driving negotiations with facilities managers and running their own events. A recent programme of events for Office Green Week 2012 organised by Evelynne Rogers in Ormskirk, for example, reminded colleagues that *"Everyone can't do everything, but everyone can do something"*.

The network and its collaborative approach has contributed directly to DWP cutting its emission by 23%; its waste by 17% and its water use by 14% in the GGC reporting period so far.

3. 2011-12 Headline Results

Greenhouse Gas emissions (GHGs)

- A 12% reduction was reported across Government, showing good progress toward the 2015 target of 25%
 - Eight out of 21 departments have already met or exceeded the 2015 target
 - Reductions made by 20 departments
 - 2012-13 carbon reductions represent estimated energy and fuel cost savings of over £40 million across Government against 2009-10 figures

Domestic Flights

- The total number of domestic flights was cut by 36% across Government, exceeding the 2015 target of a 20% reduction
 - 15 out of 21 departments record a reduction
 - 13 departments have exceeded the 2015 target three years early

Waste

- A 5% reduction in waste arisings was recorded across Government
 - Five out of 21 departments met or exceeded the 2015 target of cutting waste arisings by 25%
 - Reductions in waste across Government represent estimated savings of almost £4.7 million against 2009-10 baseline figures

Paper consumption

- Government as a whole cut its paper consumption by 24% against a 10% target for 2011-2
 - All departments made a reduction, and 17 out of 21 met the target

Water

- Government water consumption fell by 3%
 - 19 Departments made a reduction in their water use
 - Individual departments have made reductions of up to 35%
 - Three departments meet the challenging good practice benchmark, and one meets the best practice benchmark
 - 2011-12 water figures add up to estimated savings of almost £4.2 million across Government against 2009-10 baseline

Procurement

- Progress has been made in ensuring that centralised contracts make products which comply with the Government Buying Standards available. Data collected to date does not give a clear picture of the extent to which departments are opting to buy these products

Transparency

- Some information against transparency commitment areas published by all departments

4. Greenhouse Gas Emissions

TARGET: Reduce greenhouse gas (GHG) emissions by 25% from a 2009-10 baseline from the whole estate and UK business-related transport by 2014-15

- **A 12% reduction in GHGs was made across Government in 2011-12 against a 2009-10 baseline**
- **Eight out of 21 departments met or exceeded the 2015 target**
- **Reductions made by 20 departments**
- **Carbon reductions represent estimated energy and fuel cost savings of over £40 million across Government against 2009-10 figures**

The target

In 2010, central Government offices were set a target to cut their greenhouse gas emissions by 10%. The Greening Government Commitments widened the carbon reduction target to include all Central Government Departments, their Executive Agencies and Executive Non-Departmental Public Bodies (NDPBs), and non-Ministerial Departments in England. The target applies to emissions from all buildings unless specifically exempted, and all staff UK business travel.

Overall performance

Reducing the greenhouse gas impact of the Government estate is now a firmly entrenched priority for departments, as evidenced by the fact that all departments but one have reduced their emissions in 2011-12, and the Government as a whole has made a 14% reduction to its carbon emissions since the 2009-10 baseline.

Reductions in the size of Government departments and spending restrictions have clearly played a part in departments' emissions reductions, but so too has behaviour change and capital investment in new technology to reduce emissions. Efforts in this area are providing large financial savings, with 2011-12 figures representing an estimated £40,303,341 of savings against 2009-10 baseline energy and fuel costs⁴.

Individual departments

Eight of the 21 reporting departments have already met or exceeded the 2015 target three years early. DCLG leads with a 37% reduction, followed by DfID, which achieved a 35% reduction, largely from cutting energy consumption. Illustrating the combination of methods by which departments have achieved these results, HMRC attributes its 27% emissions reduction to a combination of estates rationalisation, new technology such as voltage optimisation, lighting improvements and lower-energy IT systems, and a behaviour change campaign supported by 500 green volunteers. DECC's 26% cut is a result of a wide range of activities, but the most significant reductions have

⁴ Departments' KWh data is split into fuel types and for the purposes of this estimation these have been aggregated into Electricity and Heating fuels. Prices for these are based on data from DUKES and the Quarterly Energy Prices and due to the volatility, a single price for electricity and a separate single price for heating fuels have been applied to all time points. Energy price is multiplied by KWh of electricity to achieve an estimated cost.

been achieved from the more intelligent use of the building management system to optimise controls over lighting, heating and cooling. DCLG's approach to building management has also been one of close control and attention to detail to eliminate all waste from current operating systems and processes – essentially, old fashioned low-cost energy efficiency. This approach to building management coupled with estate rationalisation has achieved a 37% reduction in GHG emissions.

BIS was unable to provide a full breakdown of the sources of carbon emissions. However, BIS' overall increase in emissions can be attributed to the international scientific research being undertaken by the UK Atomic Energy Agency (UKAEA). During the 2009-10 baseline, two of the authority's most energy-intensive programmes were non-operational, whereas both were operating during 2011-12, causing a 165% rise in emissions. The energy used by UKAEA's laboratories cannot be split from its office use for reporting purposes due to limitations of the metering on site. BIS reports that if UKAEA were removed from BIS' figures, the department would show a reduction in carbon emissions compared to the baseline. However, the UKAEA's energy use will continue to fluctuate depending on whether the specialised equipment is operational, and this will continue to have a significant impact on BIS' overall emissions.

Investments aimed at lowering departments' emissions are paying significant dividends in terms of energy savings. The MOD records in-year savings of £7.2 million against the implementation of its cost-neutral Strategic Energy Management Service alone. An investment of £105 million in wider energy efficiency measures over a three year period is expected to deliver the MOD £110 million of savings between 2011-12 and 2014-15, and an enduring £70 million per year thereafter⁵. The Home Office is part-way through a three-year Energy Performance Agreement with contractors which operates on a payment by results basis. Payment is only made once the energy savings have materialised and been verified. The Home Office varied an existing facilities management contract (including energy management) to introduce a mechanism to share energy savings. Energy efficiency improvements and projects are undertaken at the risk of the contractor and are paid for on a sliding scale according to how much they save the client. In two years this has generated savings in excess of £846,000 – a 226% return on investment. The contractor is on track to save the department over £1 million in reduced energy bills over the three-year agreement.

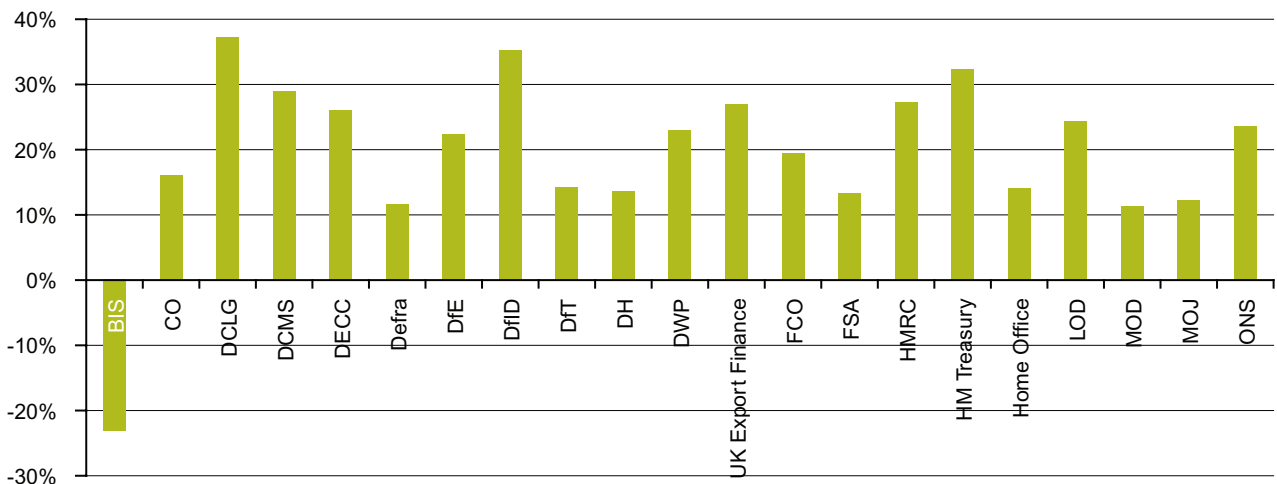
MOJ'S 12% reduction represents a significant achievement, given that growing prisoner numbers and increasing levels of industry on the prisons estate mean increased fuel and energy use. Defra plans to implement a number of energy efficiency and CO₂ reduction measures in 2012-13 to build on the department's 11% reduction and maintain its trajectory towards the 2015 target.

⁵ Source: MOD Greening Government Commitments Annual Report 2011-12, <http://www.mod.uk/DefenceInternet/AboutDefence/CorporatePublications/DefenceEstateandEnvironmentPublications/SustainableDevelopment/ModGreeningGovernmentCommitmentsggc.htm>

Department	Carbon (tonnes CO ₂ e) Target: 25% reduction by 2014-15			
	Baseline (2009-10)	Target (2014-15)	Performance (2011-12)	% improvement
BIS	188,541	141,406	232,685	-23%
CO	11,999	9,000	8,856	26%
DCLG	27,826	20,870	17,486	37%
DCMS ⁶	1,357	1,018	966	29%
DECC	3,131	2,348	2,319	26%
Defra	122,330	91,747	108,330	11%
DfE	17,516	13,137	13,597	22%
DfID	4,436	3,327	2,875	35%
DfT	181,715	136,286	155,972	14%
DH	57,012	42,759	49,287	14%
DWP	220,697	165,523	170,340	23%
UK Export Finance	495	371	362	27%
FCO	21,021	15,766	17,128	19%
FSA	2,082	1,562	1,810	13%
HMRC	193,568	145,176	141,618	27%
HM Treasury	4,339	3,254	2,958	32%
Home Office	84,146	63,110	72,492	14%
LOD	15,631	11,723	11,853	24%
MOD	1,440,234	1,080,176	1,278,910	11%
MOJ	557,615	418,211	490,298	12%
ONS	12,695	9,521	9,701	24%
ALL DEPARTMENTS	3,168,368	2,376,276	2,789,967	12%

6 Data for core department only

**Greenhouse Gas emissions –
% reduction 2011-12 against 2009-10 baseline**



Case studies

DECC and Home Office – Tackling emissions from ICT infrastructure

When DECC moved into 3 Whitehall Place, the building had two large 60kW air chillers which cooled the entire building, including the server rooms. This meant the chillers were in use 24 hours a day, 365 days of the year, to cool the air for a few small rooms. In late 2010 the department installed a smaller 16kW dedicated server room chiller. This enabled the department to switch off the cooling to the whole of the building when not required. Despite the initial £91,000 cost, the magnitude of the resulting savings means the costs will be paid back in less than five years. The chiller is on track to deliver a saving of 80 to 90 tonnes of carbon a year.

The Home Office has also implemented a number of changes to its data centres which have greatly reduced the amount of energy needed to run them. Ceilings were lowered in their Birmingham Data Centre, reducing the volume of air which required cooling by 60%; and more efficient lighting was installed. The department also uses a Power Factor Correction system in its Andover and Birmingham data centres to reduce power loss during transmission through the data centre. An advanced water cooling infrastructure for direct rack cooling within a high density environment was installed in the Andover Data Centre, and free cooling was implemented within the remainder of the centre. A hot and cold aisle approach, which segregates the air flow within data centres, has also reduced energy requirements.

BIS – Using biomass to drive down emissions and costs

When boilers at BIS' Companies House reached the end of their life, the organisation recognised an opportunity to go beyond mandatory standards and maximise financial and carbon savings. A biomass boiler with a thermal store system was installed at the same time as two new 1.3Mw gas boilers, which were much smaller than the building's original gas boilers, and which are only used if the biomass boiler fails or on extremely cold days. The 500kw wood pellet boiler heats two 11,000 litre thermal stores, delivering 84% of total heating requirements for the building in 2011-12. This is expected to be higher in 2012-13, with better control of the system. The new boiler currently saves £30,000 a year on central heating bills, and the cost of the wood pellets is expected to remain lower than the cost of gas. Installation costs of the biomass part of the system are expected to be paid back in less than five years. The new system delivers a carbon saving of 227 tonnes per year, and the only by-product – ash – is used by staff as fertiliser.

DfID – Green roof at Abercrombie House

Leaks which damaged the fabric of the building were the spur for investigating the most sustainable, durable and economical new roof at DfID's Abercrombie House office in East Kilbride. The resulting sedum roof, installed in 2010, is the largest green roof replacement to date in Scotland. The existing asphalt waterproof layer was kept in order to minimise building waste, with a new built-up roof system installed on top. It provides excellent thermal insulation, which led to a carbon reduction of 18 tonnes in the first year, and savings of between three and 10% in heating costs. It is expected to last for 40 years – where a conventional roof would need replacing after 25 years – and no repair costs are anticipated for at least 25 years. The green roof also offers extra protection to the roof membrane from frost, UV degradation and erosion, which could potentially double the lifespan of the roof membrane, thus reducing long term costs further. The roof's capacity to cope with rainfall means a reduction in surface water run-off, which reduces the risk of flash floods and impact on local drainage systems. Other benefits include increased sound insulation; improved air quality and habitat provision for local biodiversity. Combined with changes to plant operation times, the green roof has resulted in a 20% reduction in gas usage since 2009.

5. Domestic Flights

TARGET: Cut domestic business travel flights by 20% by 2015 from a 2009-10 baseline

- **Domestic flights were cut by 36% across Government**
- **15 out of 21 departments record a reduction**
- **13 departments have exceeded the 2015 target three years early**

The target

As part of a wider emissions reduction commitment, a target to reduce the number of domestic flights taken by employees sends a strong behaviour change message to civil servants. Decisions around whether and how to travel must be taken not only with cost efficiency in mind, but also the greenhouse gas implications of different methods of transport. While air travel may remain the only realistic option for necessary international travel, civil servants are widely given to understand that internal flights should only be taken in exceptional circumstances.

Specific data on domestic flights has never been a reporting requirement before, and as such, some departments have found it difficult to access data disaggregating domestic flights from international ones – particularly for the baseline year. In these cases, the first year for which data is available becomes the baseline year, presenting those departments with the challenge of meeting the target within a shorter timescale.

Overall performance

15 of 21 reporting departments have cut the number of domestic flights taken, and of these, 13 have exceeded the 2015 target, while three departments record an increase in domestic flights. Again, tighter spending controls have influenced behavior, but a conscious emphasis on behavior change and a focus on technology to support travel avoidance – such as teleconferencing – is apparent across Government.

Individual departments

DCLG, DH and FCO led the way in cutting domestic flights, with reductions of 87%, 82% and 77% respectively, although DH's figure represents the core department only. DCLG explains that the Fire Service College stopped taking internal flights altogether, accounting for most of the department's reduction.

DCMS explains that the requirements of organising the London 2012 Olympic and Paralympic Games were behind the rise in the number of domestic flights taken by staff in 2011-12. As such, it is expected that this trend will reverse in 2012-13. The total number of domestic flights taken by UK Export Finance rose from 17 to 26 due to participation in exporter events across the UK. This constitutes a 53% increase, demonstrating the volatility of small numbers. Efforts will be expected nonetheless to ensure the target is met by 2015. BIS's increased flights include the travel undertaken by UK Trade and Investment. However, new measures within BIS to meet the target for reducing domestic flights include a requirement for all internal flights of less than 250 miles to be authorised at Director General level, and active promotion of video and teleconferencing.

Department	Flights (number of domestic flights) Target: 20% reduction by 2014-15			
	Baseline (2009-10)	Target (2014-15)	Performance (2011-12)	% improvement
BIS	3,474	2,779	4,466	-29%
CO ⁷	0	0	0	Not available
DCLG	1,530	1,224	198	87%
DCMS ⁸	169	135	241	-43%
DECC	2,193	1,754	1,171	47%
Defra ⁹	2,085	1,668	2,085	Not available
DfE	400	320	152	62%
DfID	2,070	1,656	1,825	12%
DfT	8,723	6,978	6,371	27%
DH ¹⁰	2,268	1,814	407	82%
DWP	21,931	17,545	6,958	68%
UK Export Finance	17	14	26	-53%
FCO	766	613	177	77%
FSA ¹¹	1,718	1,374	1,718	Not available
HMRC	30,096	24,077	18,560	38%
HM Treasury	411	329	237	42%
Home Office	10,390	8,312	6,068	42%
LOD	378	302	243	36%
MOD	22,088	17,670	20,247	8%
MOJ	4,374	3,499	2,784	36%
ONS	1,517	1,214	882	42%
ALL DEPARTMENTS	116,598	93,278	74,816	36%

7 CO was unable to disaggregate domestic flights from international flights, but all carbon emissions are accounted for

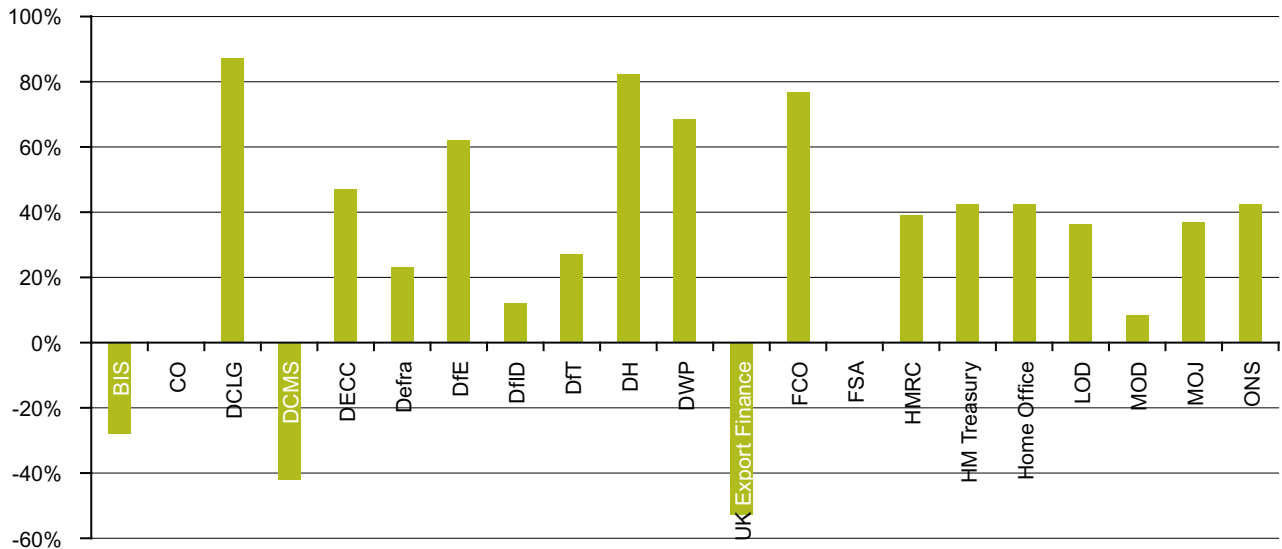
8 Data for core department

9 No data available for baseline year so 2011-12 becomes the baseline

10 Data is for core department only

11 No data available for baseline year so 2011-12 becomes the baseline

Internal flights – % reduction 2011-12 against 2009-10 baseline



Case studies

DECC & DWP – Staff travel guides

Influencing the choices made by staff was key to reducing numbers of internal flights taken by the department at DECC and DWP. Both departments produced simple and accessible travel guides for staff, highlighting the carbon and financial benefits of travel avoidance and choosing low-carbon methods of transport.

At DECC, the sustainability team worked with HR colleagues, producing a straightforward electronic guide to sustainable travel, linking to further factsheets on rail vs. air travel; video conferencing; eco-driving and cycling. Advice was also provided on calculating travel emissions to encourage low-carbon travel.

At DWP, the interactive travel guide developed by the business travel team with input from the sustainability team focuses on a clear travel hierarchy, beginning with avoiding travel wherever possible. At each step, alternatives are offered (*Could you work from home? Could you use videoconferencing?*) and if at any point the answer is 'yes', the user is signposted to further guidance. The option of air travel is offered only at the very end, with clear guidance that it is available only in very exceptional circumstances.

This work has made an important contribution towards the 47% and 68% reductions in domestic flights made by DECC and DWP respectively, and demonstrates the potential of a behaviour change approach which seeks to normalise more sustainable lifestyles.

Home Office – Minimising travel

The Home Office has placed formal restriction on staff travel intended to contribute to the department's carbon reduction strategy as well as reducing costs and making more efficient use of staff time. To enable effective working within the constraints of less travel, a departmental contract for teleconferencing facilities, currently used by senior staff, is being extended to all staff to encourage use. A project is also under way to roll out state of the art high definition video conferencing equipment across the estate. The new equipment will be easier to use, and will incorporate the ability to set up 'calls' in advance via an online portal. As part of the work leading up to the rollout, a study of current travel activity was carried out with a view to identifying areas for possible savings. The results from this exercise have contributed to the decisions on where to place the new equipment.

Altogether, these activities contributed towards a 42% reduction in domestic flights at the Home Office.

6. Waste

TARGET: Reduce the amount of waste we generate by 25% from a 2009-10 baseline by 2014-15

- **A 5% reduction in waste was recorded across Government**
- **Five out of 21 departments met or exceeded the 2015 target of cutting waste arisings by 25%**
- **2011-12 waste figures represent estimated savings of almost £4.7 million across Government against 2009-10 figures**

The target

The Government's commitment to making significant reductions to the amount of waste it produces represents a commitment preventing the loss of valuable resources with all their associated emissions implications, as well as increasing efficiency. Disposing of waste is expensive, and cutting the 290m tonnes of waste produced by Government every year will deliver significant financial benefits.

The primary waste target of the Greening Government Commitments relates to reducing overall waste arisings, not to the way waste is managed. This reflects the waste hierarchy which prioritises prevention, followed by re-use and recycling.

The target also includes a commitment that Government will go to market with a requirement for "closed loop" recycled paper, which was achieved in 2011 (see the case study under Procurement). It also commits to ensuring that redundant ICT equipment is re-used (within government, the public sector or wider society) or responsibly recycled, which is the subject of work currently being undertaken by the Government's Green Delivery Unit.

Overall Performance

In total, waste arisings fell by 5%. This represents an estimated £4.7 million in waste savings against 2009-10 figures¹².

Where increases in waste arisings are noted, they are in many cases a direct result of estate reorganisation across Government over the past year. Downsizing has created waste in the short term, and this has made it difficult to tell whether there is otherwise a significant downward trend in waste arisings which will become apparent over the lifetime of the commitments.

¹² Based on mid-point of gate fee plus landfill tax for non-hazardous waste from Wrap (£85 median – see <http://www.wrap.org.uk/sites/files/wrap/Gate%20Fees%20Report%202012.pdf>) plus additional £60 assumed for transportation fees (mid-point of BRE estimate of £40 – £80 per tonne). Actual costs could vary significantly depending on type of waste and distance to landfill site.

Individual departments

Several departments saw their waste arisings fall substantially, with Cabinet Office, DCLG, DFID, HMRC and HMT showing reductions of over 25%. A further six, – BIS, DCMS, DH, DWP, HO, and FSA – show a decrease of between 15% and 25%. However, FCO and LOD, showed a substantial increase, which is attributed to reductions to the size of the estate.

The enormity of the MOD's estate means that MOD's 6% increase lowers the cross-Government total reduction significantly. The MOD's efforts to reduce waste arisings were also affected by reorganisation of its estate, as well as work towards the Strategic Defence and Security Review and military contributions to the Royal Jubilee and the Olympics.

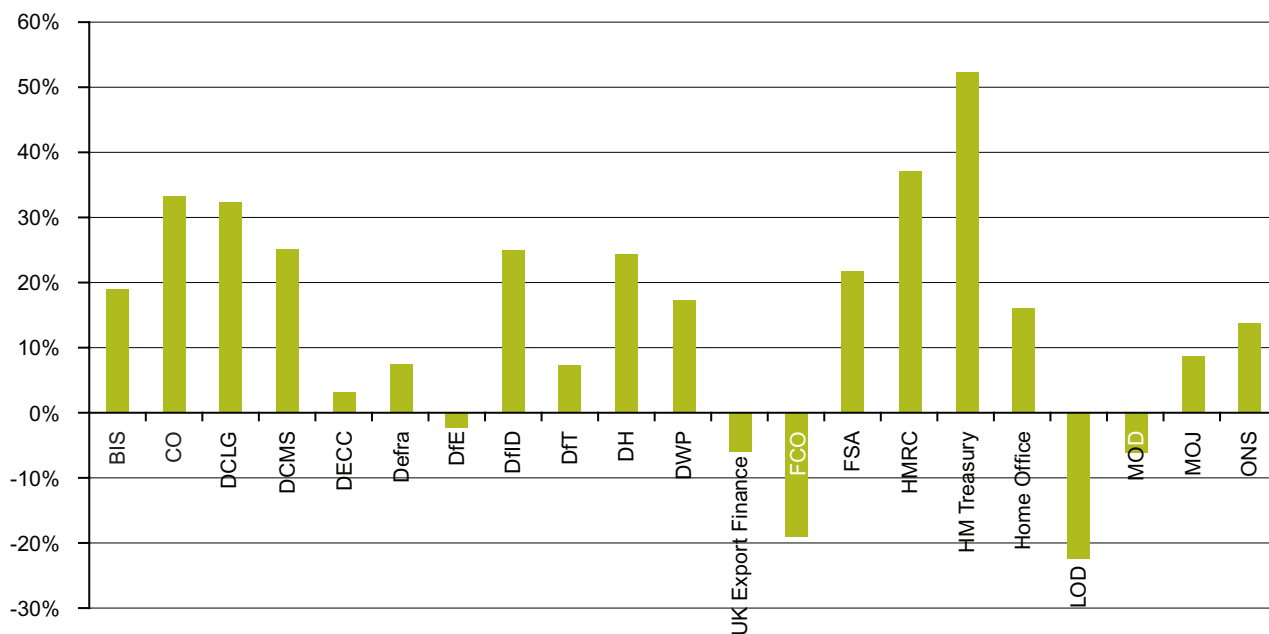
Some departments have facilities which make it more difficult to reduce waste arisings. For example, 80% of Defra's waste comes from its laboratories where the amount of waste produced largely relates to the type and quantity of research carried out.

Department	Waste (tonnes) Target: 25% reduction by 2014-15			
	Baseline (2009-10)	Target (2014-15)	Performance (2011-12)	% improvement
BIS	8,663	6,497	7,031	19%
CO	1,217	913	812	33%
DCLG	2,272	1,704	1,542	32%
DCMS ¹³	88	66	72	18%
DECC	228	171	221	3%
Defra	7,192	5,394	6,670	7%
DfE	1,959	1,469	2,004	-2%
DfID	317	238	238	25%
DfT	4,955	3,716	4,599	7%
DH	3,755	2,816	2,841	24%
DWP	17,132	12,849	14,170	17%
UK Export Finance	78	58	82	-6%
FCO	1,319	990	1,572	-19%
FSA	86	65	67	22%
HMRC	17,928	13,446	11,295	37%
HM Treasury	485	364	232	52%
Home Office	5,240	3,930	4,393	16%
LOD ¹⁴	3,121	2,341	3,826	-23%
MOD	185,437	139,078	197,034	-6%
MOJ	348,344	261,258	318,814	8%
ONS	657	493	567	14%
ALL DEPARTMENTS	610,473	457,855	578,083	5%

¹³ Data for core department only

¹⁴ LOD explains that rise in waste was due to estate rationalisation, but that all but 17% of waste arisings were re-used or re-cycled

Waste – % reduction 2011-12 against 2009-10 baseline



Case Studies

HMRC – ‘Swap shop’ for surplus items

HMRC’s online ‘Swap Shop’ allows staff to offer unwanted items to other offices across the Department. The Swap Shop is located on HMRC’s intranet Community Forum, and provides a forum through which people can pass on their surplus items to others who can make good use of them. Since the Swap Shop was launched in 2009, thousands of items have changed hands. As well as saving money, the Swap Shop helps HMRC cut its carbon emissions by reducing the number of new items that need to be bought – with a knock-on effect on transport and packaging. It also reduces waste, by ensuring a continuing use for items that might otherwise be thrown away.

In addition to stationery items such as envelopes and staplers, people have offered a portable projector screen, a hard hat, triangular bandages and briefcases. The usual rules on data security and health and safety apply and people are also asked to check the cost of transferring items between locations before sending them on to their new homes. Staff are enthusiastic about the idea, describing it as: *“One of the best ideas ever”* and *“A fantastic way of saving the Department money”*. A similar approach is also being taken by other departments, including the Home Office and DWP, saving thousands of pounds-worth of goods from destruction.

MOJ – Prisons Waste Management

The major component of the Ministry of Justice estate is the prison estate. With the current prison population at around 86,500 offenders, effective waste management is a fundamental issue. Waste management at a prison involves setting up a small workshop to which all prison-generated waste is directed. Offenders sort through the waste, separating out materials that can be reused and processed for recycling. This provides them with useful employment whilst bringing in environmental benefits. Additionally, around 45 prisons use in-vessel technology to compost food waste and approximately 30 sites process used cooking oil into biofuel.

During 2011-12, 54% of the waste generated was diverted from disposal to reuse and recycling, 815 tonnes of food waste was composted and 155,000 litres of used cooking oil processed into biofuel. The carbon equivalent saving from this performance equates to 91,000 tonnes CO₂e. The individual Waste Management Units operating in prisons are currently aiming to reuse, recycle or recover 70% of waste generated by their prisons by 31 March 2015. In April 2012, an additional, 'aspirational' target of zero-waste-to-landfill was introduced and during quarter 1, the performance returns identified the first three prisons to achieve this: Durham, Onley (near Rugby) and the young offenders institution at Werrington.

Home Office – Innovations in waste

The Home Office's Queen's Warehouses provide secure facilities for receiving, storing and disposing of seized goods including tobacco, alcohol, oil, vehicles and counterfeit goods. Many tonnes of goods are seized each year, and measures taken to reduce the environmental impact of their disposal include: recycling all packaging materials; shredding tobacco products on site to generate electricity for the National Grid, and putting alcohol products through anaerobic digestion to extract methane which is then used for electricity production. Hydrocarbon oils (which are often contaminated) are used to power cement furnaces, and vehicles are either sold or scrapped locally, with proceeds returned to HM Treasury.

Innovative trials are underway for disposing of counterfeit goods; for example instead of sending items such as trainers and boots to landfill, they have been shredded and used to surface racehorse training areas. Other goods are being disposed of through other government agencies, sale or charity; ensuring items are put to good use or monies raised.

The Home Office has also decided to take the same approach to displaying real-time carbon emissions information from its waste that it uses for emissions from energy use. Not content with laying bare the energy consumption of 11 Home Office buildings for the world to see via its website, 2 Marsham Street now also displays data on waste generation and the associated CO₂e emissions from the disposal of this waste.

7. Paper Consumption

TARGET: Cut paper use by 10% in 2011-12 against a 2009-10 baseline

- **Government as a whole exceeded the 10% target with a 24% reduction in paper use**
- **17 of 21 departments met the target**
- **Reductions were made by all departments**

The target

As part of the Government's commitment to cutting its overall waste, a one-year target for reducing paper consumption was introduced for 2011-12. This was created as a result of the success of the previous year's commitment to cut carbon emissions across the central Government office estate by 10% – the experience of meeting a challenging target within the space of one year had proved useful for galvanising departments' efforts and producing results. Although there is no formal target for ongoing paper reduction beyond 2012, data on paper use will still be gathered for 2012-13 to ensure good practice in this area is maintained, and the four remaining departments which did not meet the target this year step up their efforts in future.

Overall performance

The overall paper reduction recorded across Government is more than double what was required under the target, with a 24% reduction against a planned 10%. Departments have employed a combination of operational approaches – including reducing the number of printers, using default printer settings and better control of stationery purchasing – and staff engagement and awareness to achieve this result.

Individual departments

HM Treasury, DCLG and the Cabinet Office achieved the most significant results, reducing their paper consumption by 54%, 52% and 46% respectively. (The 48% reduction recorded by the Department for Energy and Climate Change pertains to the Nuclear Decommissioning Authority only, as DECC was not able to collect data on paper use for the whole department.)

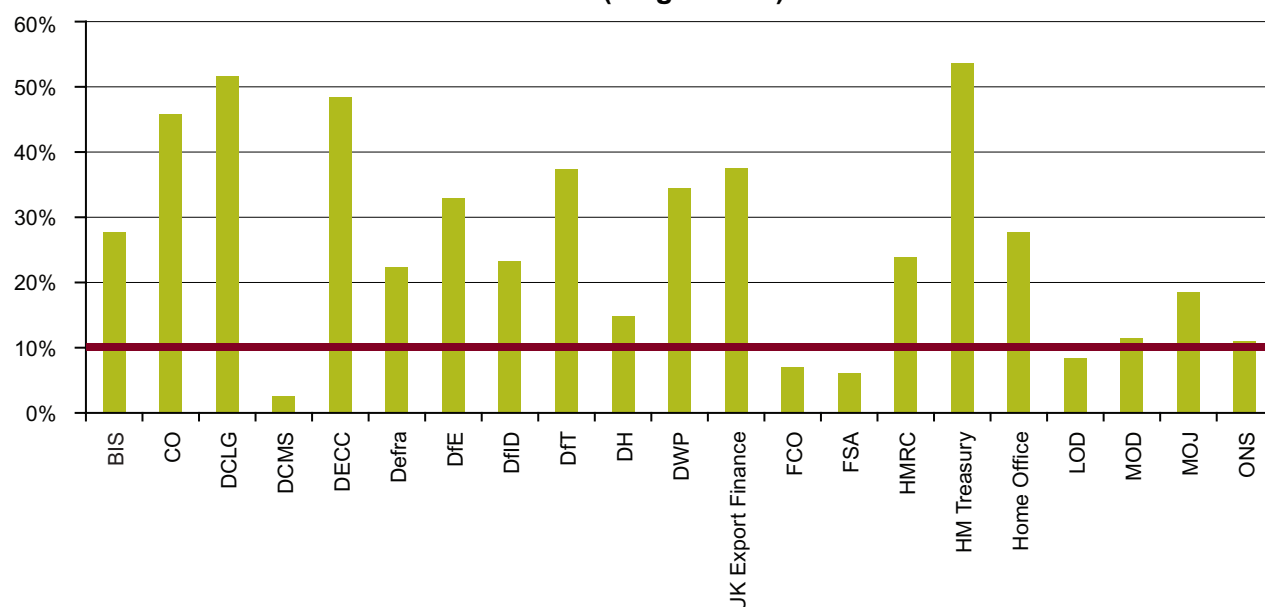
For some departments – such as HM Revenue and Customs or the Law Officers' Department, where customer correspondence or legal paperwork are central to operations, this has been a challenging target. In HMRC's case, the target was nonetheless exceeded with an overall reduction of 24%, driven by both a new managed print system and the growing number of tax returns filed online. In the case of the Law Officers' Department (LOD), an 8% reduction was achieved by 2011-12. However, the Crown Prosecution Service is moving towards electronic files, which will reduce the LOD's overall paper use significantly in the coming year. Reductions of less than 10% were also recorded by the Department for Culture, Media and Sport, the Food Standards Agency, and the Foreign and Commonwealth Office. In these cases, it is expected that the target should be met during 2012-13. The Food Standards Agency is currently planning a paper awareness campaign, as well as targeting business areas which use large amounts of paper.

Department	Paper (reams A4 equivalent) Target: 10% reduction by 2011-12				
	Baseline (2009-10)	Target (2011-12)	Performance (2011-12)	% improvement	Target met
BIS	430,515	387,464	310,929	28%	Yes
CO	56,396	50,756	30,490	46%	Yes
DCLG	92,148	82,933	44,648	52%	Yes
DCMS ¹⁵	5,102	4,592	4,968	3%	No
DECC ¹⁶	7,193	6,474	3,731	48%	Yes
Defra	151,529	136,376	117,257	23%	Yes
DfE	40,404	36,364	27,176	33%	Yes
DfID	16,003	14,402	12,300	23%	Yes
DfT	159,090	143,181	99,476	37%	Yes
DH	51,026	45,923	43,593	15%	Yes
DWP	2,078,897	1,871,007	1,360,043	35%	Yes
UK Export Finance	4,124	3,712	2,580	37%	Yes
FCO	41,788	37,609	38,969	7%	No
FSA	3,755	3,380	3,530	6%	No
HMRC	852,830	767,547	649,720	24%	Yes
HM Treasury	26,252	23,627	12,206	54%	Yes
Home Office	398,001	358,201	287,220	28%	Yes
LOD	641,777	577,599	590,333	8%	No
MOD	1,242,363	1,118,127	1,099,866	11%	Yes
MOJ	1,101,794	991,615	896,866	19%	Yes
ONS	57,109	51,398	50,983	11%	Yes
ALL DEPARTMENTS	7,458,095	6,710,458	5,686,884	24%	

¹⁵ Data for core department only

¹⁶ DECC data is for Nuclear Decommissioning Authority only – department-wide data not available.

**Paper – % reduction 2011-12 against 2009-10
baseline (Target: 10%)**



Case studies

DfT and Defra – Re-thinking printer provision and stationery ordering

DfT's 37% reduction in paper use is partly a result of rolling out default double-sided printing across the organisation. While this was already commonplace in many parts of the department, the imposition of a paper reduction target persuaded one of the biggest paper-using sections of the department to switch their printers to default double-sided printing. This change resulted in a 46% reduction in paper usage for that organisation. 2011-12 also saw a considerable increase in multi-functional devices across the department, resulting in significantly reduced paper usage. The number of printers in the department's headquarters was halved, and sizeable reductions were made across the executive agencies. This move changed the printing behaviour of staff and reduced the department's energy consumption. Designated stationery ordering points were also introduced, which eliminate the possibility of paper stockpiles developing in different parts of the department. This change has also resulted in fewer deliveries, thus reducing the carbon impact of DfT's supply chain.

At Defra, a re-think of office printing facilities and stationery ordering also contributed to the department's 23% reduction by 2011-12. Multi-function printing devices, which include electronic scanning capability and print double-sided as a default, were introduced to replace stand-alone printers and photocopiers. A change of paper suppliers also enabled the department to improve its paper purchasing strategy and get better sight of inventories. Finally, a programme of internal communication was mounted to encourage behaviour change with a view to more efficient use of paper resources.

HMRC – innovations and simple steps in cutting paper use

With a customer base of 31 million tax-payers and two million VAT-registered businesses, it is no surprise that paper is one of HMRC's main outputs. Encouraging customers to complete transactions online has been a big paper saving initiative. Last year saw more than 80 per cent of tax returns submitted via the internet. These online submissions have the added bonus of cutting the carbon associated with printing and distribution by 760 tonnes. Alternative media, such as the use of text messages for alerts, have also played their part in reducing paper, as has streamlining processes. One Tax Credits award notice is now sent to joint households, for example, whereas previously each person in a household would have received their own letter.

HMRC has also developed an environmental waste calculator to quantify the carbon and financial benefits of making reductions in paper, printing and postage.

These initiatives contributed to a 9% (30 million sheets) cut in the amount of paper used in office printers and photocopiers during 2011-12 and produced savings of £297k and 138,000kgs of CO₂ equivalent.

8. Water

TARGET: Reduce water consumption from a 2009-10 baseline, and report on office water use against best practice benchmarks:

- a. $\geq 6 \text{ m}^3$ water consumption per full time equivalent staff member (FTE) – poor practice
- b. 4 m^3 to 6 m^3 per FTE – good practice
- c. $\leq 4 \text{ m}^3$ per FTE – best practice

- **A 3% reduction in water consumption was recorded across Government**
- **19 departments made reductions**
- **Individual departments made reductions of up to 35%**
- **Three departments meet the good practice benchmark, and one meets the best practice benchmark**

The target

Water is a commodity we can no longer take for granted. However, reducing water consumption can be challenging for many organisations, as upgrades to water systems can be costly and disruptive, and works on the scale necessary to achieve significant change may only be scheduled once in a decade. As a result, no fixed target was set for water reduction to 2014-15, but departments are expected to make every effort to reduce their water consumption in all areas.

The variety of water-using activities undertaken on the Government estate – from Defra's laboratories to MOD's large estate and wide range of operational activities – make it difficult to draw comparisons. As a result, departments report water consumption in their office buildings separately, which allows reporting of the amount of water used by staff across departments against good practice benchmarks. The benchmarks used are based on research into office water consumption carried out in 2006 by CIRIA (the Construction Industry Research and Information Association), and set extremely challenging standards for Government departments.

Overall Performance

Total water consumption across Government has fallen by 3% against a 2009-10 baseline – a water saving of over 1,000,000 (m^3) – and all but two departments have made reduction in their water consumption. This reduction represents estimated savings of almost £4.2 million¹⁷ in water costs across Government against 2009-10 baseline figures. Departments have achieved good results through approaches including leak detection and repair; upgrades of facilities and behaviour change.

¹⁷ The valuations of water reduction savings were calculated by multiplying water usage (m^3) per department by £3.214 (figure based on data from Southern Water).

Individual departments

Some departments – including DCLG, LOD, DfE, Defra have made extremely good progress, and are close to meeting challenging good practice benchmarks. In addition to upgrades to water systems, it is clear that efficiency savings, resulting in a smaller estate, have had an impact on a number of departments.

Office water consumption per full time equivalent staff member (FTE) at DfID, MOJ and ONS meets challenging good practice standards, with Defra and DfT very close to meeting the benchmark. UK Export Finance meets best practice standards with a minimal 1.8m³ per full-time staff member. This has been attributed to the installation of water-saving taps and toilets as well as the closure of a staff canteen.

DECC is one of the only Government departments where staff numbers are currently growing. This is in line with policy priorities. As such, its overall water consumption has grown, although its consumption/FTE is close to meeting good practice standards. MOJ is currently affected by increasing prisoner numbers and a policy emphasis on the importance of purposeful work for prisoners. This has resulted, for example, in laundry services which run 24-hours a day in some prisons and an increase in manufacturing industries – in addition to the regular requirements of 24-hour domestic water consumption. Against this background, the MOJ's 1% reduction is a significant achievement. However, other departments are continuing to struggle with their water consumption within much more straightforward operations. Some, like FSA, FCO and HO – which have made significant reductions in overall water consumption in the last two years still have very high water consumption per FTE. In most cases, this is likely to be a result of lower occupancy levels within buildings. In FCO's case, overall high water consumption is understood to be due to the water requirements of data cooling at its Hanslope Park site, which is currently being investigated with a view to making improvements.

Water consumption at CO increased by 5% in 2011-12, mainly due to large volumes of water being used to flush the office cooling system in preparation for a ground source cooling project being implemented during 2011-12. This increase is expected to reverse in 2012-13.

The importance of reducing water consumption has been communicated to departments as a priority by the Cabinet sub-committee on the GGC, and practitioners are currently working together to share best practice and identify solutions across the Government estate.

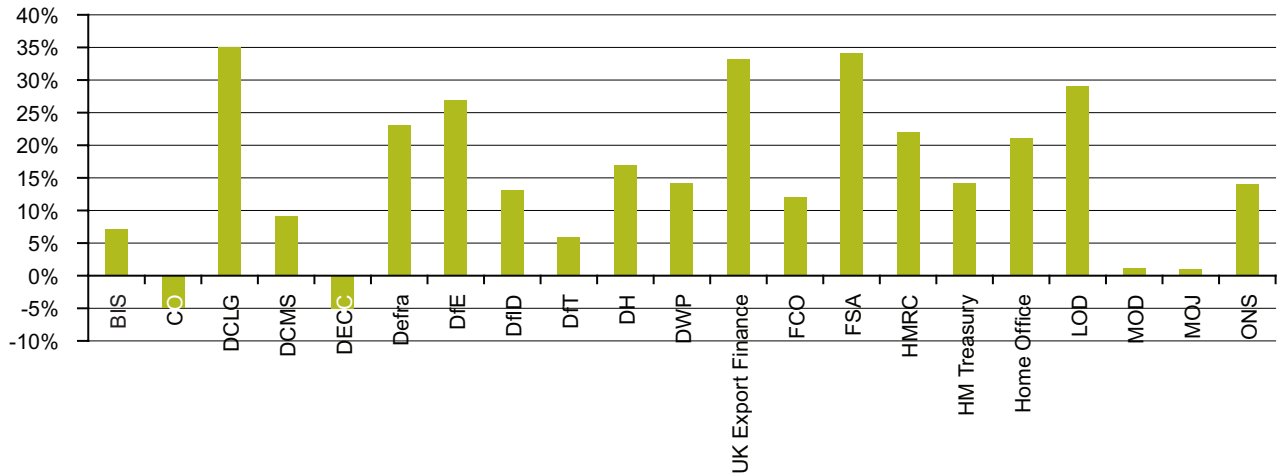
Department	Water			
	Baseline (m ³ – Whole estate 2009-10)	Performance (m ³ – Whole estate 2011-12)	% improvement (Whole estate 2011-12)	Water m ³ /FTE (Office estate only 2011-12)
BIS	835,734	723,281	13%	7.2
CO ¹⁸	51,373	53,776	-5%	11.6
DCLG	144,890	94,307	35%	8.2
DCMS ¹⁹	7,328	6,703	9%	13.4
DECC	11,108	11,678	-5%	7.2
Defra	693,673	536,397	23%	6.3
DfE	84,651	61,720	27%	8.2
DfID	8,459	7,374	13%	5.6
DfT	166,188	155,643	6%	6.2
DH	288,880	239,426	17%	8.3
DWP	883,617	760,983	14%	7.8
UK Export Finance	2,762	1,855	33%	1.8
FCO	69,392	61,067	12%	14.6
FSA	8,275	5,448	34%	15.2
HMRC ²⁰	961,843	751,653	22%	10.2
HM Treasury	14,810	12,729	14%	9.3
Home Office	346,604	273,530	21%	13.4
LOD	69,068	48,946	29%	9
MOD	24,973,623	24,659,000	1%	12.3
MOJ	9,160,503	9,026,984	1%	4.9
ONS	18,526	15,891	14%	5.6
ALL DEPARTMENTS	38,801,307	37,508,390	3%	

¹⁸ Increase in CO water consumption in 2011-12 due to flushing cooling system in preparation for a ground source cooling project

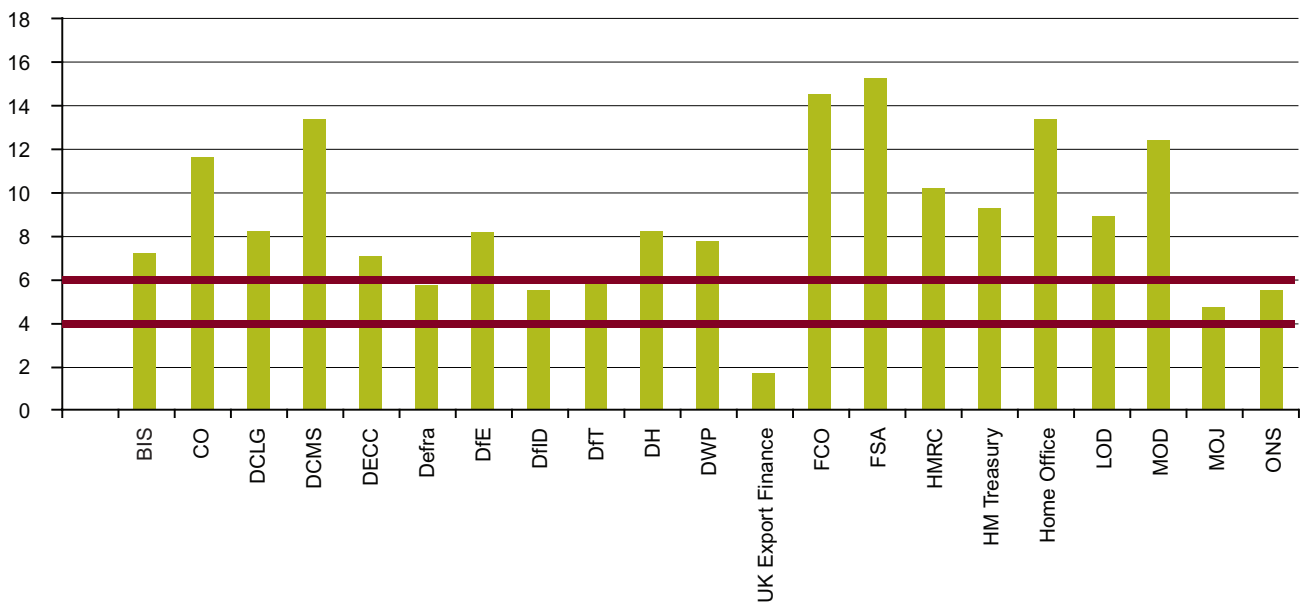
¹⁹ Data for core department only

²⁰ HMRC cannot separate office and whole estate water consumption so whole estate figure has been used to calculate FTE figure

**Water consumption – % reduction 2011-12
against 2009-10 baseline**



**Office water consumption 2011-12 – m3/FTE against
good practice and best practice benchmarks**



Case studies

Defra water reduction project Automatic Meter Reading (AMR)

When Defra embarked on a project to reduce departmental water consumption, it quickly became clear that to identifying the opportunities to reduce water use would require improved monitoring of water consumption and metering systems. Over a three month period, Defra worked with its supplier to install logging devices on water meters at sites across its estate. The complexity of the water industry and the department's ageing water meters presented some difficulties, but the project was completed on time and to budget.

Defra is now using the half hourly data (supplied on a day plus one basis) to identify trends and exceptions, and to benchmark water consumption across the estate. The data has already helped identify water leaks at three sites and identify opportunities for water reduction at a number of sites. It is anticipated that the project will identify savings of up to £50,000 in the first year.

Defra washroom project

In early 2012, Defra implemented a range of measures to reduce water use in washrooms across its offices. Opportunities were identified for installing flow restrictors on taps and showers, as well as toilet flush restrictors and waterless or low flush urinals.

Implementing these technologies represented easy and relatively cheap wins, taking three months to implement with minimum disruption to the business. The biggest saving came from the waterless and low flush urinal devices which delivered an annual saving of 9,900m³, with the flow and flush restrictors delivering an annual saving of 2,521m³. The annual financial saving from this water saving was approximately £25,000. Altogether, these changes have contributed to a 23% reduction in water consumption across the estate, and office water use levels per head of staff very close to meeting demanding good practice standards.

MOD Spend To Save water project

The MOD's office buildings account for less than 0.1% of the MOD's total water consumption. As such, the current priority for water reduction projects, and the area of greatest water saving potential, is the non-office estate. In 2009-10, the MOD implemented a 'spend to save' water project across five sites, which reduced water consumption by 140,000m³ per year and delivered savings in excess of £400,000 per year against an £80,000 initial investment. Initial costs were paid back on average in two months. This led the department to expand the project across a further five sites between 2010 and 2012, where savings are expected to add up to £527,000 per year for an investment of £166,000. The project focused in part on reducing domestic water consumption and waste by installing efficient replacement shower heads and new showers as well as non concussive and low-flow taps restricting water flow to under five litres per minute. Toilets were retro-fitted with dual flush, and, delivering the most significant savings, water-saving urinals were installed.

9. Sustainable Procurement

TARGET: Ensure government buys more sustainable and efficient products and engages its suppliers to understand and reduce the impacts of its supply chain:

- Embed the Government Buying Standards (GBS) in departmental and centralised procurement contracts, within the context of Government's overarching priorities of value for money and streamlining procurement processes
- Improve and publish data on our supply chain impacts, initially focussing on carbon, but also water and waste – setting detailed baselines for reducing these impacts.

Progress has been made in ensuring that centralised contracts allow for products compliant with the Government Buying Standards to be purchased. Data collected to date does not give a clear picture of the extent to which departments are buying these products.

The target

Purchasing sustainable and efficient products is vital to meeting the government's targets on carbon, water and waste. It also helps lay the foundations for a healthy, sustainable economy by supporting innovative sustainable companies through providing a ready market, while saving money over the lifetime of a product or service.

The Government's Buying Standards (GBS), developed by Defra, seek to make it easy for procurers to buy products of a high standard by laying down simple technical specifications and award criteria for products to be used in tenders. Through the guidance on Best Practice, these standards can also create a stimulus in terms of innovation. As the standards are updated, Defra is exploring how it can ensure they provide an even greater impetus for jobs and growth.

By engaging with the supply chain, additional environmental and costs savings can be made as suppliers take action to reduce their energy, waste and water costs. As approximately 75% of the Government's total GHG emissions relate to supplier emissions from transport to production of products, managing this impact is particularly important. Working with suppliers magnifies the impacts of the sustainable procurement approach and allows the Government to pass on the lessons it learns in managing its own estate.

Changes to reporting under the Greening Government Commitments

Until the implementation of the Greening Government Commitments, government departments reported against a set of arrangements known as the Flexible Framework, which laid down a hierarchy of achievement in terms of the organisational and governance arrangements of a department. The Greening Government Commitments have sought to introduce a quantitative approach, in a phased way, with reporting on how far the Government Buying Standards are being complied with. In 2011-12, departments were asked to report on contracts entered into for six key product groups: construction, timber, furniture, paper, ICT and vehicles. The GGC also seek to improve reporting on supply chain impacts.

The new approach to reporting on sustainable procurement complements reporting in departmental Annual Report and Accounts, which was required for the first time in 2011-12. These reports have also been examined in preparing this annual progress report in order to give a full picture on sustainable procurement.

Overall Performance

Defra has worked with the Government Procurement Service to ensure that sustainable products are available to be bought through central framework contracts, as departments are encouraged to purchase from these frameworks. Progress has been made in ensuring that the GBS are used as award criteria, which means that GBS compliant products are generally available on these frameworks. However, not all products available on the frameworks are consistent with the GBS.

Over 2011-12, the Government Procurement Service ensured that GBS-compliant products were made available in their frameworks for paper, furniture, IT, desktop printers, multi-functional devices, transport, as well as energy using products in the facilities management framework. It has also been agreed that the frameworks for mobile phones and servers will take on board the Government Buying Standards once the revised standards are finalised.

It has been difficult to assess the level to which government departments purchase GBS-compliant products for two reasons. Firstly, many departments have not entered into contracts or made purchases from frameworks in many of the five product groups chosen. Secondly, some departments did not record at the time whether products bought from centralised frameworks were compliant with the Government Buying Standards, and have not been in a position to do this subsequently. Ease of collecting information is an issue in particular for those products that are purchased from a catalogue, rather than through more formal departmental call-offs from the framework.

The Government Procurement Service is still working on making a single supply chain reporting tool easily available to departments. This will enable supply chain impacts to be monitored and reported on in a consistent manner. It will also assist procurers to work with key suppliers to drive down their emissions, making them more efficient in terms of cost and environmental impact. As this will only be easily accessible for departmental use in 2013, it has not been widely used to date and it is not possible to publish information on these impacts. The progress made by the two champions of this approach – the Home Office and HMRC – is outlined below.

Summary of performance by product group	
Product group	Performance
Construction	Three of the five departments which report on this state full compliance with GBS, and procured new build to meet the BREEAM excellent standard. MOD reported that 65 out of 81 of its new build were BREEAM excellent, as required by the GBS, and the rest fell just below this at Very Good. Of its refurbishments, four met the Very Good BREEAM standard as required by the GBS, with three out of seven exceeding it and meeting the excellent standard.
Timber	All departments which reported procurement in this area for 2011-12 reported compliance with the Government's Timber Procurement Policy. MOJ produces furniture within prisons, where all timber used complies with the Government's Timber Procurement Policy.
ICT	Of those who reported, there were good levels of performance. The Home Office's and Cabinet Office's contracts met the GBS standard as did DWP's contract. DH reported that they met the higher best practice standard in one case, and the mandatory in three cases, but in one they did not obtain the information on compliance. DfT concluded 28 contracts but did not obtain this information.
Furniture	DH reports compliance with Best Practice in two out of three contracts, but for one they were not able to report. Some departments reported on use of GPS frameworks but are unable to say whether the products were GBS-compliant. The Home Office and DWP reported that their contracts were in compliance.
Vehicles	Reporting in this area was limited, with Defra and DfT both reporting that they had purchased from GPS contracts but were unable to tell whether the products were compliant. HO purchased several fleet vehicles which met the standard.
Paper	Nine departments report that they use the GPS framework contract, and six report that they procured under HMRC's Closed Loop system

Other findings: Annual Reports and Accounts

Particular examples of sustainable procurement which stand out include:

- Use of HMRC's new Closed Loop paper contract
- A commitment to procurement of food and catering services using the GBS – departments including HO, MOJ, DECC and BIS have signed up to WRAP's Hospitality and Food Service Voluntary Agreement

Individual departments

HMRC's return demonstrates good progress towards sustainable procurement. This includes: moving its car fleet to low carbon, fuel efficient vehicles; complying with the Furniture GBS, the IT procurement GBS, and the timber procurement policy; as well as putting into place the Closed Loop paper contract, explained below. The department has also increased awareness amongst its procurement experts of equality, ethical and environmental sustainability factors, through an extensive communications and development programme. HMRC stands out in having made use of a supply chain reporting tool, which asks suppliers to report on their carbon, water and waste performance as well as social and economic factors. It allows its key suppliers to benchmark their environmental performance.

The Home Office uses a supply chain reporting tool to manage and understand the impacts of their supply chain, and works with its main contractors to reduce these impacts. The department has successfully reduced water consumption and waste generation in this way, and is also to be commended for setting out its priorities for the next year in its Annual Report and Accounts.

Like MOD, whose approach is outlined in the case study below, DWP reports a Sustainable Procurement Strategy, and a clear commitment to buy products that are compliant with the GBS. This also sets out a commitment to promote the use of apprenticeships through its contracts, thus helping lay the foundations for growth. DWP's Departmental Supplier Excellence Awards scheme includes a category for best supplier contribution to sustainability and best SME/Voluntary Community Sector supplier. Its work is supported by DWP's Commercial Policy and Process Team which provides tools to incorporate environmental, social and economic considerations into procurement.

MOJ's efforts to embed sustainability in procurement include using a supply chain reporting tool and targeted supply chain activity including "meet the bidder" events for food suppliers – which has increased the proportion of SMEs in the supply chain to 52%. It also includes contractual obligations and reporting requirements for prison operators to meet GGC targets. MoJ has a live procurement for Social Enterprise Consortia Building – a process designed to bring together a range of organisations, underpinned with a Social Enterprise element, with a view to developing sustainable consortia models which could then be in a position to bid for future opportunities. The department has signalled its future aspirations by signing up along with other major public and private sector organisations to Procurement Compacts in three areas: Low to Zero Carbon Transport, Heat and Power from Renewable Biomethane, and Towards Zero Carbon Catering. By sending a clear 'direction of travel' message to suppliers and by demonstrating real demand, this joint public private sector initiative aims to create market opportunities for innovating companies and to help generate growth and jobs in the low carbon economy.

A full table of departments' progress on sustainable procurement is set out at Appendix 1.

Case Studies

HMRC Closed Loop paper contract

HMRC's innovative Closed Loop paper recycling scheme works by collecting waste paper from Government offices to be reused as desktop-quality 100% recycled paper, and could lead to the creation of a dedicated paper recycling mill in the UK. In addition to generating environmental benefits, the scheme also contributes to data security in that documents are shredded securely before being taken to the mill. Many other Government departments and agencies have now signed up to the scheme, which was shortlisted for the best initiative by a government or statutory body in the Climate Week Awards and was also a finalist in the National Government Opportunities (GO) Excellence in Public Procurement Awards.

HMRC's Chief Finance Officer and environment champion Simon Bowles said: "As all new UK desktop paper is currently imported, Closed Loop achieves both financial and environmental savings for the Department, and has the potential to drive down costs across Government." Since the scheme was formally launched in April 2010, more than a billion sheets of Closed Loop paper have been produced. Compared to the manufacture of virgin copier paper, this has cut carbon emissions by 70 per cent, energy consumption by 60 per cent, water consumption by 50 per cent and saved 68,000 trees. The scheme has been extended to private sector companies, with fast food chain McDonalds and Virgin Media both now Closed Loop customers, providing an excellent example of Government leading by example.

MOD approach to sustainable procurement

MOD has continued to mainstream sustainability within Departmental processes and activities, from initiating a voluntary Sustainable Procurement Charter from 2008 which all key suppliers have signed, to mainstreaming sustainability both within Defence strategies and objectives.

The Department is also conducting research and development into delivering sustainable solutions on the front line. This addresses resilience to resource security (energy and materials) and the impacts of climate change in both equipment and support solutions for all military capability programmes. With an annual spend on equipment energy of £628M, this research includes investigations into how reductions in energy consumption can be achieved on military operations by using a system that intelligently manages energy demand while incorporating energy storage and using a mix of conventional and alternative energy ('Power Forward Operating Base'), and looking at options for sustainable aviation technology. MOD also has a 'Green Warship' group that closely monitors environmental legislation and constantly seeks to adapt the latest commercially available technology to minimise environmental impact and reduce wider costs whilst sustaining capability.

MOD approach to sustainable procurement (cont'd)

Sustainable procurement is now an integral element to the planning and delivery of military capability, not least because reducing reliance on fossil fuels and operational energy consumption, reduces operational risk (for instance, from attacks on the logistics chain) and through-life costs while enhancing mission endurance. MOD's procurement guidance requires new equipment that is resilient to long-term climate change. It is also now mandatory that all business cases should consider sustainability as part of their development.

In addition to publishing detailed online sustainable procurement guidance, including a Sustainable Procurement Assessment of Risk tool and Sustainable Procurement Commercial Policy Statement, the Department has developed sustainable procurement training courses, which are run by the Defence Academy.

With sustainability featuring in one of its four structural reform priorities, the Defence Business Plan commits the Department to complying with Government Buying Standards by 2015 and as such has started an internal audit programme on GBS, and to agreeing targets to reduce our key suppliers' greenhouse gas emissions by 2014, and water and waste by 2015.

A separate target aims to reduce reliance on fossil fuels for operational energy by 18% by 2020-21 (from 2009-10 baseline). MOD will continue to work with suppliers, encouraging them, for example, to capture data on carbon emissions.

DCLG and DfE – Embedding sustainable procurement

DCLG and DfE have given particular focus to embedding sustainability into key contracts to help ensure both departments meet their environmental commitments as well as delivering financial savings. Central to success has been ensuring sustainability is considered at every stage of the procurement cycle from pre-tender qualification to contract award and subsequent contract management.

In April 2012, DCLG and DfE let a joint total facilities management contract, providing an opportunity to create a bespoke sustainability support service, setting high level specifications to ensure a range of facilities management service streams deliver best practice solutions for meeting the Greening Government Commitments. To achieve this, both departments agreed at the outset that the contract should embed the GGCs wherever possible. The requirements were included in the Pre-Qualification Questionnaire, tender specification and evaluation, contract specification and KPI matrix. Since its award, the contract has been robustly managed to ensure that the supplier understands the priority both department's place on delivering a resource efficient, low carbon service. Regular meetings supported by monthly reports enable the Departments to evaluate performance to help ensure targets are met.

DCLG and DfE – Embedding sustainable procurement (*cont'd*)

In 2011, DCLG also let new telephony service which focused on maximising environmental performance and delivering greater efficiencies throughout the tender process. The service has achieved 40% energy savings, through overnight power shutdown, energy audits, as well as creating increased opportunities for audio conferencing, fixed and mobile video conferencing and wider home working opportunities. And now DCLG is applying these same principles to its current ICT re-let process.

10. Transparency Commitment

THE TARGET: Departments will be open and transparent on the steps they are taking to address:

- Climate change adaptation
- Biodiversity and the natural environment
- Procurement of food and catering services
- Sustainable construction
- People

- **Information against transparency commitments areas published by all departments**

The target

The Greening Government Commitments explain that *“Government’s impact and ability to show leadership stretches beyond the headline commitments, for example through the way we promote and conserve biodiversity on our estate, and the standards we set for construction projects.”* It is this thinking which led to a commitment for each department to report openly and honestly on its performance against the five areas outlined above.

Performance

As a new set of commitments under the Greening Government Commitments, the transparency commitments have inspired departments to respond to their requirements in different ways. Some have published a web page specifically dedicated to reporting in this area. Others have incorporated reporting into their Annual Report and Accounts – within which Government departments are required to include a sustainability report under Government Financial Reporting Manual (FReM) guidance – and others have done both. Some have made a point of reporting against each area listed by the commitment, even where they have nothing specific to report (for instance, explaining their lack of action on biodiversity where their estate consists only of city centre buildings, or on construction where no building work has taken place). Others have omitted areas they believe to be irrelevant to the operations of their department in the year in question. A wide range of approaches can also be noted to the question of how much detail should be included; and some gaps remain where it is clear that information should be provided (all departments, for example, rely on people, although a number have published no sustainability information in this area).

In the light of such a wide variety of approaches, as well as the expectation of fundamental changes to the way departments’ information is presented via the internet from 2013, it is clear that further thought needs to be given to how information should be presented in an accessible and comparable way from 2012-13. Clearer instructions will be issued to departments as to what is expected of them within the parameters of the new Government-wide website, although it is understood that the information collected will still reflect a wide range of situations faced by individual departments.

A full table outlining departmental compliance with commitments is included in Appendix 2.

Appendices

Appendix 1 – Sustainable Procurement – Results by department

Procurement		General sustainable procurement arrangements (including reference to flexible framework)	Construction – New Build or Renovation: Percentage of contracts awarded in 2011-12 consistent with GBS	Timber Procurement Policy: Percentage of construction contracts awarded in 2011-12 consistent with the TPP. How verified?	ICT including imaging: Proportion of contracts awarded in 2011-12 consistent with GBS	Furniture: Proportion of contracts awarded in 2011-12 consistent with GBS	Vehicles: Proportion of contracts awarded in 2011-12 consistent with GBS	Paper: Proportion of paper purchased in 2011-12 consistent with GBS
BIS		BIS procurement now carried out by RCUK Shared Services Centre Ltd (SSC) which is working towards level 5 of Flexible Framework with target of 31/12/12.	N/A	All refurbishment projects included a question on the UK Govt Timber procurement policy within tenders.	N/A	N/A	N/A	Used GBS-compliant Closed Loop contract.
CO		CO procurement policy includes sustainability as standard part of evaluation criteria except in cases where there is no relevance to product or service being supplied.	1 of 1 met mandatory standards.	1 of 1.	1 new contract. Contractor confirmed compliance with six mandatory areas under the GBS for Laptop Computer Standards v2.0 and do meet other international buying standards. They are also registered under EPEAT. Working with contractor to verify compliance with GBS for future reporting and transparency.	N/A	N/A	Used GBS-compliant Closed Loop contract.
DCLG		All large procurements use GPS frameworks where available. Sustainability teams engaged for advice when developing spec for major contracts, and GBS compliance is key requirement where applicable. Further work required with ALBs.	N/A	N/A	N/A	GBS-Compliant – All furniture bought by DCLG over the last financial year has been through the MOJ and NOMS initiative.	N/A	Used GBS-compliant Closed Loop contract.
DCMS		GBS are being used within all appropriate contracts over the OJEU threshold and are in-built into the purchasing lifecycle.	N/A	N/A	N/A	N/A	N/A	No contracts awarded for paper as falls under central GPS contract/framework in the Office Supplies commodity.

Department	General arrangements	Construction	Timber	ICT	Furniture	Vehicles	Paper
DECC	Most of DECC's procurement is through GPS Frameworks. Where we procure directly, NDAs terms and conditions already include environmental obligations and core DECC is working to strengthen its terms and conditions to include GBS. Core DECC will be assessing the sustainability of all procurements over £20,000 and is working with key suppliers to identify supply chain impacts in terms of greenhouse gas emissions.	N/A	N/A	N/A	It is DECC's policy to obtain furniture from obsolete stock from other Government Departments. Any new furniture is purchased through GPS frameworks where possible. The NDA placed one order for furniture during this period. This was through another Government Department's framework. It is unknown if this purchase was compliant with GBS.	N/A	Almost all of DECC's paper is GBS-compliant Closed Loop paper purchased through the Government Office Supplies Contract. NDA is in the process of moving to the Closed Loop contract.
Defra	Majority of contracts are awarded through frameworks and contracts over 25K are considered from a sustainability perspective. If the contract is applicable to GBS it is stated that these should form the basis of the supply of goods. In non-GBS contracts alternative sustainability clauses are incorporated.	Forestry Commission had one new build that achieved Breeam excellent.	The new build for Forestry Commission was provided with evidence that TPP had been followed.	No new contracts awarded for ICT in 11-12.	100% All furniture is purchased via the GPS framework.	GPS framework is utilised in the majority of cases.	GBS-compliant Scottish Government framework or Closed Loop are used for all paper contracts.
DfE	All large procurements use GPS frameworks where available. Sustainability teams engaged for advice when developing specifications for major contracts, and GBS compliance is key requirement where applicable. Further work required with ALBs.	1 of 1 contracts awarded (Earlsdon fit-out) consistent with GBS.	N/A	N/A	N/A	N/A	Used GBS-compliant Closed Loop contract.
DFID	All procurement through GPS but no information on GBS compliance.	N/A	N/A	No major ICT contracts in 2011-12, but GBS used throughout ICT procurement.	N/A	N/A	Used GBS-compliant Closed Loop contract.
DfT	39 contracts (2 major ones) over OJEU threshold inc. basic GBS. Sustainability criteria included in standard T&Cs.	N/A	N/A	28 contracts. GBS compliance not known, although contracts procured through GPS.	N/A	3 New contracts for 115 vehicles through GPS. GBS compliance not known.	ERG pan-Govt arrangement for Office Supplies. No GBS compliance information.
DH (Core DH only. Will extend to ALBs in future)	2 of 2 OJEU contracts stipulate basic GBS compliance.	N/A	N/A	99.9% Compliance by spend. 1 of 5 contracts met best GBS practice; 3 met GBS mandatory standards.	99% compliance by spend. 2 of 3 contracts met GBS best practice standards.	63.7% compliance by spend. 1 of 2 contracts met mandatory standards.	99.7% compliance by spend. 1 of 1 contracts met mandatory standards.
DWP	GBS used in 100% of contracts over OJEU threshold, where GBS exist.	N/A	N/A	GBS-compliance as standard.	GBS-compliance as standard.	GBS-compliance as standard.	N/A
ECGD (now UK Export Finance)	ECGD has 6 contracts over OJEU threshold – most are consultancy based. No environmental mechanisms in place. One is a facilities supplier over the threshold committing to SD and the remainder of them are on Government Procurement Service frameworks. No information held as to compliance.	N/A	N/A	N/A	N/A	N/A	N/A

Department	General arrangements	Construction	Timber	ICT	Furniture	Vehicles	Paper
FCO	CPG (Corporate Procurement Group) leads on Procurement for the FCO and has the delegated authority to award contracts valued over £80k. FCO uses mandated Government Procurement Services (GPS) Sourcing arrangements and is in discussion with GPS to ensure the FCO is provided with the capability to report on GBS compliance via GPS Framework use. FCO is implementing Category Management and has embedded a Sustainability Impact Tool in the Category Planning process to identify the Sustainable Benefit that the Category can deliver through its Procurements. Discussions are under way with the FCO Arms Length Bodies to support their embedding of Sustainability within their Procurement. The FCO is developing a robust Implementation Plan to embed the Government Buying Standards in its UK based Procurement. This plan will also address the monitoring of data to facilitate reporting on progress. FCO is relaunching simplified Procurement Guidance for devolved Procurement activity in November 2012 which specifically markets the GBS.	No relevant Contracts awarded by the FCO CPG in the period. Limited data on devolved Procurement activity.	All contracts let by the FCO CPG are TPP Compliant. Limited data on devolved Procurement activity.	No relevant Contracts awarded by the FCO CPG in the period. Limited data on devolved Procurement activity.	No relevant Contracts awarded by the FCO CPG in the period. Limited data on devolved Procurement activity.	No relevant Contracts awarded by the FCO CPG in the period. Limited data on devolved Procurement activity.	GBS Compliant Closed Loop Paper Contract.
FSA	Majority of contracts are awarded through frameworks and all contracts are given sustainability consideration. Revised procurement policy requires GBS as mandatory requirement	N/A	N/A	N/A	N/A	N/A	N/A. Renewal of contract in January 2013 will come from Closed Loop system
HMRC	6 OJEU contracts compliant with GBS. HMRC's Sustainable Procurement Strategy, Supplier Charter and new VOA (Valuation Office Agency) procurement processes designed to embed sustainability and support adoption of GBS. Key suppliers use the on-line tool CAESER.	N/A	N/A	2 of 2 existing contracts meet GBS.	N/A	Of 4 contracts, 3 met mandatory GBS standards and 1 met GBS best practice standards.	Moved to GPS Government Office Supplies Contract (GOSC). Purchased paper from closed loop framework.
HMT	HMT's contracts are mainly awarded via GPS Frameworks. Where HMT procures directly, sustainability criteria are included in the evaluation criteria as appropriate, for contracts in excess of £20,000 exc VAT.	N/A	N/A	N/A	The aggregate value of contracts awarded during 2011-12 for furniture was £1.47M. 93% of this spend was compliant with GBS best practice standards.	N/A	N/A – No contract awarded in 2011-12. The current contract meets GBS best practice standards
Home Office	Information on compliance with GBS held for ICT, paper, furniture and vehicles only. Estimate 80-90% compliance across 13 contracts. From Jul 2012, standard clause in T&Cs stipulates use of GBS and annual self-assessment of supply chain impacts using CAESER. September 2012 guidance issued on GBS for construction suppliers.	In 2011-12 one BREEAM assessment was completed and rated "very good" and one SKA assessment was also completed receiving a Bronze rating (both for projects managed on behalf of MOJ).	23 of 23 projects compliant with TPP. Some limited documentation is provided through the supply chain.	1 of 1 new and existing contract met GBS mandatory standards.	3 of 4 new contracts met GBS mandatory standards.	2 of 7 new contracts met mandatory standards (a further 1 partially met mandatory standards). Non compliant contracts were for vans or specially adapted vehicles.	The majority of HO uses HMRC's Closed Loop system, and the remainder of the department (Marshall Street) is due to move to the system in late 2012.

Department	General arrangements	Construction	Timber	ICT	Furniture	Vehicles	Paper
LOD (CPS only)	Majority of contracts are awarded through GPS frameworks. CPS contracts over 25K are given sustainability consideration. If the contract is applicable to GBS it is stated that these should form the basis of the supply of goods.	N/A	N/A	N/A	All Furniture through GPS Frameworks – not known if GBS compliant.	No New Contracts. Current contract used is through GPS. Not known if GBS compliant.	Procured through GPS Government Office Supply Contract (GOSC). 98% of contract spend is compliant.
MOD	MOD has continued to mainstream sustainability within Departmental processes and activities, including a voluntary Sustainable Procurement Charter with suppliers from 2008 and mainstreaming sustainability both within Defence strategies and objectives. Observed Flexible Framework when it was a requirement, and encouraged suppliers to. All business cases required to consider sustainability and the Defence Business Plan commits the Department to complying with Government Buying Standards by 2015.	88/88. Of 81 new build projects, 65 BREEAM Excellent; 15 BREEAM Very Good, 1 Good. Of 7 refurbishments, 3 BREEAM Excellent, 4 Very Good.	N/A	259 contracts – total value £603,473,465 All contracts placed in 2011-12 contain GBS but detailed information not broken down into the categories requested.	All furniture purchased through the GPS contract Furniture including Operational – £9,886,396.32 Renovation of Furniture – £1,451,847.56	4 contracts £59.7M Best practice GBS.	All paper is procured from the GPS contract, most of which is GBS compliant. We do not have sufficient data to provide a detailed breakdown on GBS compliance.
MoJ	GBS minimum requirements routinely used within contract specifications where appropriate. Sustainability is embedded as part of procurement practice and within strategies with supporting guidance available.	100% – Framework cites DEFRA GBS compliance. Standard WRAP & BREEAM clauses are mandatory and as per GBS included in all Project Briefs.	100% – as it features as a standard in Construction Project Brief documentation. Mandatory compliance demonstrated by FSC Certificates which was provided by all.	N/A	Furniture is made by One3One Solutions – Prison Industry. The 3 wood contracts let in 2011 for supply to One3One Solutions comply with Government's timber procurement policy.	GBS compliance as standard – minimum.	No paper contracts awarded. All paper used is through pan Government contracts, whether recycled through office supplies or for print industry through PVP. All contracts owned by GPS.
ONS	No OJEU contracts let during 2011-12 but for the future ONS Procurement Staff and devolved purchasers are aware that, where appropriate, Government Buying Standards must be specified when buying from the relevant product groups.	Refurbishments are not large enough for BREEAM to apply.	Non major but the timber Procurement Policy is attached to all our tenders.	N/A	N/A	N/A	N/A

Key

- Approximately how many of your contracts over the OJEU threshold include a mechanism such as use of Government Buying Standards, targets or financial mechanisms to drive reductions in environmental impacts and long term cost (e.g. energy, waste, water)? Please explain what mechanisms are used. This applies to all live contracts during the reporting period 2011-12
 - For all new contracts commissioned in 2011-12 (a) How many new build and major refurbishment projects has your department completed in the past year? Of these how many have been or will be carried out to mandatory GBS standard (BREEAM Excellent for new build, and BREEAM Very Good for retrofits plus compliance. Compliance with timber procurement policy which is also part of this GBS is dealt with below) and how many to the GBS Best Practice standard – BREEAM Outstanding?
 - (b) in respect of new build and major refurbishment contracts completed in 2011-21, how many of these contracts included a clause to ensure compliance with UK Government timber procurement policy? In how many cases, did contractors and suppliers provide documentary evidence demonstrating compliance with UK Government Timber procurement policy? And how was compliance demonstrated? (see: <http://www.cpet.org.uk/evidence-of-compliance>)
 - How many new contracts for the following product groups have you entered into and what was the value of those contracts in aggregate? Of these contracts, how many have been to the GBS mandatory standard and how many to the GBS Best Practice standard? Please give the same information in relation to the overall financial value of the contracts.
 - ICT including imaging
 - Furniture
 - Vehicles
 - Paper
- N/A: no contracts entered into over the year.
- Closed Loop Framework: The Closed Loop paper scheme developed by HMRC, where waste paper is collected, processed and sold back as 100% recycled copier paper, was extended across government as part of the GOSC contract.

Appendix 2 – Transparency Commitment – Results by department

TRANSPARENCY COMMITMENTS									
Departments	Dedicated web page?	Transparency requirements included in ARA?	Climate change adaptation	Biodiversity	Sustainable construction	Food procurement and catering	People	Link 1	Link 2
BIS	Yes	Some	✓			✓		http://www.bis.gov.uk/transparency/sustainability	http://www.bis.gov.uk/assets/biscore/corporate/docs/b12-p102-bis-annual-report-and-accounts-2011-12.pdf
CO	Yes	Some	✓		✓	✓	✓	http://www.cabinetoffice.gov.uk/resource-library/cabinet-office-greening-government-performance	http://www.cabinetoffice.gov.uk/sites/default/files/resources/21664_HC_56.pdf
DCLG	No	Yes	✓	✓	✓	✓	✓	http://www.communities.gov.uk/documents/corporate/pdf/2171499.pdf	
DCMS	Yes	Some	✓				✓	http://www.culture.gov.uk/about-us/7305.aspx	http://webarchive.nationalarchives.gov.uk/+http://www.culture.gov.uk/reference_library/publications/6797.aspx
DECC	Yes	Yes	✓	✓	✓	✓	✓	http://www.decc.gov.uk/en/content/cms/tackling/saving_energy/what_doing/10_percent_low_carbon/low_carbon.aspx	http://www.decc.gov.uk/en/content/cms/about/our_goals/annual_reports/annual_reports.aspx
Defra	Yes	Some	✓	✓	✓	✓	✓	http://www.defra.gov.uk/corporate/about/environmental/	http://www.defra.gov.uk/publications/2012/07/26/annual-report-2011-12/
DfE	No	Some	✓	✓		✓	✓	http://www.education.gov.uk/aboutdfe/departmentalinformation/reports/a00390/annual-departmental-reports-accounts-and-spending-reviews	
DfID	Yes	Yes	✓	✓		✓	✓	http://www.dfid.gov.uk/About-us/Our-organisation/Our-buildings/DFIDs-Environmental-Performance/	
DfT	Yes	Some	✓	✓				http://www.dft.gov.uk/topics/sustainable/climate-change/adaptation	http://www.dft.gov.uk/publications/dft-annual-report-accounts/
DH	No	Yes	✓	✓		✓	✓	https://www.wp.dh.gov.uk/publications/files/2012/10/23735_HC-66-DoH.pdf	
DWP	Yes	Some	✓	✓		✓	✓	http://www.dwp.gov.uk/about-dwp/sustainable-development/	http://www.dwp.gov.uk/docs/dwp-annual-report-and-accounts-2011-2012.pdf

Departments	Dedicated web page?	Transparency requirements included in ARA?	Climate change adaptation	Biodiversity	Sustainable construction	Food procurement and catering	People	Link 1	Link 2
UK Export Finance	Yes	No	✓	✓	✓	✓	✓	http://www.ukexportfinance.gov.uk/about-us/our-corporate-policies/sustainability-reporting	
FCO	No	Some	✓	✓				http://www.fco.gov.uk/resources/en/pdf/publications/annual-reports/annual-report-accounts-2011-12	
FSA	Yes	Some	✓			✓	✓	http://www.food.gov.uk/aboutus/servicesstandards/greengov/	http://www.food.gov.uk/multimedia/webpage/anrepacc1112
HMRC	Yes	Yes	✓	✓	✓	✓	✓	http://www.hmrc.gov.uk/about/corporate-responsibility/environment.htm	http://www.hmrc.gov.uk/about/annual-report-accounts-1112.pdf
HM Treasury	No	Some	✓					http://www.hm-treasury.gov.uk/d/hmt_annual_report_2012.pdf	
Home Office	Yes	Some	✓	✓	✓	✓		http://www.homeoffice.gov.uk/about-us/sustainable-development/	http://www.homeoffice.gov.uk/publications/about-us/corporate-publications/annual-report-2011-12
LOD	No	Some	✓			✓	✓	http://www.cps.gov.uk/publications/reports/2011/	http://www.tsol.gov.uk/Publications/Scheme_Publications/Departmental_Report_and_Accounts_2011_12.pdf
MOD	Yes	TBC	✓	✓	✓	✓	✓	http://www.mod.uk/DefenceInternet/AboutDefence/CorporatePublications http://www.mod.uk/DefenceInternet/AboutDefence/CorporatePublications/DefenceEstateandEnvironmentPublications/SustainableDevelopment/	
MOJ	No	Some	✓	✓	✓	✓		http://www.justice.gov.uk/downloads/publications/corporate-reports/Moj/moj-annual-report-accounts-2011-12.pdf	
ONS	Yes	Some	✓	✓	✓	✓	✓	http://www.statisticsauthority.gov.uk/about-the-authority/what-we-do/corporate-information/annual-report-and-resource-accounts/index.html	http://www.ons.gov.uk/ons/about-ons/what-we-do/corporate-documentation/strategies-and-policies/sustainable-development/index.html

Appendix 3 – Table of Government department acronyms

Acronym	Department name
BIS	Department for Business, Innovation and Skills
CO	Cabinet Office
DCLG	Department for Communities and Local Government
DCMS ²¹	Department for Culture, Media and Sport
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
DH	Department of Health
DWP	Department for Work and Pensions
UK Export Finance	UK Export Finance – Formerly Export Credits Guarantee Department (ECGD)
FCO	Foreign and Commonwealth Office
FSA	Food Standards Agency
HMRC	Her Majesty's Revenue and Customs
HMT	Her Majesty's Treasury below HMRC
HO	Home Office
LOD	Law Officers' Department
MOD	Ministry of Defence
MOJ	Ministry of Justice
ONS	Office of National Statistics

²¹ Data for core department only

