



Department
for Environment
Food & Rural Affairs

Greening Government Commitments Annual Report

April 2016 to March 2017

February 2018



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Ministerial foreword

The UK government has the ambition for us to be the first generation to leave our environment in a better state than we found it. The Greening Government Commitments demonstrate the UK government's ambition to lead by example in this respect. Our commitment to cutting our greenhouse gas emissions and waste and reducing our water use show how we are running our buildings and estates with the wider environment in mind. We require departments to report on how they are taking sustainability into account in the way they buy goods and services – including looking into the environmental effects of their supply chain. Departments must also report openly on how they are dealing with biodiversity, climate change adaptation, sustainable food procurement and sustainable construction, throughout their operations.

This report once more shows positive changes in the last year. Government as a whole has reduced its greenhouse gas (GHG) emissions by 33% and its waste by 32% compared to 2009-10 levels, and diverted 87% of its waste from landfill. Paper use has also been cut in half. The results means that our 2019-20 targets for reducing both emissions and paper have been met three years early. This is a remarkable achievement, particularly when we consider the variety of functions undertaken by departments – from defence to prisons to forests. This report also demonstrates the sound economic sense of placing environmental concerns at the heart of departmental operations. We estimate that departments have cut their energy, waste and water bills by £134million as a result of the efficiencies reported here.

Having met our emission target early, we here reiterate the commitment made in the Clean Growth Strategy¹ to raise the level of challenge and set new targets for further greenhouse gas reductions across government. I look forward to reporting on further progress in the future and would like to offer my congratulations to all departments contributing to the positive results reported here.

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

¹ <https://www.gov.uk/government/publications/clean-growth-strategy>

Introduction to the Greening Government Commitments

The Greening Government Commitments (GGCs) signal the UK government’s ambitions to improve the environmental performance of its own estate and operations. They set targets for reducing the government’s greenhouse gas emissions, domestic flights, waste, paper and water. They commit government to making sure that the goods and services it buys provide the best full-life value for money with minimal negative effects on the environment. They also commit departments to reporting publicly on their actions on climate change adaptation, biodiversity, sustainable food and catering, and sustainable construction, as well as any other significant aspects of their work². The programme is designed to recognise the wide variety of functions carried out by government departments, and to be flexible enough to allow departments make improvements in the way most appropriate to their own estate and operations.

Greening Government targets apply to 22 central government departments and non-ministerial government departments and many of their Arm’s Length Bodies (ALBs) (see Annex 5 for bodies covered by reporting). This report covers a period of rapid change to the landscape of government departments, with the creation of new departments such as the Department for International Trade (DIT) and the Department for Exiting the European Union (DExEU) and the merging of the Department for Business, Industry and Skills (BIS) and the Department of Energy and Climate Change (DECC) to form the Department for Business, Energy, Innovation and Skills (BEIS). The practical implications of these machinery of government changes have taken some time to be fully realised throughout the estate and operations, so will be fully reflected only in the 2017 to 2018 operational reporting cycle. The table below explains how the changes are accounted for in this report.

Department	2016 to 2017	2017 to 2018
DIT (newly created during 2016 to 2017)	No GGC reporting during this period	Full GGC reporting
DExEU (newly created during 2016 to 2017)	Reporting of GHG emissions from buildings, waste and water within host departments’ reporting (CO and MOD).	Reporting of GHG emissions from buildings, waste and water within hosting departments (CO and MOD). Independent reporting of GHG emissions from travel; paper, domestic flights, procurement and transparency.

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

BIS, DECC – merged during 2016 to 2017 to form BEIS	BIS and DECC continue to report operational targets separately, reflecting time taken to fully merge operations. Procurement and transparency reported jointly as BEIS.	Joint reporting as BEIS throughout.
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The initial GGC framework set targets to be achieved by the end of the 2014 to 2015 financial year, compared to a 2009 to 2010 baseline. This was carried forward to 2016 to allow the incoming government to agree its approach following the 2015 General Election. Following the government’s success in meeting the initial targets in 2016, new, more ambitious targets covering the period to 2020 were announced last year. The current report is the first to assess progress under this renewed Greening Government framework.

Some changes have been made to reporting requirements as part of refreshing the targets framework. In line with international waste reporting conventions, and to credit departments with responsible handling of surplus items, waste re-used in its original form without refurbishment is no longer being counted as waste. Unavoidable Ministry of Defence (MOD) domestic flights pertaining to front line command activities are no longer counted under the flights target, although the GHG emissions arising from these flights are still counted within GHG reporting.

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

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

Executive Summary of 2016 to 2017 performance

Greenhouse gas emissions

2020 Target: reduce greenhouse gas emissions by at least 32% from a 2009 to 2010 baseline (in line with individual departmental targets).

- Government as a whole reported a 33% reduction in emissions in 2016 to 2017, exceeding the 2020 target of a 32% reduction, and showing significant improvement on the 28% reduction in 2015 to 2016.
- Nine departments are still working towards their individual 2020 target, but the remaining 13 have met or exceeded their target early.
- Savings worth an estimated £104million were achieved through reduced energy consumption.³

Domestic flights

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

- Government as a whole reduced the number of domestic flights it took by 25% compared to the baseline – an improvement from the 20% reduction in 2015 to 2016.
- Ten out of 22 departments have met or exceeded the 2020 target early, with seven recording reductions of over 40% against the baseline.
- Four departments reported an increase in the number of flights they made against the baseline.

³ Estimated savings across government in 2016-17 compared to the 2009-10 baseline. Based on BEIS quarterly energy price statistics. Averaged over the past four quarters (2nd quarter 2016 to 1st quarter 2017), price for non-domestic users, taking figures for 'large' users (which is in the middle of the range).

Waste

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

- Government departments diverted 87% of waste from landfill in 2016 to 2017, maintaining the same level as last year. Overall waste was reduced by 32% compared to the 2009 to 2010 baseline; an improvement on the 27% reduction last year.
- Four departments sent no waste to landfill, and a further eight have reduced landfill to 10% or less than of total waste. 59% of waste was recycled – up from 56% last year.
- Savings worth an estimated £23.4million were achieved through reduced waste⁴.

Paper consumption

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

- Government as a whole has reduced its paper consumption by 50% in 2016 to 2017 compared to the baseline, meeting the 2020 target early.
- 10 departments exceeded the 50% target – of which, nine of them recorded reductions of 60% or more, and 4 recorded reductions of over 70%.
- This target is proving most challenging to the largest departments.

Water

2020 Target: continue to further reduce water consumption. Each department will continue to improve on the reductions they had made by 2014 to 2015.

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

⁴ Based on the mid-point of gate fee plus landfill tax for non-hazardous waste from the 2013 Wrap report (£102 median) plus additional £70 assumed for transportation fees (based on increase from figures used for last 2 years). This gives a total of £172 /tonne. Actual costs could vary significantly depending on type of waste and distance to landfill site.

- Government water consumption rose in 2016 to 2017 compared to the previous year. Overall consumption is, however, still lower than in the baseline year.
- Reasons for increased water consumption are believed to include a dry summer leading to increased watering requirements in certain parts of the government estate.
- Five departments reported an increase in water consumption against the baseline.
- An estimated £6.8million savings were achieved through reduced water consumption.⁵

Procurement

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

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

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

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

- The majority of departments have a specific sustainable procurement policy in place.
- Numerous departments report that sustainable procurement is being championed at a high level.
- Departments are continuing to use tools such as CAESER⁶ and the Flexible Framework⁷ in addition to developing their own bespoke methods of driving improvement.

⁵ Estimate based on Thames Water, Severn Trent and United Utilities water charges for large users.

Transparency

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

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

⁶ CAESER (Corporate Assessment of Environmental, Social and Economic Responsibility) is a tool which enables organisations to assess the positive and negative effects of their supply chain.

⁷ The Flexible Framework is a self-assessment mechanism that allows organisations to measure and monitor their progress on sustainable procurement over time – see <https://www.gov.uk/government/publications/sustainable-procurement-in-government-guidance-to-the-flexible-framework>.

Chapter 1: Greenhouse gas emissions

2020 Target: reduce greenhouse gas emissions by at least 32% from a 2009 to 2010 baseline (in line with individual departmental targets).

2016 to 2017 Headlines

- Government as a whole reported a 33% reduction in emissions in 2016 to 2017, exceeding the 2020 target of a 32% reduction, and showing significant improvement on the 28% reduction in 2015 to 2016.
- Nine departments are still working towards their individual 2020 target, but the remaining 13 have met or exceeded their target early.
- Savings worth an estimated £104million were achieved through reduced energy consumption⁸

The target

Following the government's success in meeting its previous 25% greenhouse gas (GHG) reduction target⁹ in 2015 to 2016, Ministers agreed individual targets for departments for the period 2016 to 2020. This reflects the fact that departments fulfil a wide range of functions and face widely varying circumstances on their estates. Together, the agreed targets add up to a government-wide reduction of 32% by 2020. This is a less stretching target than in the previous five-year period reflecting the fact that, following a period of rapid progress, further improvement becomes increasingly difficult, disruptive and costly.

However, the government remains committed to reducing GHG emissions and has been clear on its ambition for higher targets for 2020, and actions to further reduce GHG emissions beyond 2020, in the Clean Growth Strategy¹⁰.

⁸ Estimated savings across government in 2016-17 compared to the 2009-10 baseline. Based on BEIS quarterly energy price statistics. Averaged over the past four quarters (2nd quarter 2016 to 1st quarter 2017), price for non-domestic users, taking figures for 'large' users (which is in the middle of the range).

⁹ The original target was a 25% reduction compared to the 2009/10 baseline. The government succeeded in meeting the target by delivering a 27% emissions reduction.

¹⁰ *The Clean Growth Strategy: Leading the way to a low carbon future:*

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

Performance

Despite fears that further progress would be slower as the majority of departments had already completed the more straightforward and cost effective efficiency measures, departments have made considerable progress this year. Data shows government as a whole exceeding the 2020 target three years early with a 33% reduction. While it is likely that mild weather during 2016 to 2017 has contributed to reduced energy consumption, meaning that performance may not be directly repeatable in subsequent years, this is nonetheless a considerable achievement.

The vast scale of their complex operations means that two departments continue to top the emissions tables – the Ministry of Defence (MOD), with its defence functions, and Ministry of Justice (MOJ), with its custodial estate. MOJ and the Home Office provide a breakdown of GHG emissions between different parts of the organisation.

Conversely, however, the scale of their combined impact means that MOD and MOJ were responsible for over half of all the emissions savings across government this year. In both cases, their emissions savings are greater than the total emissions of most other departments.

The case study below provides an example of how energy efficiency measures are still a priority across government. Efforts to streamline the government estate have continued to play a significant part in achieving savings, with co-location of departments becoming increasingly prevalent and departments re-thinking the way they occupy buildings and situate their workforce.

Energy savings in 2016 to 2017 financial year are estimated to be worth £104million compared to the 2009 to 2010 baseline year¹¹.

Case study – Defra

Defra's estate includes a mix of around 150 offices and laboratories across the UK. Since 2006 Defra has been implementing a programme to reduce the environmental impact of its estate. In 2008 it promoted the use of biomass boilers and was also the first department to use wind turbines at two of its sites. Despite these successes, Defra's energy bills currently cost in the region of £12 million per year, plus £500,000 in annual Carbon Reduction Commitment (CRC) cost.

¹¹ Estimated savings across government in 2016-17 compared to the 2009-10 baseline. Based on BEIS quarterly energy price statistics. Averaged over the past four quarters (2nd quarter 2016 to 1st quarter 2017), price for non-domestic users, taking figures for 'large' users (which is in the middle of the range).

Defra identified the award-winning Re:fit programme, a public sector procurement initiative supported by BEIS, which allows public bodies to achieve substantial guaranteed financial benefits through energy efficiency and/ or generation. After signing up with Re:fit in 2015, and appointing Breathe Energy as contractor to take on the work, Defra embarked on initial feasibility studies for a pilot phase covering 14 sites including offices, laboratories and research facilities. Defra is now working with Breathe to roll out the programme and has undertaken feasibility studies at additional sites owned by the Environment Agency.

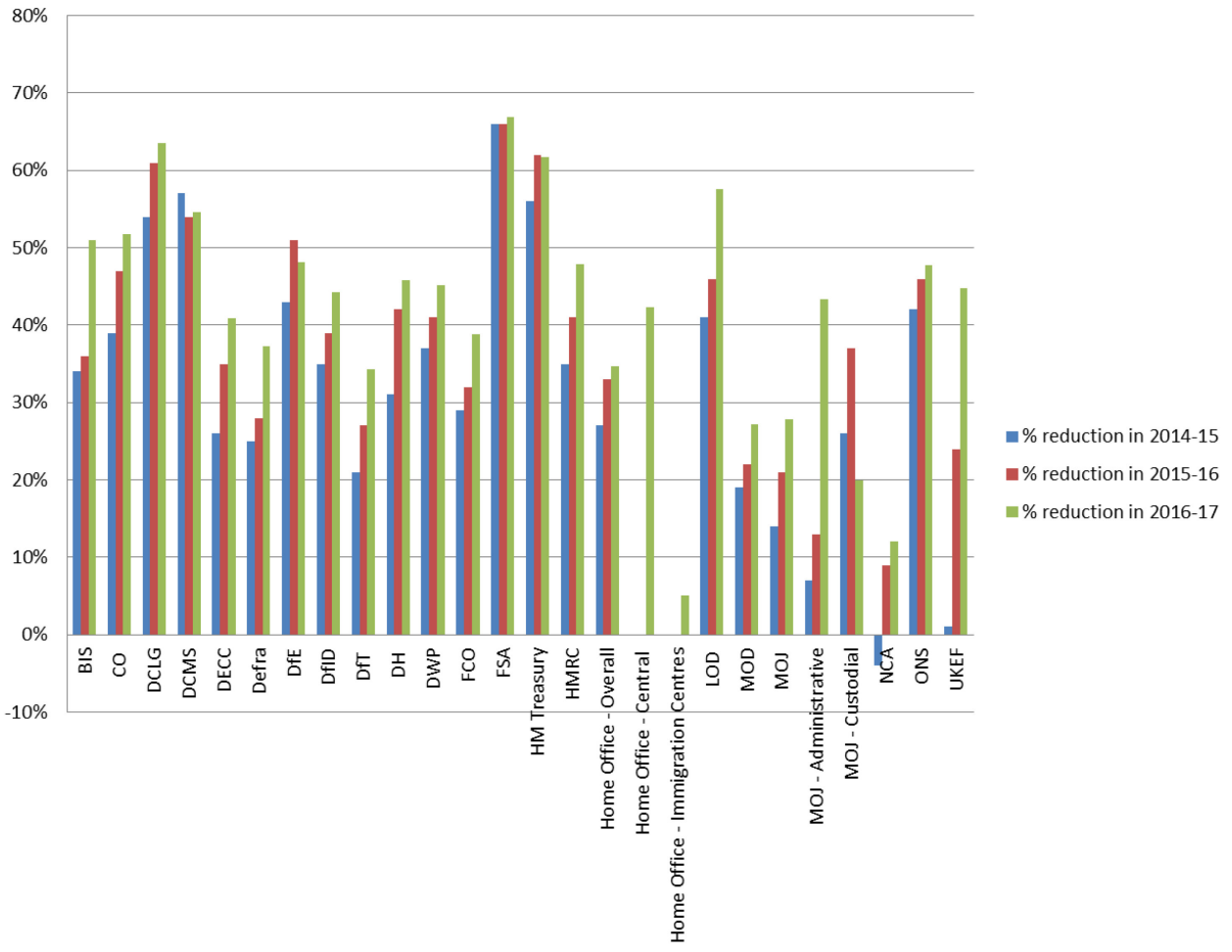
The project encompasses a number of energy-efficiency and renewable-energy measures, including:

- Lighting retrofit and redesign.
- One new horizontal-axis wind turbines with battery storage for electricity generated.
- Updating and optimising building management systems outstations, controllers and software, as well as providing an external communication link for remote access and monitoring.
- Changes to existing standby generators to enable participation in Demand Supply Response (DSR) schemes.
- Solar thermal repair and upgrade.
- Gas-fired CHP to displace otherwise expensive grid electricity whilst also increasing the life expectancy of the recently replaced gas fired boiler plant on site.
- Roof mounted solar PV.

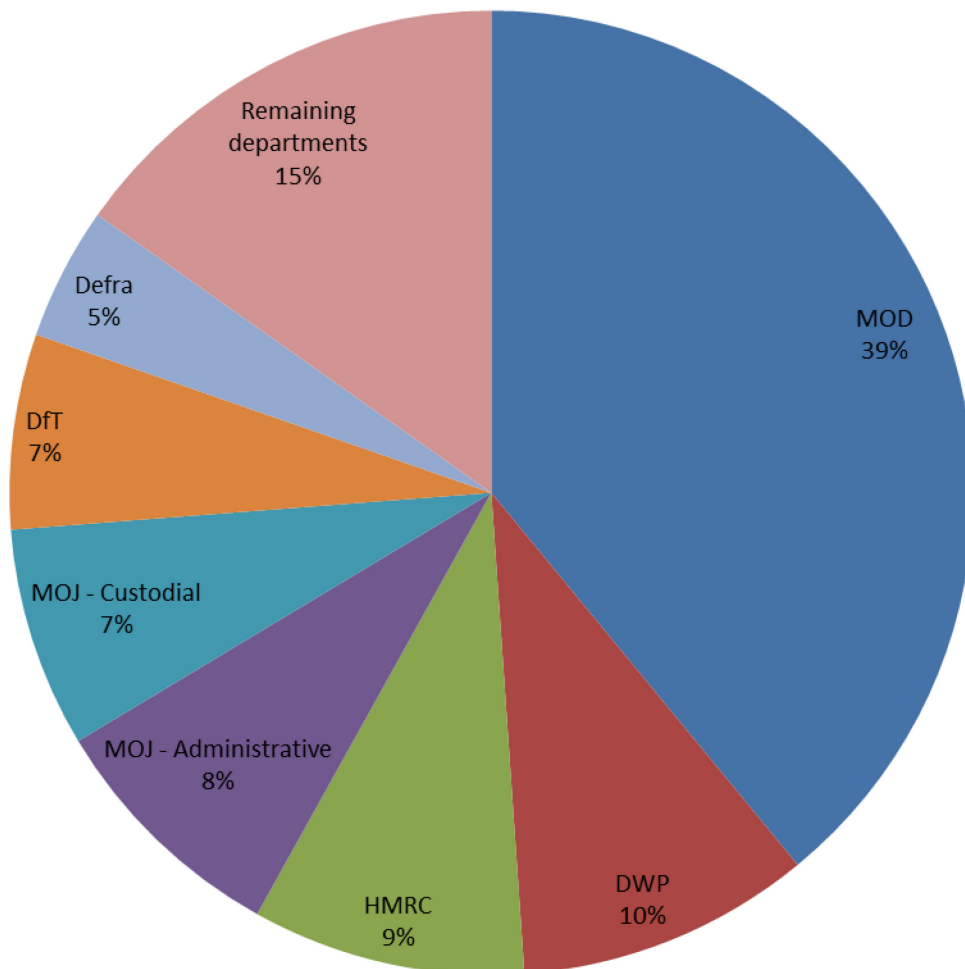
One of the main advantages of the Re:fit programme is the guaranteed energy savings it offers. For Defra, this will mean that a £5.6million investment will provide over £460,000 of energy savings every year, with a cashflow pay-back period of 8.8 years. This equates to an energy saving of 5 million kWh and emissions savings of 1,200 tonnes of greenhouse gases every year.

GHG emissions (tonnes Co2e) – Individual reduction targets compared to 2009-10 baseline								
Department	Baseline 2009/10	2020 target reduction	Performance 2016/17	Improvement in 2014/15	Improvement in 2015/16	Improvement in 2016/17	Office GHG (kgCO2e/FTE)	% of total 2016/17 emissions
BIS	63,539	40%	31,172	34%	36%	51%	2,972	1.5%
CO	11,628	30%	5,603	39%	47%	52%	1,916	0.3%
DCLG	23,482	60%	8,578	54%	61%	63%	1,132	0.4%
DCMS	1,352	57%	613	57%	54%	55%	898	0.03%
DECC	3,103	32%	1,834	26%	35%	41%	760	0.1%
Defra	119,398	38%	74,970	25%	28%	37%	671	3.6%
DfE	26,534	45%	13,771	43%	51%	48%	1,345	0.7%
DfID	4,309	50%	2,400	35%	39%	44%	869	0.1%
DfT	190,277	36%	125,080	21%	27%	34%	1,233	6.1%
DH	56,774	37%	30,743	31%	42%	46%	2,286	1.5%
DWP	217,904	47%	119,523	37%	41%	45%	1,314	5.8%
FCO	19,234	46%	11,761	29%	32%	39%	1,742	0.6%
FSA	2,052	39%	680	66%	66%	67%	1,327	0.03%
HM Treasury	4,216	66%	1,613	56%	62%	62%	1,303	0.1%
HMRC	190,857	45%	99,486	35%	41%	48%	1,254	4.8%
HO	79,720	34%	52,049	27%	33%	35%	1,342	2.5%
<i>HO - Central</i>	<i>63,428</i>	<i>40%</i>	<i>36,589</i>	<i>N/A</i>	<i>N/A</i>	<i>42%</i>	<i>1,342</i>	<i>1.8%</i>
<i>HO - Immigration</i>	<i>16,292</i>	<i>10%</i>	<i>15,461</i>	<i>N/A</i>	<i>N/A</i>	<i>5%</i>	<i>-</i>	<i>0.8%</i>
LOD	16,063	47%	7,928	41%	46%	58%	1,389	0.3%
MOD	1,432,006	30%	1,043,131	19%	22%	27%	-	50.7%
MOJ	561,576	22%	405,140	14%	21%	28%	1,855	19.7%
<i>MOJ - Admin</i>	<i>191,259</i>	<i>38%</i>	<i>108,418</i>	<i>26%</i>	<i>37%</i>	<i>43%</i>	<i>1,855</i>	<i>5.3%</i>
<i>MOJ – Cust.</i>	<i>370,317</i>	<i>14%</i>	<i>296,722</i>	<i>7%</i>	<i>13%</i>	<i>20%</i>	<i>-</i>	<i>14.4%</i>
NCA	18,884	3%	16,599	-4%	9%	12%	2,864	0.8%
ONS	9,952	50%	5,203	42%	46%	48%	980	0.3%
UKEF	486	20%	268	1%	24%	45%	1,023	0.01%
Total	3,053,345	32%	2,056,964	22%	28%	33%	1,286	

GHGs - % yearly reduction compared to 2009-10 baseline



Proportion of GHG savings in 2016-17 compared to 2009-10 by department



Chapter 2: Domestic flights

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

2016 to 2017 Headlines

- Government as a whole reduced the number of domestic flights it took by 25% compared to the baseline – an improvement from the 20% reduction in 2015 to 2016
- Ten out of 22 departments have met or exceeded the 2020 target early, with seven recording reductions of over 40% against the baseline
- Four departments reported an increase in the number of flights they made against the baseline

The target

The target for reducing domestic flights is intended to drive behaviour change, by encouraging departments to consider the environmental impacts of their travel choices. Setting targets for reducing dependence on air travel encourages the choice of less carbon intensive travel options, and also the use of teleconferencing or videoconferencing options to eliminate the need for travel altogether. Following fluctuating performance in the period from April 2011 to March 2016, the 2020 target will stretch many departments, but departments which have previously exceeded this level of achievement are expected to maintain and continue to improve their performance.

Performance

The 25% reduction against the baseline reported this year represents 10,000 fewer single domestic flights compared to the previous year. Measures to change travel patterns and behaviour have clearly taken hold in many departments, with seven departments – Cabinet Office (CO), DECC, Department of Health (DH), Department of Work and Pensions (DWP), Food Standards Agency (FSA), HM Treasury (HMT) and the Law Officers' Department (LOD) – reporting reductions of over 40% against the baseline¹².

¹² MOD's figures for 2016-17 are not directly comparable the *overall* departmental figure for domestic flights reported in the 2015-16 GGC Annual Report, as Front Line Command (military) flights have been excluded from both the baseline and in-year reporting for the first time in 2016-17, in line with the new reporting framework. Figures cited

However, while the overall number of domestic flights taken across government has declined, 13 departments have taken more flights in 2016 to 2017 than they did in 2015 to 2016. Of those, 4 departments – Department for Digital, Culture, Media and Sport (DCMS), Department for International Development (DfID), the National Crime Agency (NCA), and UK Export Finance (UKEF) – increased the number of flights they took compared to the baseline year. In the case of DCMS, UKEF and NCA, this period coincides with a period of considerable growth in personnel and workload in the department; and DfID's move of many of its function to East Kilbride, which has achieved increased efficiencies in other areas, has resulted in increased levels of domestic flying.

Case Study – DVLA travel reduction

Since the Greening Government Commitments programme began, the Driver and Vehicle Licencing Agency (DVLA) has managed to reduce its emissions from travel significantly. Starting from a 2009 to 2010 baseline of 971 tCO₂e, emissions have been reduced by 70% to 292 tCO₂e this year. The DVLA has also delivered a 90% reduction in domestic flights (from 1747 down to 177 single flights) over the same period.

Four key changes have enabled DVLA to deliver such significant results.

1. A 62% reduction in miles travelled has been realised during the period as a result of **rationalising the organisation's estate**, which means that fewer people need to travel to meetings across the UK.
2. This has been supported by a **cultural change** for meetings, with more staff using telephone conferences and other means of communications. This cultural shift took time, and was supported by both a top down and bottom up drive, with leadership provided by the Executive Team. The centralised travel team worked very closely with the sustainability team to introduce and enforce new travel policies and procedures.
3. As a result of the new travel policies, the DVLA saw a **modal shift** from cars to rail . Their centralised travel booking team encourages staff to take the most sustainable option available for all journeys, challenging any journey that doesn't follow the environmentally friendly travel hierarchy.
4. **Hiring and procuring lower emission vehicles** became a priority. Because of the reduction in road travel, DVLA have been able to reduce their non-operational fleet from 25 cars to 14 and as cars have come up for renewal, lower emissions vehicles have been procured. 80% of the current fleet is now comprised of electric or electric hybrid vehicles. DVLA's hire fleet provider has been supportive in providing low emissions vehicle as

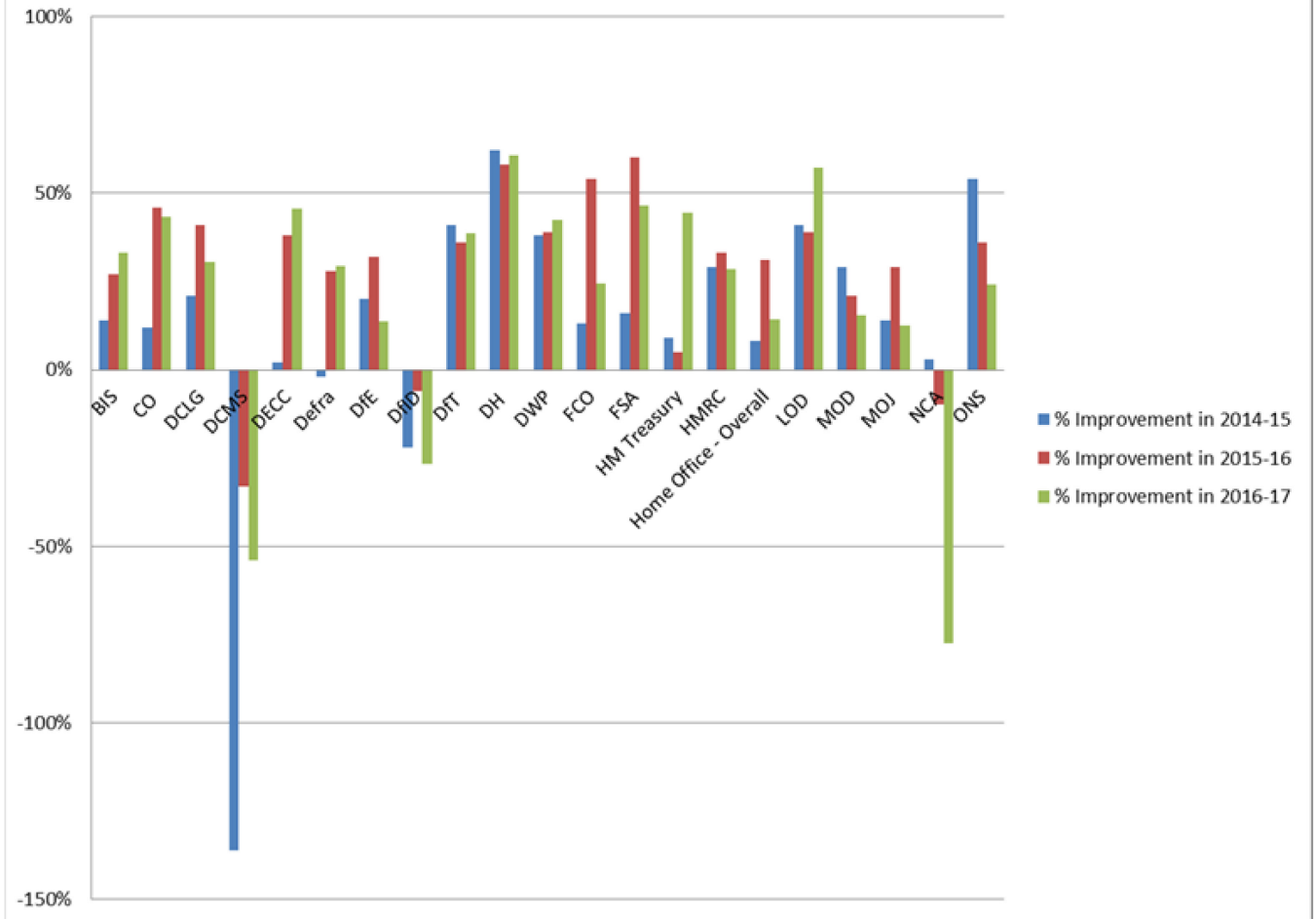
here are, however, comparable with previous figures for MOD *administrative* flights. Emissions from all MOD flights, both administrative and Front Line Command, are, however, included in GHG emissions reporting.

standard option. This has resulted in the average CO₂ per vehicle being reduced from over 130g/km in 2011 to 2012 to 82g/km in 2016 to 2017.

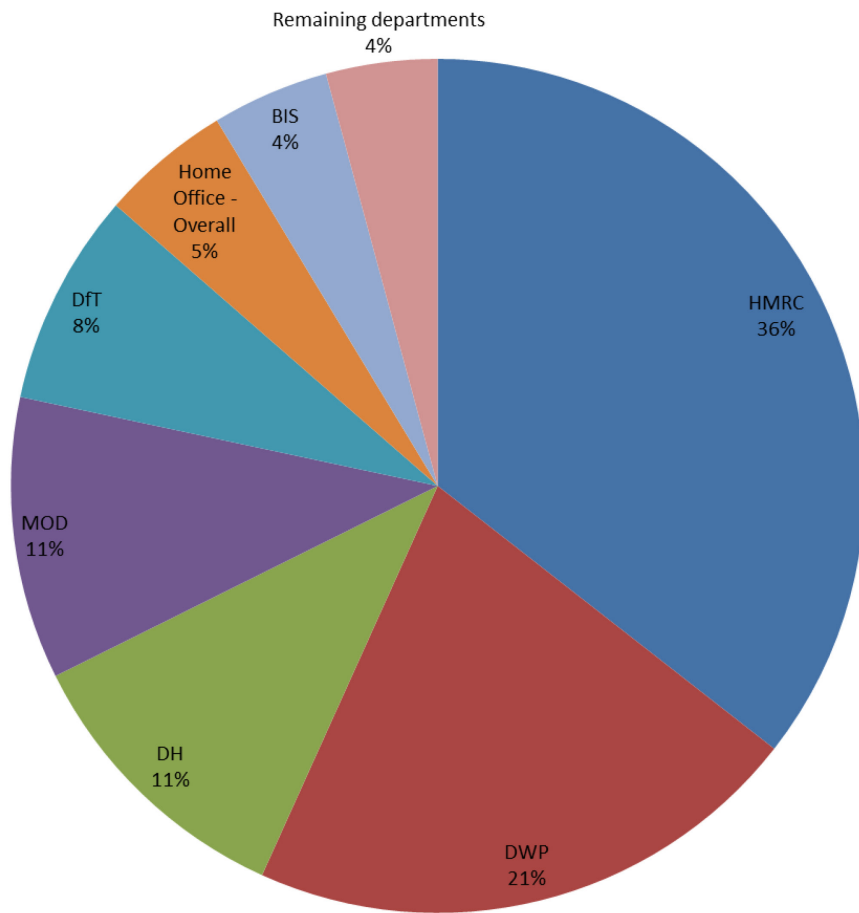
There was a slight dip in overall performance between last year and this. The majority of this increase has been identified as the result of IT transformation and the in-housing of IT services. Some travel, previously undertaken by IT contractors (therefore previously out of scope) is now carried out by DVLA staff. The remainder of the increase can be attributed to the recent purchase of additional Automatic Number Plate Recognition (ANPR) cars. Although increasing the enforcement team's mileage by 20% it has allowed DVLA to increase the roadside identification of Vehicle Excise Duty evasion. These increases are being monitored and the centralised DVLA travel team is continuing to work to minimise all non-essential travel

Flights (number of domestic flights - Target: 30% reduction by 2014/15 compared to 2009/10)							
Department	Baseline 2009/10	Target 2019/20	Performance 2016/17	% Improvement in 2014/15	% Improvement in 2015/16	% Improvement in 2016/17	% of total domestic flights
BIS	5,885	4,120	3,934	14%	27%	33%	3.1%
CO	2,306	1,614	1,311	12%	46%	43%	1.0%
DCLG	542	379	376	21%	41%	31%	0.3%
DCMS	169	118	260	-136%	-33%	-54%	0.2%
DECC	2,193	1,535	1,191	2%	38%	46%	0.9%
Defra	3,351	2,346	2,365	-2%	28%	29%	1.8%
DfE	1,794	1,256	1,550	20%	32%	14%	1.2%
DfID	3,610	2,527	4,573	-22%	-6%	-27%	3.6%
DfT	9,169	6,418	5,622	41%	36%	39%	4.4%
DH	7,893	5,525	3,098	62%	58%	61%	2.4%
DWP	21,931	15,352	12,609	38%	39%	43%	9.8%
FCO	735	515	556	13%	54%	24%	0.4%
FSA	1,718	1,203	922	16%	60%	46%	0.7%
HM Treasury	411	288	228	9%	5%	45%	0.2%
HMRC	54,741	38,319	39,110	29%	33%	29%	30.4%
Home Office	15,241	10,669	13,072	8%	31%	14%	10.2%
LOD	568	398	244	41%	39%	57%	0.2%
MOD	30,422	21,295	25,724	29%	21%	15%	20.0%
MOJ	4,602	3,221	4,034	14%	29%	12%	3.1%
NCA	3,692	2,584	6,555	3%	-10%	-78%	5.1%
ONS	1,517	1,062	1,153	54%	36%	24%	0.9%
UKEF	27	19	61	-300%	-185%	-126%	0.05%
TOTAL	172,517	120,762	128,548	18%	20%	25%	

Domestic flights - % yearly reductions compared to 2009-10 baseline*



Proportion of flights saved in 2016-17 compared to 2009-10 by department



Chapter 3: Waste

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

2016 to 2017 Headlines

- Government departments diverted 87% of waste from landfill in 2016 to 2017, maintaining the same level as last year. Overall waste was reduced by 32% compared to the 2009 to 2010 baseline; an improvement on the 27% reduction last year.
- Four departments sent no waste to landfill, and a further eight have reduced landfill to 10% or less than of total waste. 59% of waste was recycled – up from 56% last year.
- Savings worth an estimated £23.4million were achieved through reduced waste¹³

The target

Following the success of the first GGC waste target in reducing overall government waste by 27% in six years, a new target was formulated which focuses primarily on the disposal of waste. While still requiring departments to reduce their total waste arisings, the target aims to reduce the amount of waste sent to landfill to less than 10% of total government waste. Departments are also required to increase the proportion of waste they recycle.

In line with international definitions of waste, *items re-used externally* - meaning items which have **not** been discarded as waste and which are to be re-used for their original purpose without preparation for re-use – are not considered to be waste and not included in total waste figures.

¹³ Based on the mid-point of gate fee plus landfill tax for non-hazardous waste from the 2013 Wrap report (£102 median) plus additional £70 assumed for transportation fees (based on increase from figures used for last 2 years). This gives a total of £174 /tonne. Actual costs could vary significantly depending on type of waste and distance to landfill site.

Performance

Government departments have this year continued their trajectory of reducing overall waste, with a 32% reduction across government in 2016 to 2017 compared to 2009 to 2010. This improves on the previous year's 27% reduction. Departments have once again diverted 87% of waste from landfill, with levels of landfill waste remaining static at 13%.

The scale of their operations means that two departments – MOD and MOJ – are responsible for over 80% of total government waste. In MOD's case, this has this year included the scrapping of two warships, the waste from which has been included in the data reported here. The department has nevertheless maintained a significant downward trajectory in its overall waste (noting a 25% reduction this year compared to 16% in 2015 to 2016) and has held its 10% landfill total for a second year. The bulk of MOJ's waste is accounted for by the prisons estate. However, the department has made significant headway with reducing landfill, reporting a 15% landfill total this year compared to 21% in 2015 to 2016.

Case study – HMRC

In 2016 to 2017, HM Revenue and Customs (HMRC) improved its percentage of waste being recycled to 76%, and sent only 2% of its waste went to landfill. It did this through:

- Introducing centralised waste contracts with PFI providers to ensure that sorted, residual waste is sent to Energy from Waste (EfW) plants wherever possible.
- Identifying sites with low recycling rates or higher waste per FTE than the WRAP (Waste and Resources Action Programme) recommended benchmarks.
- Regular discussions with its main PFI contractor conducting site surveys to identify opportunities for improvement.
- Auditing supplier and waste streams.

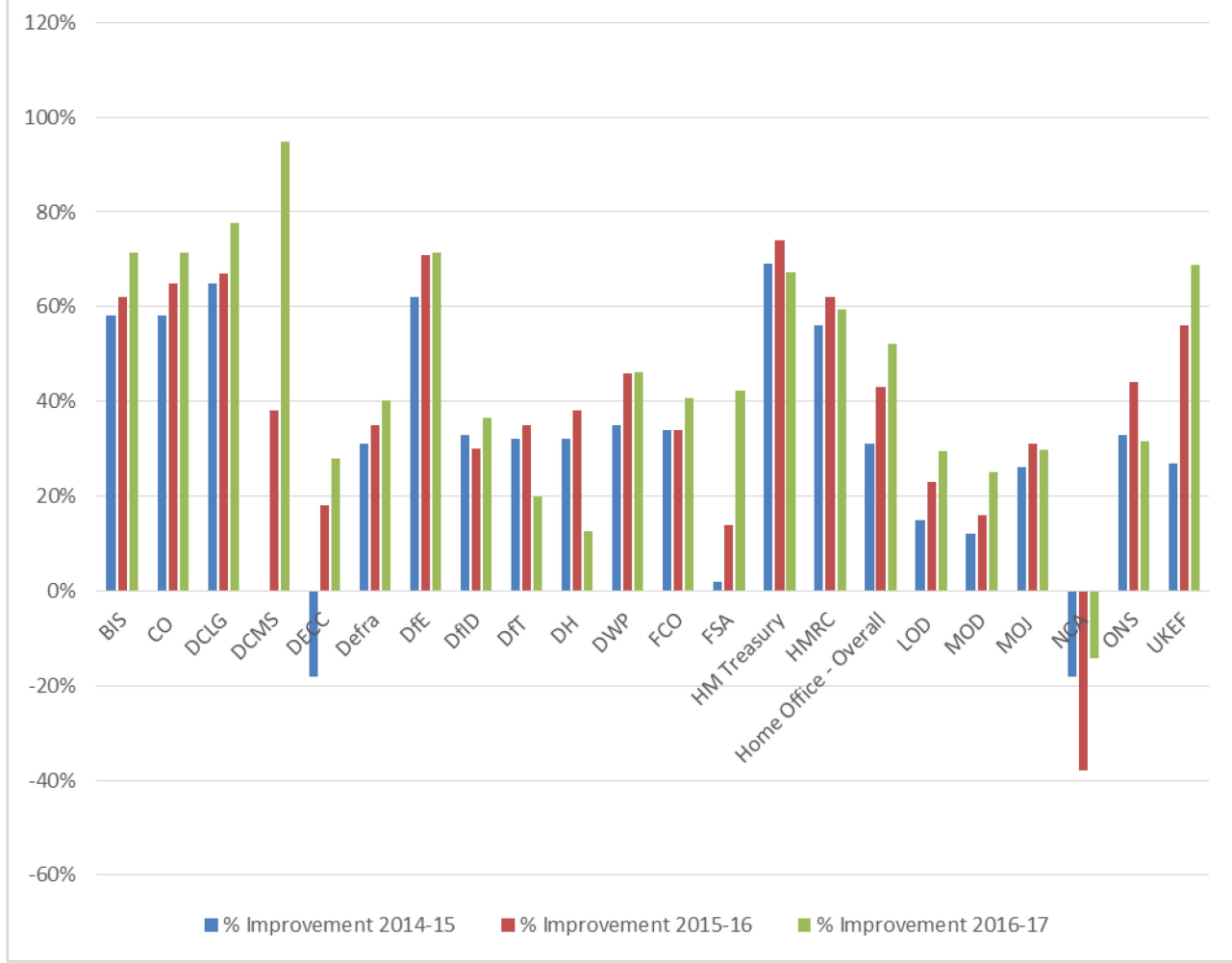
Waste compared to 2009/10 baseline

Dept.	Baseline 2009/10	Performance 2016/17	Improvement 2014/15	% Improvement 2015/16	% Improvement 2016/17	Office waste (kg/FTE)	% of total waste
BIS	7,541	2,159	58%	62%	71%	231	1%
CO	1,226	350	58%	65%	71%	136	0.2%
DCLG	2,103	470	65%	67%	78%	83	0.2%
DCMS	88	5	55%	38%	95%	8	0.0%
DECC	228	164	-18%	18%	28%	88	0.1%
Defra	8,116	4,861	31%	35%	40%	72	2%
DfE	3,431	978	62%	71%	71%	117	0.4%
DfID	317	201	33%	30%	37%	93	0.1%
DfT	5,647	4,522	32%	35%	20%	166	2%
DH	3,512	3,074	32%	38%	12%	284	1%
DWP	17,133	9,230	35%	46%	46%	119	4%
FCO	1,216	720	34%	34%	41%	143	0.3%
FSA	35	20	2%	14%	42%	71	0.0%
HMT	485	158	69%	74%	67%	133	0.1%
HMRC	18,193	7,363	56%	62%	60%	93	3%
HO	5,685	2,724	31%	43%	52%	146	1%
LOD	2,801	1,976	15%	23%	29%	508	1%
MOD	185,437	139,453	12%	16%	25%		61%
MOJ	70,876	49,766	26%	31%	30%	190	22%
NCA	358	409	-18%	-38%	-14%	109	0.2%
ONS	657	450	33%	44%	32%	156	0.2%
UKEF	79	24	27%	56%	69%	102	0.01%
Total	335,162	229,063	22%	27%	32%		

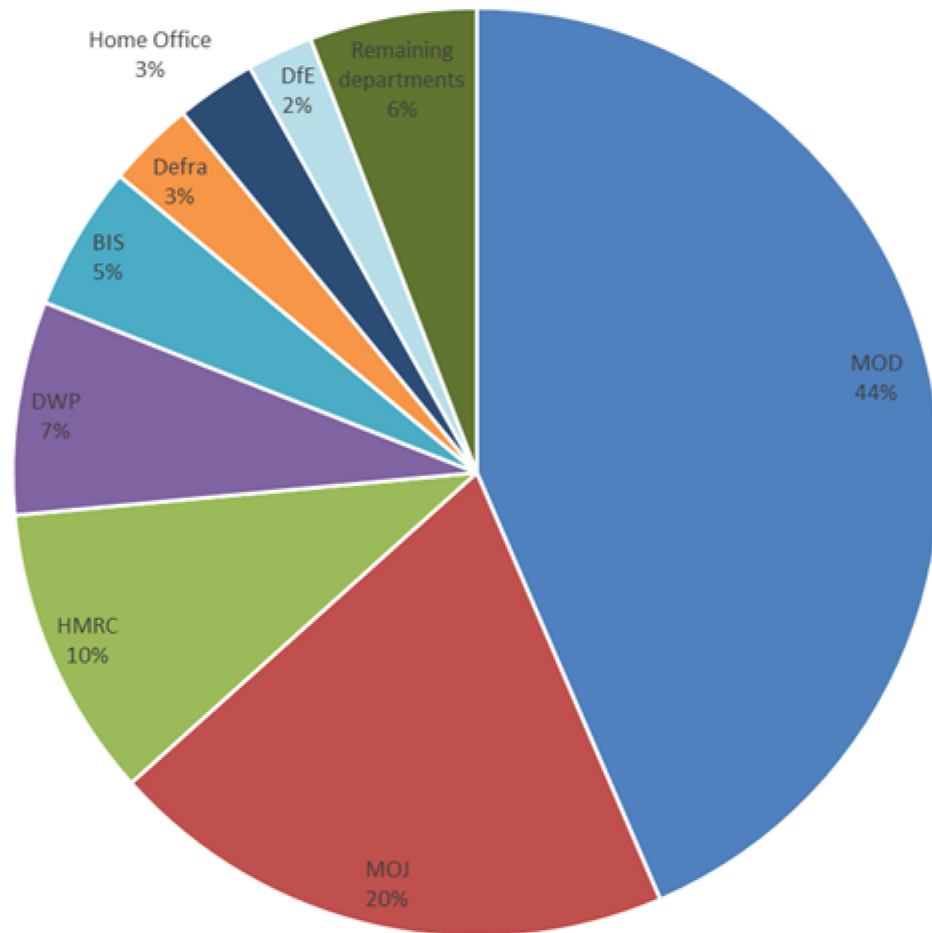
Waste compared to 2009/10 baseline (continued)

Dept.	% to landfill 2015/16	% to landfill 2016/17	% recycled 2015/16	% recycled 2016/17
BIS	14%	9%	75%	79%
CO	7%	4%	48%	45%
DCLG	17%	10%	71%	62%
DCMS	52%	69%	48%	31%
DECC	5%	11%	67%	56%
Defra	18%	19%	43%	40%
DfE	19%	14%	63%	74%
DfID	0%	2%	72%	69%
DfT	36%	36%	56%	46%
DH	16%	5%	57%	75%
DWP	35%	35%	64%	65%
FCO	0%	0%	45%	44%
FSA	0%	0%	55%	65%
HMT	0%	0%	57%	47%
HMRC	3%	2%	64%	71%
HO	25%	13%	73%	78%
LOD	3%	6%	95%	92%
MOD	10%	11%	57%	63%
MOJ	21%	15%	59%	58%
NCA	31%	9%	47%	44%
ONS	20%	17%	65%	71%
UKEF	0%	0%	96%	47%
Total	13%	13%	56%	59%

Waste - yearly reduction compared to 2009-10



Proportion of waste saved in 2016-17 compared to 2009-10 by department



Chapter 4: Paper

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

2015 to 2016 Headlines

- Government as a whole has reduced its paper consumption by 50% in 2016 to 2017 compared to the baseline, meeting the 2020 target early.
- 10 departments exceeded the 50% target – of which, nine of them recorded reductions of 60% or more, and 4 recorded reductions of over 70%.
- This target is proving most challenging to the largest departments

The target

The target of cutting paper consumption by 50% takes the waste target a step further, by preventing it in the first place. The aim is to change behaviour within departments by encouraging the development and uptake of more sustainable ways of sharing and storing information. The target requires a focus on practical, everyday thinking as well as technological shifts, and brings resource efficiency to the forefront of civil servants' thinking.

Performance

The ongoing project of digitalising government processes, along with the increasing buy-in from civil servants to paperless ways of working, has led to government as a whole meeting its paper reduction target three years early. This government-wide success, however, belies a more complex picture at a departmental level. Of the 10 departments which exceeded the target, nine have done so by dramatic margins. The departments finding the target most challenging are MOD and MOJ – the two largest departments with the most complex operations. Both departments do, however show ongoing improvements.

Case study – Crown Prosecution Service

The Crown Prosecution Service (CPS) was aware of the need to provide a professional and efficient 21st century way to share information in criminal justice trials across England and Wales.

Working hand-in-hand with HM Courts and Tribunals Service (HMCTS), the Digital Case System (DCS) was launched in 2016. This is a cloud-based software solution aimed at eliminating the time and resource burdens of distributing multiple copies of documents for trials. It gives all parties involved in a complex procedure – including the prosecution, defence, HMCTS, judiciary and probation – the ability to upload, access, annotate and use the same documents to allow them to deal with cases digitally without the need for paper. DCS also allows the Crown Court case bundle to be easily marked-up, navigated and used in real time in the courtroom.

By allowing all parties easy access to documentation, the system gives advocates and the judiciary more time to prepare for trials with 24/7 access from any location. Earlier availability of evidence in advance of the first hearing allows issues to be addressed early, also reducing delays.

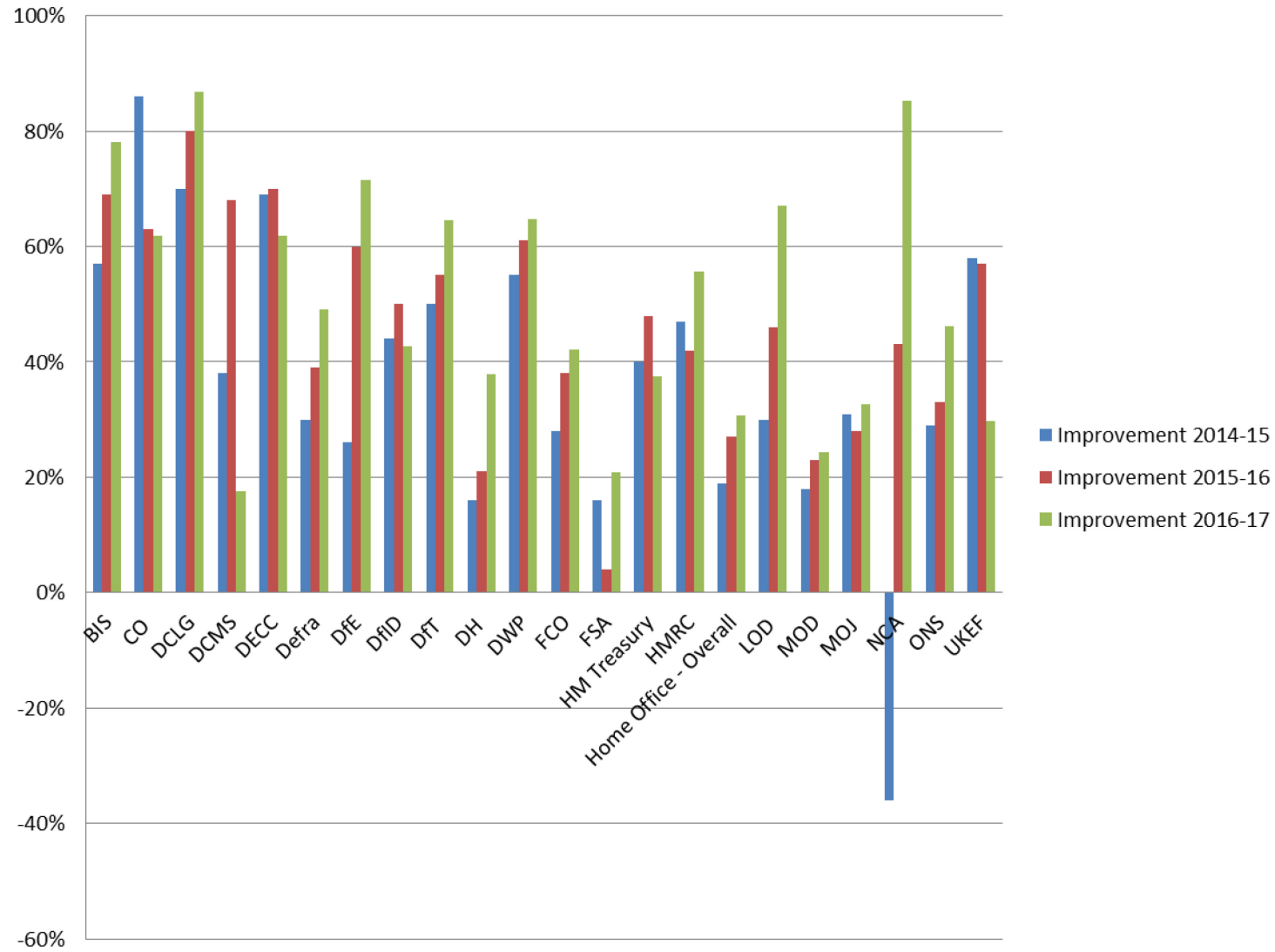
The system improves information management, and ultimately increases the effectiveness of trials, providing efficiency savings. It has also already generated significant cash savings in terms of reduction of the usage of paper – in the first year after launch alone, the CPS avoided printing 30 million sheets of paper and thereby saved around £3 million of stationery costs.

CPS and HMCTS have also continued to build on DCS with further digitalisation initiatives, such as enabling the Initial Disclosure of the Prosecution Case (IDPC) to be provided, stored and managed digitally; and the ongoing investment in the Common Platform Programme. This focus was reflected in the CPS winning the Project of the Year award at the Public Sector Paperless Awards.

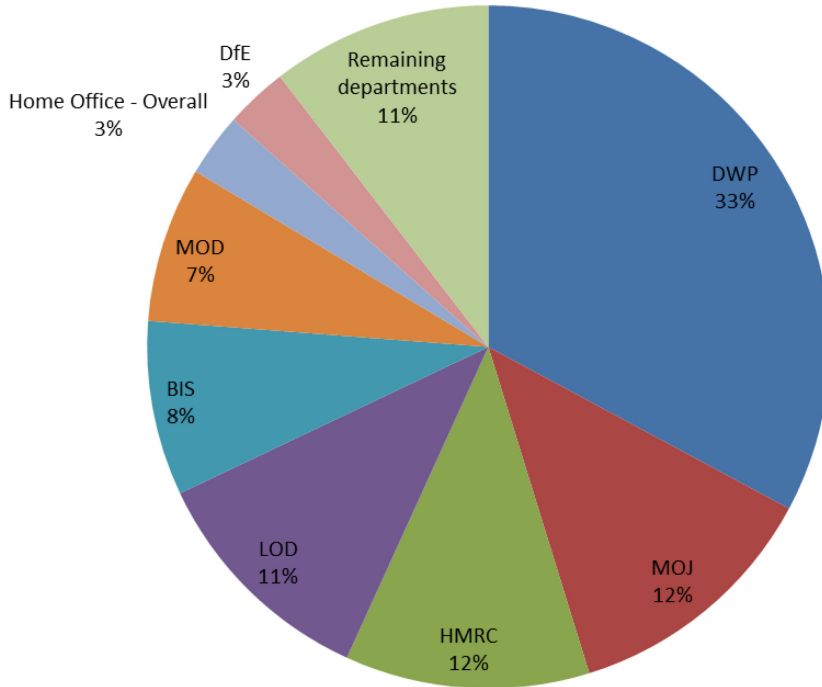
Paper (reams A4 equivalent) – Target: 50% reduction by 2019/20 compared to 2009/10

	Baseline 2009/10	2020 target performance	Performance 2016/17	Improvement 2014/15	Improvement 2015/16	Improvement 2016/17	% of total paper
BIS	433,941	216,970	95,151	57%	69%	78%	2%
CO	56,396	28,198	21,526	86%	63%	62%	1%
DCLG	87,486	43,743	11,586	70%	80%	87%	0.3%
DCMS	5,102	2,551	4,201	38%	68%	18%	0.1%
DECC	7,193	3,597	2,742	69%	70%	62%	0.1%
Defra	151,529	75,764	77,168	30%	39%	49%	2%
DfE	169,806	84,903	48,376	26%	60%	72%	1%
DfID	16,003	8,002	9,155	44%	50%	43%	0.2%
DfT	159,090	79,545	56,502	50%	55%	64%	1%
DH	150,215	75,108	93,424	16%	21%	38%	2%
DWP	2,078,897	1,039,449	733,491	55%	61%	65%	18%
FCO	38,930	19,465	22,545	28%	38%	42%	1%
FSA	3,755	1,878	2,973	16%	4%	21%	0.1%
HM Treasury	27,030	13,515	16,914	40%	48%	37%	0.4%
HMRC	852,831	426,416	378,437	47%	42%	56%	9%
Home Office	398,001	199,001	275,294	19%	27%	31%	7%
LOD	680,081	340,041	223,659	30%	46%	67%	5%
MOD	1,242,363	621,182	940,487	18%	23%	24%	23%
MOJ	1,552,263	776,132	1,044,734	31%	28%	33%	26%
NCA	19,572	9,786	2,899	-36%	43%	85%	0.1%
ONS	57,109	28,555	30,715	29%	33%	46%	1%
UKEF	4,124	2,062	2,895	58%	57%	30%	0.1%
TOTAL	8,191,716	4,095,858	4,094,873	38%	44%	50%	

Paper - % yearly improvement by department



Proportion of paper saved in 2016-17 compared to 2009-10



Chapter 5: Water

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

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

2016 to 2017 Headlines

- Government water consumption rose in 2016 to 2017 compared to the previous year. Overall consumption is, however, still nine percent lower than in the baseline year.
- Reasons for increased water consumption are believed to include a dry summer leading to increased watering requirements in certain parts of the government estate.
- Five departments reported an increase in water consumption against the baseline
- An estimated £6.8million savings were achieved through reduced water consumption¹⁴

The target

Responsible water consumption is a key concern in sustainable development, and is a crucial element of the GGC framework. We recognise, however, the many complex and varied ways in which departments need to use water in their operations – from offices to prisons, laboratories and forests. We also recognise the relative complexity, disruptiveness and expense associated with making refurbishments to reduce water consumption. The GGC framework, therefore, calls on all departments to make a sustained reduction in water consumption without setting a specific target. Departments are also required to report their office water consumption normalised by the number of full time equivalent staff (FTEs) using those offices.

¹⁴ Estimate based on Southern Water, Thames Water and SouthWest water charges for large users

Performance

Water consumption across government in 2016 to 2017 was higher than in 2015 to 2016, when a 12% reduction was recorded compared to the baseline. This year's 9% reduction reflects the fact that 16 departments used more water in 2016 to 2017 than they did in the previous year. Of those, five departments increased their water consumption compared to the baseline. In some cases, this is likely to reflect the dry summer of 2016, with some parts of the government estate – for example, Kew Gardens and Forestry Commission sites – requiring increased levels of watering. Other parts of the estate are likely to have made more extensive use of water in air conditioning. For some smaller and newer departments (UK Export finance (UKEF), National Crime Agency (NCA)) increases in consumption compared to the baseline are likely to reflect changes in the size and responsibilities of the department. Savings compared to the baseline year are nonetheless estimated to be worth £6.8million in water bills across government.

Office water use normalised by FTE shows some variation, with BIS at the lower end recording just 3.7m³ per FTE. MOD, which records the highest water consumption per FTE, continues to struggle with the breakdown of data for offices on a complex estate where the same facility may comprise offices as well as technical and operational functions.

Case study – FCO office water efficiency

The Foreign and Commonwealth Office (FCO) has struggled in recent years to significantly reduce its water use and last year did not meet the CIRIA (Construction Industry Research and Information Association) good practice benchmark for water consumption of 6m³/FTE. To drive efficiency, the department had to look beyond straightforward sustainability projects. Much of the FCO's UK estate's toilets were over 30 years old and in need of refurbishment, and analysis in a number of buildings across the estate had identified that urinal flushing controls were failing and contributing to significant leakage which had gone unnoticed. Aligning business-as-usual maintenance and refurbishment with the department's sustainability aims helped to drive better long-term value for money. The toilet refurbishment programme allowed FCO to innovate and install waterless urinals across the estate.

The phased roll-out across FCO buildings was successful and minimised the impact of the daily running of the estate. Where waterless urinals have been installed, future unnecessary wastage of water has been prevented.

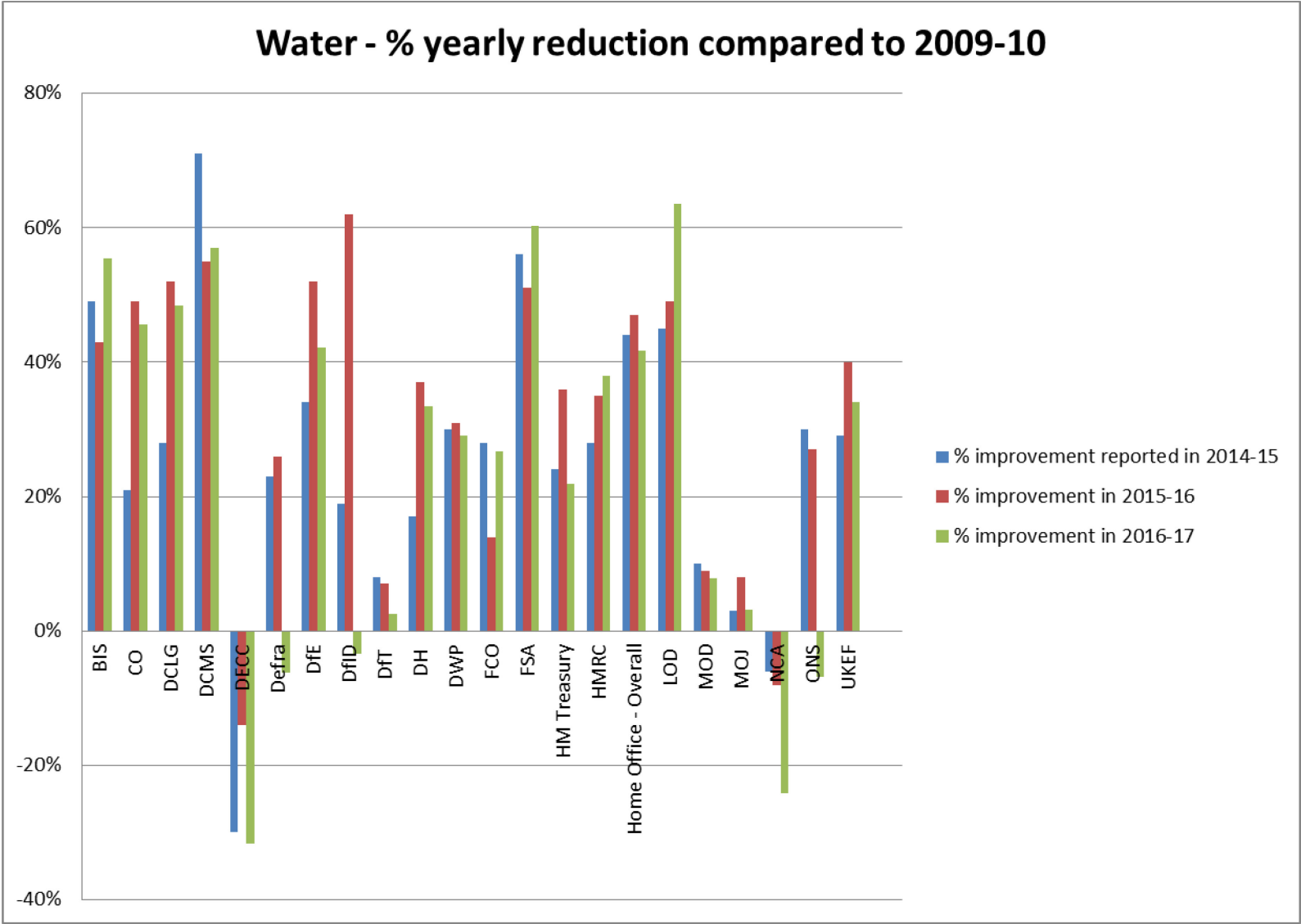
Interserve have proactively contributed to the achievement of the ministerial targets and our Environmental Policy aim of continuous improvement. While innovation in a Grade I listed building can be particularly challenging, this initiative has been driven by experienced staff on the ground with an innate understand the estate.

The impact has been significant – driving 40% reductions in some of the FCO’s buildings, contributing to an overall reduction of 15% across the UK Estate, and a staggering 24% reduction across our office estate against compared to 2015 to 2016.

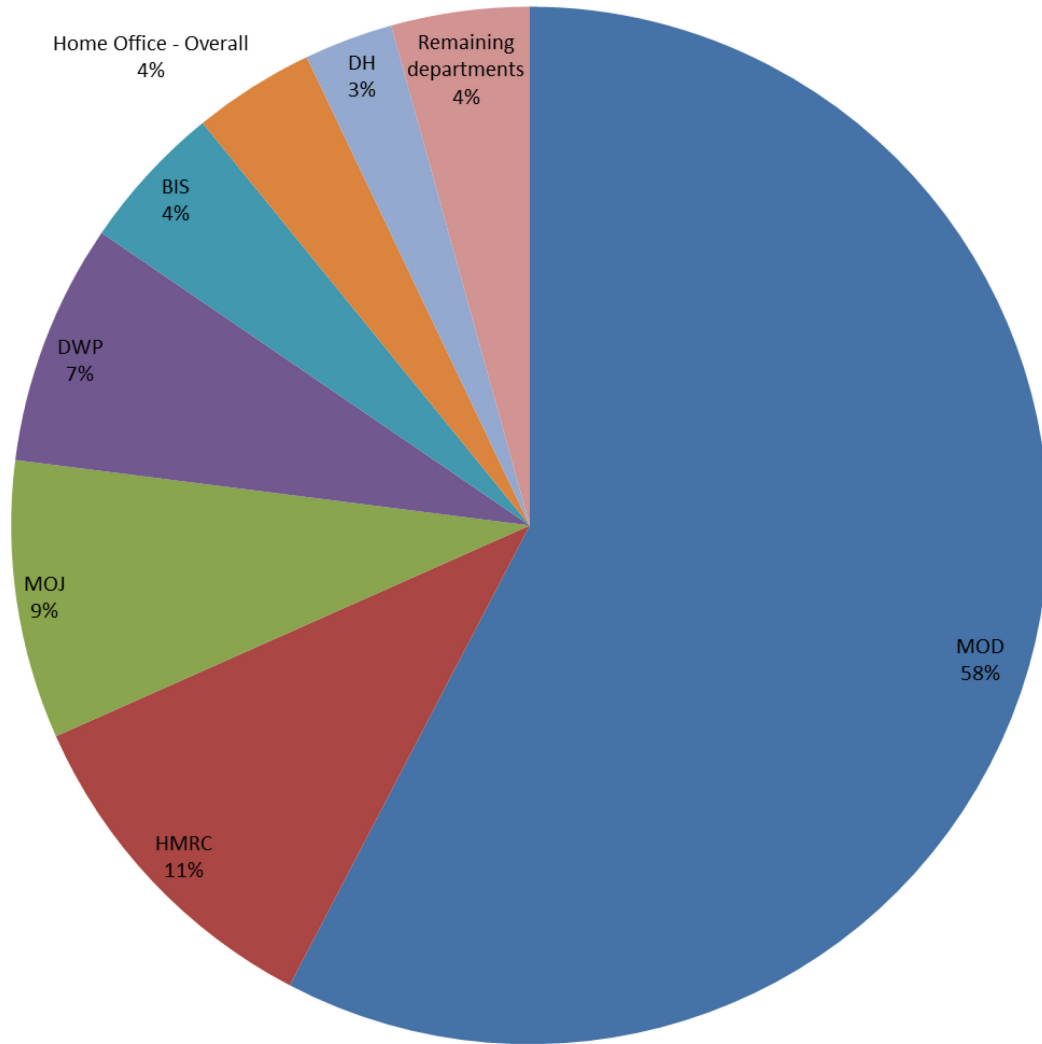
FCO’s performance per full-time equivalent (FTE) – 7.5m³/FTE in 2016 to 2017 compared to 9.9m³/FTE in 2015 to 2016 – shows that its holistic efforts are driving efficiency across the estate.

Water (m3) Performance compared to 2009/10 baseline (Except NCA – performance compared to 2013/14 baseline)							
	Baseline 2009/10	Performance 2016/17	% improvement reported in 2014/15	% improvement in 2015/16	% improvement in 2016/17	Office water (m3/FTE) in 2016/17	% of total Government water in 2015/16
BIS	283,495	126,468	49%	43%	55%	3.7	0.36%
CO	52,388	28,493	21%	49%	46%	11.0	0.08%
DCLG	99,358	51,318	28%	52%	48%	7.9	0.15%
DCMS	7,328	3,150	71%	55%	57%	5.1	0.01%
DECC	11,108	14,615	-30%	-14%	-32%	7.8	0.04%
Defra	651,542	691,783	23%	26%	-6%	5.0	1.98%
DfE	117,600	67,939	34%	52%	42%	8.1	0.19%
DfID	8,459	8,740	19%	62%	-3%	4.0	0.03%
DfT	201,196	195,959	8%	7%	3%	5.8	0.56%
DH	283,469	188,793	17%	37%	33%	6.0	0.54%
DWP	883,617	626,524	30%	31%	29%	8.0	1.79%
FCO	66,366	48,660	28%	14%	27%	7.5	0.14%
FSA	8,275	3,292	56%	51%	60%	11.8	0.01%
HMRC	961,843	597,053	28%	35%	38%	7.5	1.71%
HMT	14,810	11,577	24%	36%	22%	9.7	0.03%
Home Office	310,338	180,968	44%	47%	42%	10.1	0.52%
LOD	69,068	25,121	45%	49%	64%	6.5	0.07%
MOD	24,973,623	23,003,840	10%	9%	8%	17.0	65.87%
MOJ	9,277,165	8,980,905	3%	8%	3%	14.2	25.71%
NCA	38,943	48,338	-6%	-8%	-24%	12.9	0.14%
ONS	18,526	19,786	30%	27%	-7%	7.1	0.06%
UKEF	2,762	1,821	29%	40%	34%	7.6	0.01%
TOTAL	38,341,279	34,925,143	11%	12%	9%	8.4	

Water - % yearly reduction compared to 2009-10



Proportion of water saved in 2016-17 compared to 2009-10 by department



Chapter 6: Procurement

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

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

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

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

2016 to 2017 Headlines

- The majority of departments have a specific sustainable procurement policy in place
- Numerous departments report that sustainable procurement is being championed at a high level.
- Departments are continuing to use tools such as CAESER¹⁵ and the Flexible Framework¹⁶ in addition to developing their own bespoke methods of driving improvement.

The Target

A commitment to buying sustainable goods and services increases the reach of the government's environmental ambitions by orders of magnitude. By selecting the most sustainable and efficient products, government departments can drive further innovation to

¹⁵ CAESER (Corporate Assessment of Environmental, Social and Economic Responsibility) is a tool which enables organisations to assess the positive and negative effects of their supply chain.

¹⁶ The Flexible Framework is a self-assessment mechanism that allows organisations to measure and monitor their progress on sustainable procurement over time – see <https://www.gov.uk/government/publications/sustainable-procurement-in-government-guidance-to-the-flexible-framework>.

eliminate excess carbon, water and waste from supply chains – and make sure their purchases act as a force for social and environmental good. They can also support a healthy, forward-looking economy by providing a market for sustainable products and services, and save money over the lifetime of a product or service.

The target requires departments to report on their use of two specific tools (or equivalent measures): the Flexible Framework – a widely-used self-assessment package which allows organisations to measure, monitor and improve how they procure; and the Prioritisation Tool – which helps organisations prioritise their sustainable procurement activities in key product areas. Departments must also demonstrate how they make sure the products and services they buy comply with the Government Buying Standards¹⁷.

While BIS and DECC have reported separately for 2016 to 2017 on other targets (due to the delay in merging premises), procurement reporting on behalf of both former departments has been provided by the newly created BEIS.

Performance

All departments except for the Department for Education (DfE) and the Department for Communities and Local Government (DCLG) provided answers to this year's sustainable procurement questionnaire. Of those which reported, 17 report that they have a specific sustainability policy in place, or include sustainability within overarching procurement policy. Only UKEF – for reasons of the small size of its operations – and HM Treasury (HMT) report having no sustainable procurement policy.

Five departments - Defra, DH, HMRC, HO, and MOJ – have a named senior staff member responsible for championing sustainable procurement across the organisation. DWP and FCO also have a staff sustainability network which focuses on improving sustainable practices, including procurement, across the organisation. Training of dedicated procurement staff and others in the organisation appears patchy, although examples of good practice include MOD, which delivers specific sustainable procurement training courses both internally and through a network of sustainability SMEs. The Home Office Commercial Directorate also has a dedicated Sustainability Team to communicate and drive sustainability awareness.

As in previous years, the Home Office has shown a strong focus on supply chain analysis. In their seventh year of engaging with suppliers using the SID4GOV platform, they questioned 33 suppliers with a cumulative turnover in excess of £729 billion on topics including anti-corruption, labour standards, social value, gender, race and diversity,

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

modern slavery and the GGC. The department uses the CAESER assessment tool to support contract managers in encouraging suppliers to make sustainable improvements.

FCO organisations have individual measures in place to assess supply chain impacts regularly, and HMRC's Contract Management team also uses CAESER to facilitate discussions with suppliers at the regular contract review meetings. For contracts longer than a year, DWP requires suppliers to produce a Sustainable Development Policy and Action Plan, a Diversity & Equality Delivery Plan and metrics and a report on opportunities provided to a number of DWP's key disadvantaged groups including disabled workers, ex-offenders, older and younger workers, apprentices and BME workers.

The Environment Agency (part of Defra) was recently recognised as the "most sustainable public sector organisation in Government", with sustainable management of the supply chain as one of the elements assessed. MOD notes that 'the need to embed sustainability through the Defence supply chain is identified in the Sustainable MOD strategy 2015 to 2025 and a key element of our approach includes identifying sustainable procurement risks affecting supply chain security'.

Elsewhere, however, addressing supply chain sustainability is patchy, and three departments which responded to the questionnaire did not provide a response to this question.

Responses suggest that use of the Flexible Framework to measure and improve sustainability in procurement remains reasonably widespread, although many departments report use of approaches they have developed for their own specific circumstances. However, little mention was made of the Prioritisation Tool, and measures to embed Government Buying Standards in many cases continue to rely on the assumption that all purchases made via CCS frameworks are GBS-compliant.

Case study – HMRC – Responsibility in the supply chain

HMRC is not only focussed on being a socially responsibility organisation in its own right, it is also making sure that its suppliers are too.

Since 2009, HMRC has been using a sustainability assessment tool to measure the environmental, social and economic impact of its supply chain. Suppliers are scored annually against a number of themes, including: modern slavery; anti-corruption; environment management and performance; diversity; health and safety; labour standards and social values. Those who participate on a regular basis have seen their scores rise by an average of 12%.

The organisations involved in the assessment process range from SMEs to the very largest suppliers. Together they employ more than 850,000 people and represent more than 85% of HMRC's total net procurement spend. The highest scores come from the

health and safety assessment and similar areas governed by legislation. 89% of the suppliers taking part have environmental policies in place, 54% run environmental awareness campaigns and 63% carry out energy audits.

If the assessment highlights deficiencies or areas for improvement, HMRC's Commercial experts meet with the suppliers concerned to discuss how they will improve their performance over the following year. Through detailed action plans and recommendations, the suppliers engage in a cycle of continuous improvement and best practice.

The CAESER process forms part of HMRC's broader programme of supplier assurance, compliance and risk assessment, which takes place during the life of a contract: from pre to sourcing and procurement through to contract management.

In 2016 to 2017, HMRC used the assessment to gain assurance that its top performing suppliers are mitigating the risk of modern slavery.

Chapter 7: Transparency

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

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

2016 to 2017 Headlines

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

The target

Transparent reporting of wider sustainability issues is a key element of the GGC framework. The government's sustainability concerns go beyond the headline commitments, and the wide variety of department's functions mean that departments will prioritise and tackle these issues in different ways. The Greening Government Commitments, therefore, set out basic requirements for reporting on climate change adaptation, biodiversity on departmental estates, food procurement and sustainable construction, while inviting departments to report on any other significant aspects of their work.

While BIS and DECC have reported separately for 2016 to 2017 on other targets (due to the delay in merging premises), transparency reporting on behalf of both former departments has been provided by the newly created BEIS.

Performance

HMT requirements for sustainability reporting have in recent years improved the visibility of sustainability issues within departmental annual report and accounts (ARA). However, while the HMT requirements have resulted in almost all reporting departments

incorporating *some* of the GGC's transparency areas into their ARA, 10 out of a total of 21 (rather than 22, as BIS and DECC have reported jointly as BEIS for the purposes of this commitment) have reported against all four of the required transparency areas.

Fewer departments appear to have produced dedicated annual sustainability report or web page in 2016 to 2017, preferring to use the ARA as the main vehicle for publishing their GGC sustainability transparency information. This is likely to be in part due to standardisation of departments' web pages on the government-wide GOV.UK website.

Several departments have also used their ARA to report on how they are taking sustainability issues such as climate change adaptation and biodiversity into account in their policy implementation, rather than just their operations. For example, DfT's report highlights its work on adapting the transport network to the effects of climate change; HMT reports on several aspects of its wider policy work on sustainable economic growth, and UKEF covers its work to promote sustainable environmental, social and human rights decision-making in financing projects. In many cases, though, the information on departments' actions under the transparency commitment areas is scant. Similarly, numerous departments make reference to overall sustainable procurement (a minimum requirement under HMT reporting) but do not specifically address the requirement to report on sustainable food and catering procurement.

This year is the first time we have looked at reporting of wider sustainability issues relevant to departments. Some departments – notably MOD and HO – are keen to report more widely the actions they are taking to mitigate their most significant environmental impacts. For other departments, additional elements of reporting have been restricted to existing recommendations for reporting on, for example, rural proofing measures or actions to increase the proportion of procurement from SMEs. A small number of departments report on encouraging initiatives to involve staff in improving the sustainability of the department's operations. Activities contributing to Global Sustainable Development Goals – also suggested under the HMT reporting guidance – has been noted by MOD.

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

Case study – Biodiversity at FCO's Hanslope Park

Hanslope Park, the home of FCO Services, is 44 acre site with almost 500 trees as well as a thriving bird and wild flower population. The park has a biodiversity plan which is reviewed annually. Potential threats to existing habitats and species are factored into the management and landscaping of park and, wherever possible, wildlife corridors and natural habitats have been enhanced.

An annual arboriculture survey is undertaken for the trees, which have been plotted with GIS/GPS coordinates. The survey takes into account the tree's size, age and health,

species, external biochemical signs, history of pruning, signs of decay and identification of fungi. The most prized oak tree is over 250 years old.

Continuous management is undertaken to maintain the pond, trimming plants and reducing reeds as appropriate. The pond houses a family of mallard ducks including new arrivals of 12 ducklings and a family of moorhens with their eight chicks nesting in the floating 'duck house'.

The site also discovered wild orchids in 2016, which are an endangered species, and the area is being preserved to expect an annual appearance of up to a dozen wild orchid flowers. A new wild flower meadow is also being developed to include annual plants and flowers to attract bees and birds. A large number of species make their homes on the site including kites, swallows, chaffinches, wagtails, great crested newts, rabbits and a range of insect life. The mansion itself often hosts bats roosting in its loft and roof area, and the biodiversity plan aims to make sure the space is shared effectively with all these neighbours.

Facilities & Sustainability Manager Fiona Borisuth says: "Leading on biodiversity in the UK is a great privilege, particularly when Hanslope Park is such a diverse ecosystem. Enhancing the environment within which we work benefits the staff whilst also protecting endangered species like our wild orchids."

Annex 1 – ALBs exempted from targets

For GGC purposes, all departments report on their own activity and that of their Arm's Length Bodies (ALBs), although exemptions from reporting may be permitted to ALBs: whose operations occupy less than 1,000m³ of floor space or employ fewer than 250 staff; where there are no safe, feasible or environmentally sound options for meeting the commitments; where delivery of the commitments might create a perverse outcome; or where an organisation has dual or multi-status (for example being both an NDPB and a trading body), and it is no longer classified as being a public sector body under the ONS Public Sector Classification Guide¹⁸.

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

GHG emissions (tonnes CO₂e)				
	Baseline 2009/10	Performance 2016/17	% Improvement in 2015/16 compared to baseline	% Improvement in 2016/17 compared to baseline
HSL	6,520	4,843	19%	26%
MRC	34,737	31,387	-20%	10%
STFC	67,068	60,168	3%	10%

¹⁸ <https://www.ons.gov.uk/economy/nationalaccounts/uksectoraccounts/datasets/publicsectorclassificationguide>

UKAEA	28,096	18,494	-131%	34%
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Domestic flights (single flights)

	Baseline 2009/10	Performance 2016/17	% Improvement in 2015/16 compared to baseline	% Improvement in 2016/17 compared to baseline
HSL	84	224	No data	-167%
MRC	500	572	-17%	-14%
STFC	586	1205	-87%	106%
UKAEA	55	52	-4%	5%

Waste (tonnes)

	Baseline 2009/10	Performance 2016/17	% Improvement reported in 2015/16	% Improvement reported in 2016/17	% to landfill in 2016/17
HSL	125	87	No data	30%	35%
MRC	183*	993	-374%	-443%	19%
STFC	1,117	794	-141%	29%	11%
UKAEA	714	420	7%	42%	2%

*2013 to 2014 baseline, as this is the earliest year for which data is available

Paper (reams A4 equivalent)

	Baseline 2009/10	Performance 2016/17	% Improvement in 2015/16 compared to baseline	% Improvement in 2016/17 compared to baseline
HSL	4,620	2,308	No data	50%
MRC	1,554*	6,674	No data	-329%
STFC	2,400	2,400	0%	0%
UKAEA	14,000	2,900	41%	79%

*2013 to 2014 baseline, as this is the earliest year for which data is available

Water (m³)					
	Baseline 2009/10	Performance 2016/7	% Improvement in 2015/16 compared to baseline	% Improvement in 2016/17 compared to baseline	Office water (m³/FTE) in 2016/17
HSL	28,616	15,482	38%	46%	No data
MRC	334,556	182,825	40%	45%	4.2
STFC	162,478	114,280	11%	30%	No data
UKAEA	150,836	76,898	37%	49%	2.8

Annex 2 – Sustainable procurement responses in full

Question 1: Does your department have a written sustainable procurement policy?	
CO	✓
BEIS	✓
DCLG	No response
DCMS	No – we do not have a separate policy but sustainability is included within our overarching commercial policy
Defra	✓
DfE	No response
DfID	✓
DfT	✓
DH	✓
DWP	✓
FCO	✓
FSA	No, but incorporated into overall procurement policy
HMRC	✓
HMT	No
Home Office	✓
LOD	✓
MOD	✓
MOJ	✓
NCA	✓
ONS	✓
UKEF	No

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

CO	<p>CCS framework contracts are used whenever possible. Where this cannot be done then our provider will ensure that SD impacts and requirements are properly taken into control and the provider has its own significant in-house SD expertise for this function. The contract requires the contractor to adhere to all SD requirements (e.g. Sustainable timber requirements) as well as others covered in this return. The flexible framework tool is used to measure the impacts of procuring certain goods, and in addition to this the Cabinet Office seeks to apply the Building Research Establishment's Environmental Assessment Methodology (BREEAM) on all relevant refurbishment projects. This takes into account the sustainability of the materials procured as they contribute to the overall scoring.</p>
BEIS	<p>BEIS using UK SBS's Procurement Policy approach, wherever possible shall include best practice environmental and sustainability considerations on a case by case basis (e.g. Life Cycle Costs as captured by Regulation 67 of PCR 2015) within its procurement decision-making process. This also involves consideration of EU Commission, PCR and Government objectives and targets. See the European Commission's Buying Green. Working with and behalf of the BEIS family, UK SBS have precedent procurement documents containing standard questions regarding environmental accreditation that reflect government grounds for environmental exclusions as reflected in Regulation 57(1),(2),(3) of the Public contracts Regulations as amended. This content is mandated by Crown Commercial Services under PPN 08/16. UK SBS have also created policy for the BEIS family in regards to Timber procurement, derived from the DEFRA policy on sustainable sourcing that is utilised as appropriate in BEIS family procurements.</p>
DCLG	<p>No response</p>

DCMS	<p>We are currently reviewing our procurement processes and will ensure that the Flexible Framework and Prioritisation Tool are included as appropriate. Sustainability is embedded in our procurement practices as follows: 1. All OJEU level procurements include a requirement for Tenderers to 'Please confirm your organisation has an Environment & Sustainability Policy appropriate to the type of work described in the ITT and that this is updated at least annually.' 2. All OJEU level procurements are supported by a Procurement Strategy which includes a section on sustainability. 3. Procurement Guidance documents instruct users to undertake procurement in line with the GBS. 4. Commercial Policy - includes commitment to: 'Comply with the Government Buying Standards, and include sustainability and social considerations in all relevant procurement and contract activity'. If the procurement was purchasing something where sustainability was highly relevant, this would form a more detailed part of the tender evaluation. This would be captured in the Procurement Strategy which is signed off before the procurement process begins. Assurance on the above is provided by Business Partners, with oversight from the Commercial PMO Group.</p>
Defra	<p>Defra has developed a procurement toolkit, which provides advice, guidance and templates for use during the commercial process. This specifically includes best practice identified from around the Defra network, other Government departments and the third parties. Sustainability is built into the front end of the commercial process, using the commercial / procurement strategy paper as the relevant document. This document requires discussion at the very early stages of a commercial activity to identify sustainability issues and agree management either exploiting – where positive or negating - where harmful of each issue identified.</p>
DfE	<p>No response</p>
DfID	<p>DFID strive to understand the local political, economic and operational environment within which we work. We listen to the views and experiences of citizens and beneficiaries and ensure that our programmes and aid instruments suit and influence the political context. There are a number of technical considerations to guide the design and delivery of adaptive Business Plans and programmes. These include, but are not limited to: the political economy; conflict and fragility; institutional environment; climate change, resource scarcity and environmental vulnerability; gender equality; social and poverty impact; and human rights. Ensure sustainability and resilience; How will the project generate lasting benefits for citizens in the face of possible future shocks (e.g. political, economic, security, environmental, social, climatic)? How will it support resilient households, firms, institutions, societies and environments capable of coping with uncertain futures including supporting opportunities to deliver climate and environmental benefits. Avoid doing harm; by ensuring that interventions do not sustain unequal power relations; reinforce social exclusion and predatory institutions; exacerbate conflict; contribute to human rights risks; create or exacerbate resource scarcity, climate change and/or environmental damage; and/or increase communities' vulnerabilities to shocks and trends. Ensure that</p>

	our interventions do not displace/undermine local capacity or impose long-term financial burdens on partner governments.
DfT	DfT's progress will be measured against the Flexible Framework – we aim to reach Level 4 by the end of March 2020. As part of this programme, a Department-wide prioritisation exercise has been undertaken to determine high-risk categories of spend to focus attention on. All procurement professionals are encouraged to undertake the Ethical Procurement and Supply online training to enhance their knowledge: https://www.cips.org/en-gb/training-courses/ethical-procurement-and-supply/
DH	The Department of Health have designed and implemented a new 'classification tool' to be used at the start of a procurement exercise to assess for complexity and risk. The tool assigns a rating of either 'Gold', 'Silver' or 'Bronze', with 'Gold' being high risk and/or high complexity, and 'Bronze' being low risk and/or low complexity. The procurement strategy template then uses the results of this classification tool and specifically asks practitioners to assess the procurement with regards the Government Buying Standards and the Greening Government commitments amongst other cabinet office objectives such as the SME agenda, Social Value Act and the Armed Forces Covenant. For the higher rated procurements, more information is required.
DWP	The main tool that staff use to drive the agenda is the DWP Sustainable Procurement Risk Assessment Methodology (SPRAM) which is embedded within the procurement process and is a continually evolving tool. This was previously updated to take into account Article 6 of the EU Directive on Energy Efficiency and to take into account our recent Life Chances through Procurement requirements and to support the government's SME agenda by making all contracts more accessible to SMEs either directly or within the supply chain. Reasons for excluding SMEs must be documented supported by robust reasoning. We are vigorously pursuing the SME agenda and the DWP SME action plan can be found on "GOV UK" with a revised SME Action Plan currently in drafting and due for publication this year. This reaffirms our commitment to work towards the governments SME percentage targets for procurement expenditure. We actively promote our contract opportunities to SMEs and encourage contractors to make use of SMEs either as sub-contractors or elsewhere in the supply chain. This is done during pre-market engagement meetings. DWPs commitment to the SME agenda and expectations of Contractors is included within the Invitation to Tender documents. DWP procurements (certain exceptions permitted) above £10k are carried out using an e-tendering portal which has reduced the amount of paperwork produced during a procurement. SPRAM is part of the initial work that procurement teams undertake and they cannot proceed to tender stage until the risk assessment has been considered and agreed.

FCO	<p>Sustainability is referred too/invoked within the procurement procedures CPG provides for all FCO Staff to refer to (irrespective of location). Wilton Park does not currently embed the Flexible Framework and Prioritisation Tool within procurement due to size of the operation. FCO Services have been managing its internal procurements from a sustainable viewpoint, and our sustainable procurement policy is reviewed and updated biennial. We assess our maturity in sustainable procurement using the DEFRA Flexible Framework. FCO Services also has a wider Sustainable Procurement Guidance document, which provides detailed guidance on embedding sustainability as part of the procurement cycle. Annual risk assessments are undertaken for all contracts, however where contracts are assessed as Critical are reviewed quarterly and Strategic bi-annually.</p>
FSA	<p>It is FSA policy to use CCS framework contracts wherever possible for general goods and services, including contracts for Facilities Management, stationery, furniture and ICT services and these would comply with the Government Buying Standards. We are constantly reviewing our procurement processes/documents within Bravo, our e-Tendering system & will ensure we look at the Flexible Framework & the Prioritisation Tool.</p>
HMRC	<p>We embed sustainability into our procurement process through collaborations between HMRC's Commercial and Sustainability teams. We promote our Sustainability Procurement Strategy, which explains the Flexible Framework. We also ask and evaluate the following question in all relevant procurements: 'Please provide details of the level of commitment you will give to supporting our Sustainable Procurement Strategy, including providing details of the person(s) within your organisation who will be responsible for the elements of the Sustainable Procurement'. The weighting and importance of the question in relation to the requirement will determine how well the supplier scores in this area. We then award the contract to the supplier who provides the Most Economically Advantageous Tender. The supplier is provided with a copy of our requirements and T&Cs, including sustainability aspects. The supplier not only signs up to HMRC's contract but its response to the sustainability question is captured and is used as part of the contract management process during the lifetime of the contract. The flexible framework and prioritisation tools are used for contracts with a heavy sustainability impact and as a tool for the contract management activity.</p>
HMT	<p>Where embarking on a procurement with an environmental sustainability impact, CCS works with HMT to provide support and guidance throughout the procurement cycle to review and consider all appropriate policies and sustainability objectives. This informs the scope of services and subsequent criteria to assess the quality of the tenderer responding to the opportunity.</p>

Home Office	<p>The Home Office is committed to enacting the Social Value Act. All commissioners must demonstrate that they have considered social value benefits during the pre-procurement stage, where relevant and proportionate and not at the detriment of value for money or service quality. To verify procurers have considered CSR values the sustainability team approach commercial leads through CAB to discuss social value. For those procurements above the value of £10m they are encouraged to complete and publish the Procure for Growth Balanced Scorecard along with their procurement documentation to form a clear summary of how the procurement will deliver the project vision. The HO continues to utilise the CAESER tool to monitor supply chain CSR impacts (further details included within question 6). All contract managers whose suppliers were invited to complete the assessment are able to access their supplier(s) report and results. It is the responsibility of the Assistant Commercial Manager: Sustainability to monitor suppliers' updates against recommendations with focus given to risk mitigation.</p>
LOD	<p>CPS staff are mandated to use national framework contracts for general goods and services. These include contracts for ICT services, facilities management, furniture and office supplies. The products available through these contracts are restricted through the use of on-line catalogues. Other than for unique and specialist services (legal and criminal casework support), the CPS utilises pan-government contracts for goods and services as agreed by the Crown Commercial Service and would comply with the Government Buying Standards. The CPS also has high value contracts for IT services which states that suppliers must support the CPS Environmental Policies, and in their purchase of Goods and Services provide evidence of a positive environmental management approach. With regards to FM services including construction, which are perhaps the most significant commercial areas for the CPS when it comes to sustainability, the CPS has partnered with the Ministry of Justice. Since April 2016 the MoJ have assumed responsibility for the management of our FM arrangements, including the day to day management of our FM provider. From October this year the MoJ will assume even greater responsibility when the CPS replaces its FM contract with a new set of contracts being agreed by the MoJ. This strategy directly supports the Cabinet Office agenda to create a single public sector estate with the largest departments assuming responsibility for property and FM matters</p>

MOD	<p>The need to embed sustainability in MOD acquisition and through the Defence supply chain is identified in the Sustainable MOD strategy 2015 to 2025 and key elements of our approach include: - Identifying sustainable procurement risks affecting both capability performance and supply chain security - Working with industry to make it easier to apply sustainable procurement criteria and embed sustainability requirements in contract deliverables and commercial mechanisms - Developing internal policy levers and business planning / decision making mechanisms and effective tools to better enable sustainable procurement - Complying with requirements under the Greening Government Commitments (2016 to 2020) that mandate Government Buying Standards (GBS) are appropriately addressed as part of product specification To assist with decision making and to assess (appraise) the effects of all programmes, plans and projects, the MOD has produced the MOD Sustainability and Environmental Appraisal Tools Handbook (“The SEAT Handbook”). In addition the MOD has completed both an internal and external maturity matrix developed by an MOD tiger team with representatives from DIO, DE&S, FMC and ISS. The matrix was based on several previous tools including the Flexible Framework and the Prioritisation Tool. Further work to refine the matrix is ongoing</p>
MOJ	<p>Sustainability forms an important part of the MoJ commercial practices. This includes the consideration of Government Buying Standards within the MoJ Procurement Strategies for commercial programmes/projects and where applicable identification of how these requirements will be delivered through the procurement process. Examples of embedding sustainability in procurement processes: - The MoJ Facilities Management contracts contain specific Environmental KPIs, these cover aspects such as energy and water consumption and are monitored on and on-going basis throughout the life of the contract. - The MoJ Prison Food contract places specific contractual obligations on the supplier to report progress in the sustainability/environmental area which are aligned with the DEFRA Balanced Scorecard (of which the applicable aspects of the GBS are included). Outputs of which includes the production of an annual sustainability plan. - The MoJ utilises RM1062 Vehicle Hire Services. This contract includes specific sustainability clauses that not only express consideration of commercial needs, but minimisation of negative impacts and maximisation of positive impacts on society, the environment and the economy.</p>
NCA	<p>All suppliers should receive a Company Information Questionnaire which requires them to provide copies of their environmental policy and their Corporate Social Responsibility Statement. In addition they are required to agree to both NCA’s Environmental Statement and Ethical Trading Statement. In addition, Supplier Assurance audits include checking environmental processes, and processes in place to combat modern slavery within the supply chain.</p>

ONS	<p>Many of our team are recently qualified MCIPS members. Roughly 75% of the team have recently completed, or are about to complete their CIPS qualifications including classroom based teaching and examinations. One of the recurring themes in each topic is sustainable procurement and the merits of supplier monitoring, so staff are well educated and understand the importance of sustainable procurement. ONS Commercial Services has a dedicated resource whose primary role is to provide Commercial Intelligence. This role was created in 2014 to establish who our key suppliers were, to monitor their behaviour through financial reporting, press coverage, trade journals and knowledge-sharing, to ensure that ONS had continuity of supply. This constant scrutiny and monitoring also ensures that ONS does not suffer reputational damage by contracting with suppliers who are unethical or trade in non-renewable resources.</p>
UKEF	<p>UKEF uses existing framework agreements which have been centrally procured through Crown Commercial Services. Additionally, UKEF is a tenant of HMT under a fully managed lease arrangement at 1 Horse Guards Road. As such, it does not manage any key FM contracts such as maintenance, catering and cleaning, nor does it manage the utilities contracts from supplies of energy, water and waste. Other contracts such as IT supplies and Travel are procured through existing framework agreements which have been centrally procured through the Crown Commercial Service. UKEF's annual spend on contractors is relatively small and does not necessitate liaison with other government departments to develop pan-government contracts. UKEF's Commercial Branch carries out regular reviews of contracts with contract holders to ensure they meet value for money objectives</p>

Question 4: Please provide a brief overview of how the department ensures compliance with the Government Buying Standards throughout procurement practices.

CO	<p>In addition to purchasing through CCS frameworks which do outline the aspects required to be monitored and adhered to under the GBS, such as the efficiency rating of goods purchased and the acceptable constitution of materials used, the department engages in regular management reviews of projects and operational services. This is conducted for the benefit of identifying whether procured items are compliant with GBS practices and provides an improvement feedback loop if any items are found to be non-compliant. This procedure is documented as part of our environmental management system which is certified under the ISO14001 standard. Cabinet Office policy is, where viable, to re-use, remodel or refurbish furniture items for continued use by the Cabinet Office before any new furniture purchases are considered. Some items have been assessed for resale or donation to local charities, schools and social enterprises. The Cabinet Office also makes use of the Government Property Unit's co-ordination service of available furniture between central Government Departments (both to obtain and offer for reuse). Where no further options for reuse are viable, furniture has been segregated for recycling and recovery.</p>
BEIS	<p>The BEIS family would consider and build this into their specification, whilst working with UK SBS e.g. white goods environmental specifications and ratings.</p>
DCLG	<p>No response</p>
DCMS	<p>DCMS utilises central Framework Agreements where possible, which we understand ensures compliance with the GBS for those requirements. We do not typically procure anything which is covered by the GBS, outside of these Framework Agreements. If we do, sustainability and the GBS will be captured in the Procurement Strategy to ensure requirements are included. The majority of our procurement is for Professional Services, and low value contracts, therefore the inclusion of sustainability in the procurement process is limited to ensuring Tenderers have a sustainability policy. If the procurement was purchasing something where sustainability was highly relevant, this would be increased and sustainability considerations would be incorporated in to the Procurement Strategy, tender specifications, tender evaluation, contract terms, and performance measures.</p>

Defra	The need to use Government Buying Standards where these are relevant is embedded within our commercial strategy documentation. Where GBS are not being followed a full and complete statement as to why this is the case would need to be detailed and signed-off by both the business user and the commercial delegated authority.
DfE	No response
DfID	DFID wishes to work with suppliers who embrace our values, and demonstrate Corporate Social Responsibility (CSR) by taking account of economic, social and environmental factors. These practices, whether operated locally, regionally or internationally, should also comply with International Labour Organisation (ILO) core standards on labour and social matters. The Management Case ensures effective delivery by setting out the management arrangements required to ensure climate and environment is effectively managed and opportunities are maximised. DFID will not select bidder(s) that have been prosecuted or served notice under environmental legislation in the last three years, unless DFID is satisfied that appropriate remedial action has been taken to prevent future occurrences/breaches. The supplier shall provide the Services and any goods and equipment required under the Contract in accordance with applicable national and international laws, including those of the county or countries in which the Services or goods and equipment are to be provided, and DFID's environmental operations policy, which is to conserve energy, water and other resources, reduce waste, phase out the use of ozone depleting substances and minimise the release of greenhouse gases, volatile organic compounds and other substances.
DfT	The Department is continuing to gather annual returns from its agencies on compliance with the GBS standards.
DH	The vast majority of procurement spend in scope of the GBS is via DH ProCure21+ and the new ProCure22 construction frameworks agreements. Both ProCure21+ and ProCure22 emphasise the importance of sustainability and sustainable procurement. The ProCure21 framework set up the Principal Supply Chain Partners (PSCP) who worked with the NHS to devise new innovative solutions to produce a sustainable environment, reduce carbon emissions and provide significant financial incentives. The ProCure22 Framework suppliers were selected on the basis of criteria that included sustainability which is further embedded in the appointment documentation for Projects, ProCure22 utilised the NEC3 terms and conditions and includes a Works Information document covering "sustainability, renewability, the impact on the environment and energy efficiency in the selection of materials and components. In addition, when making investment decisions and procuring capital works, NHS Clients are required to comply with the NHS Improvement Efficiency and Productivity Targets which require them to consider "more sustainable and efficient products and services with the aim of achieving the best long-term, overall value for money for

	society.” They will collaborate with ProCure22 Supply Chains to address this when developing requirements for the delivery of projects.
DWP	DWP operated via a Category Management Operating Model (CMOM). All Commercial Policy and guidance is located within an online CMOM Portal and DWP mandates the use of the Government Buying Standards as part of this guidance to all commercial staff. Mandation and links to the standards feature in the topics for “Drafting a Specification”, “Standard Terms and Conditions Guidance” and “Sustainable Development Guidance”.
FCO	Aside from Facilities Management and ICT, the remainder of UK based FCO Procurement is largely devolved to Business Units and the FCO strategy is to meet those requirements by using Procurement Frameworks delivered by the CCS etc. Because CPG manages certain higher value procurements (including Facilities Management and ICT), we are able to directly ensure and monitor GBS compliance. Of the remainder, CPG emphasises to Business Units the importance of GBS compliance via FCO procurement procedures and marketing etc. The FCO operates an ISO 4001 compliant Environment Management System across the FCO UK estate and accreditation to this standard involves 3rd party scrutiny of FCO Procurement. Wilton Park: Review is carried out every year of the GBS for Food and Catering Services to ensure compliance within the food service and from food suppliers and actions implemented with Head Chef, in line with Sustainable Food Procurement Strategy and Standards Policy Statement. FCOS Policy and guidance details how GBS are embedded. Contracts are also reviewed when due for renewal in relation to sustainability and impact. FCOS generally uses CCS frameworks and checks to ensure GBS are included within the framework specification and terms. E.g. FCOS use the CCS Office Supplies framework, and our sourcing strategy states “The strategy for this agreement was to provide a full range of quality, sustainable products that meet the GBS”. In additional their mandatory terms cover sustainability ethical sourcing, environmental issues and quality. We will continue to appraise the use of any Government framework in this way.
FSA	The FSA consistently utilises CCS frameworks as part of its policy & these outline the requirements to be monitored and adhered to under the GBS.

HMRC	<p>We ensure that GBS are embedded in our contracts and, where possible, encourage our suppliers to meet GBS best practice standards. We are an active member of the CCS Fleet Stakeholder Forum group and utilise the CCS Vehicle eAuctions to procure the majority of our new vehicles. The GBS in relation to vehicle emissions is a key aspect of the specifications discussed and agreed within this forum and adopted for the vehicle eAuctions. For food and catering services, GBS are fully embedded within contracts. New FM service standards and furniture for our new Regional Centres often exceed the relevant GBS. In general, and subject to regulatory requirements in terms of relevance and proportionality, sustainability is routinely considered during the procurement phase when developing the specification of requirement and selection questionnaires. Compliance with agreed contractual requirements or stated codes of practice is thereafter monitored during the contract management phase.</p>
HMT	<p>The adoption of CCS standard operating procedures when purchasing goods and / or services that have an environmental impact assures that HMT is complying with central policy on this area. Consideration of the evaluation criteria, which may include relevant sustainability elements, is reviewed by a senior responsible officer prior to the procurement being undertaken.</p>
HO	<p>All contracts will vary to some degree; but all should be compliant with the Government Buying Standards, for example compliance against GBS is written into the HO Model Services Contract (currently under review), extract below: ENVIRONMENTAL REQUIREMENTS: The Supplier shall perform its obligations under the Agreement in accordance with the Authority’s environmental policy, which includes requirements to conserve energy, water, wood, paper and other resources, reduce waste and phase out the use of ozone depleting substances and minimise the release of greenhouse gases, volatile organic compounds and other substances damaging to health and the environment. [Note: Consider any specific environmental issues relevant to the Services, contact the MoJ Shared Estates Sustainable Operations Team). Where the Supplier has not been provided with details of the Authority’s environmental policy, the Supplier should request a copy of the same within 10 Working Days after the Commencement Date. [Note: You should provide this to the Supplier before they ask – see policy details under “Corporate Initiatives and Projects, Sustainable Development” on Horizon.] [Note that sustainability commitments are subject to change – you should check Corporate Initiatives and Projects, Sustainable Development on Horizon or contact the Sustainability Team for up to date information.] The Supplier shall conduct an annual self-assessment of its corporate social responsibility policy to include equality & diversity and environmental and socio-economic practices. The Supplier shall report such findings to the Authority’s Representative in such format as the Authority’s Representative may request. The Authority may make available a particular self-assessment tool to assist its suppliers (including the Supplier) in conducting the self-assessment referred to in Clause 41.3 above and if the Authority does so, the Supplier shall use that self-assessment tool. The Supplier shall comply with current Government Buying Standards for the provision of commodity goods and services. These are available at:</p>

	http://sd.defra.gov.uk/advice/public/buying/.
LOD	<p>The supplier may also request a copy of the MoJ Shared Estates Sustainable Operations Team’s GBS guidance documentation. Outside of this each contract may have provisions to address sustainability via various means; ranging from specific sustainability schedules, Key Performance Indicators and or through supplier commitment through contract management. Examples of this are as follows: “Our new FM Contracts with Carillion and Interserve contain clauses within Contract Schedule D Service Level Requirements specifying that the Contractors are required to produce Sustainability Plans that comply with GBS, as well as Waste Minimisation Plans and that all food and catering services must comply with the mandatory requirements of GBS. There are also specific KPI measures in the Sustainability and Catering sections that mirror these requirements.” David Reid - Senior Commercial Manager - Estates & Facilities Management</p>
MOD	<p>The need to embed sustainability in MOD acquisition and through the Defence supply chain is identified in the Sustainable MOD strategy 2015 to 2025 and key elements of our approach include:</p> <ul style="list-style-type: none"> Identifying sustainable procurement risks affecting both capability performance and supply chain security Working with industry to make it easier to apply sustainable procurement criteria and embed sustainability requirements in contract deliverables and commercial mechanisms Developing internal policy levers and business planning / decision making mechanisms and effective tools to better enable sustainable procurement Complying with requirements under the Greening Government Commitments (2016 to 2020) that mandate Government Buying Standards (GBS) are appropriately addressed as part of product specification To assist with decision-making and to assess (appraise) the effects of all programmes, plans and projects, the MOD has produced the MOD Sustainability and Environmental Appraisal Tools Handbook (“The SEAT Handbook”). In addition the MOD has completed both an internal and external maturity matrix developed by an MOD tiger team with representatives from DIO, DE&S, FMC and ISS. The matrix was based on several previous tools including the Flexible Framework and the Prioritisation Tool. Further work to refine the matrix is ongoing.

MOJ	Our MoJ Shared Estates Sustainable Operations Team have a range of guidance notes on the use of BREEAM, GBS and Energy Management. “Bouygues are committed to meeting the Government Buying Standards and reported in November 2016 that “100% of food and drink meets or exceeds mandatory GBS with the usual caveat regarding palm oil that isn’t a core ingredient. We are continuously monitoring palm oil content, and will where possible ensure its origin is from a sustainable source”. Justyn Miles - 2MS FD Estates Team – Estates Directorate
NCA	NCA complies with all applicable Government Policies and Procedures
ONS	We had presumed that CCS were subject to the same scrutiny as all other departments, and were thus compliant with the Greening Government requirements and Government Buying Standards. Many of our procurements are made through such frameworks from CCS or GDS, to ensure that we provide best possible value for money to the taxpayers. However, in view of the note above, we will strive to be more vigilant in future and add specific clauses* to framework contracts to ensure that Sustainable policies are pursued in line with the guidance on the Government Buying Standards webpage. These will focus on levels of plastic and aluminium in ICT products, as well as the volume and source of paper products. *We are aware that altering clauses to framework contracts is not permitted, but we are content that adding specific clauses will not break any regulations.
UKEF	UKEF uses existing framework agreements which have been centrally procured through Crown Commercial Services.

Question 5: Please describe how your organisation evaluates and learns from the results of its sustainable procurement activities.

CO	Lessons learnt and opportunities for improvement are considered during the pre-procurement stage for all new and re-procurement requirements. This information is key to informing the Ministry’s Procurement Strategies for commercial programmes/projects.
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BEIS	This would be BEIS driven against KPI's, Reporting needs built into the contractual documents and lessons learned.
DCLG	No response
DCMS	The majority of our procurement is for Professional Services, and low value contracts, therefore the inclusion of sustainability in the procurement process is usually relatively limited, as described in question 4. Where sustainable procurement considerations are implemented, these are evaluated and learned from as part of contract management practices including contract close-out activity. An example would be events procurement, where we included requirements for sustainable materials to be used, and recycling facilities at the events, etc. This was assessed following the first event and lessons learned incorporated in to the next events, including working together with suppliers to improve sustainability – for example providing water refill stations instead of providing additional bottles of water.
Defra	The department operates through lessons learnt exercises. For commercial this could be a specific commercial requirement level, where specific learning enables improvement in future similar commercial activities. This could also be a policy/process level and this information is fed back through the Head of Policy in the relevant business area.
DfE	No response
DfID	Work underway includes finalising the development of broader policy processes to monitor and manage compliance towards; DFID Supply Partners are an extension of government's business and personal interactions with citizens and business by supply and delivery chain partner employees must take place with a bond of trust that goes beyond the contractual relationship and with the highest standards of ethical and professional behaviour that upholds the reputation of government. DFID Supply Partners are an extension of government's and personal interactions with citizens and business by supply and delivery chain partner employees must take place with a bond of trust that goes beyond the contractual relationship and with the highest standards of ethical and professional behaviour that upholds the reputation of government. DFID Supply Partners must be committed to high environmental standards, recognising that DFID's activities may change the way people use and rely on the environment, or may affect or be affected by environmental conditions. Supply Partners must demonstrate they have taken sufficient steps to protect the local environment and community they work in, and to identify environmental risks that are imminent, significant or could cause harm or reputational damage to DFID. Commitment to environmental sustainability may be demonstrated by; Formal environment

	safeguards/policies in place; Publication of environmental performance reports on a regular basis; Membership or signature of relevant Codes, both directly and within the delivery chain such as conventions, standards or certification bodies.
DfT	The Department has a virtual policy group which meets regularly to discuss best practice.
DH	The Department of Health reviews procurement activities at regular intervals with a view to making improvements where possible. This can be seen with our ProCure21+ and ProCure22 construction frameworks. Whereas the ProCure21+ framework looked to use PSCP's to look for innovative sustainable solutions, the ProCure22 framework included sustainability requirements when evaluating potential suppliers for the framework. This combined with the use of the new NEC3 terms and conditions further highlights how the department is taking a continuous improvement approach to procurement activity, including the GGC sustainability requirements.
DWP	Contract Managers are responsible for reviewing the Sustainable Development plans provided by suppliers as part of their ongoing contract management activity. A named DWP Single point of Contact acts as a critical stakeholder and provides guidance and assistance on the content and veracity of these plans.

FCO	<p>Aside from capturing lessons learned etc., the FCO accreditation to ISO 4001 provides CPG with the opportunity to address skill and knowledge gaps relative to the Organisations UK operations. Wilton Park: Formal supplier reviews are carried out on bi-annual basis with top key suppliers and evaluation of sustainability policies from suppliers are reviewed. FCOS: In the re-tender of the taxi contract, importance was given to the type of vehicle and emissions to further improve. The tender stated a minimum specification detailing the type of vehicles that could be used to fulfil the service. This specification was linked to the emissions ratings for the vehicles and in turn had targets to improve the standard of the fleet, such as use of hybrid vehicle. This element was evaluated against and the importance was highlighted to the suppliers. Tracking against the specified targets now form part of the KPI's and are regularly monitored, the incumbent supplier is currently exceeding the required targets. The KPI's also encourage the supplier to consolidate bookings to and from its main location and the local train station. This reduces the number of vehicles that come to the site as well as emission levels. When reviewing the Translation Framework a decision was made to only include "official" documents rather than anything in a higher classification. This enables FCO Services and the suppliers to place and complete all the work electronically and cuts out the need for paper based exchange via secure couriers.</p>
FSA	<p>FSA is a small department with a small Procurement Team (7 FTE) & regular contract reviews with suppliers are conducted to ensure each one is delivering efficiencies & value for money however these may not always be specifically related to sustainability. We do however regularly discuss & review areas that could be improved during the pre-procurement stage through our Continuous Improvement work.</p>
HMRC	<p>Our Contract Management team utilise the CAESER reports to facilitate discussions with suppliers at the regular contract review meetings. This involves discussions around areas that are most relevant to the particular contract and the service being delivered. Section 31 of the standard Contract Management Plan covers CAESER and includes details of the recorded checks and any associated actions at Annex C and F accordingly. This ensures that sustainability is completely embedded within business as usual for contract management. We engaged with 45 of our key suppliers in 2016 when undertaking the annual CAESER sustainability assessment. These suppliers accounted for 85% of HMRC's £1.4bn net procurement spend during 2015/16. 76% of participating suppliers reported against at least one of the GGC metrics, with 37% of them reporting against all five.</p>
HMT	<p>Specific learning on day to day procurements is undertaken by the contract manager. Where learning in new ways to procure, measure or develop sustainable initiatives arises, this is shared within the relevant communities.</p>

Home Office	<p>The Sustainability Team has promoted it as social value leaders amongst the Home Office commercial community and is keen to share and publicise CSR best practice. For example the team are evaluators for the HMPO Passport Manufacture & Personalisation Project with contract award scheduled for March 2018. This project is the first procurement to complete the Procure for Growth Balanced Scorecard, at the end of the procurement the team will produce a Case Study to demonstrate to procurers what 'good' looks like. Over the years a number of CAESER case studies have been produced to demonstrate the tool's value for money and how their recommendations received were used to improve their processes. These have been shared with the Home Office commercial community and across Government. The 2016 case studies are currently being drafted and will specifically focus on the new modern slavery module to support the potential roll out across all Government departments. Social Value and Apprenticeship Guides have been produced and shared with commercial colleagues, which include examples of CSR considerations at the pre-procurement stage. The Procurement Delivery Team produced an excellent sustainability schedule for the Gatwick Immigration Removal Centre contract, which is being shared amongst procurement professionals as an example of what 'good' looks like.</p>
LOD	<p>By centralising all of our commercial activity, the two commercial teams are able to continually review their procurement activities and where necessary incorporate lessons learnt into future procurements.</p>
MOD	<p>One mechanism is through groups that work with Industry Partners. DIO have an SD Suppliers WG and DE&S have an SPWG. DE&S work with equipment operating centres and project teams on the importance of sharing ideas and best practice affecting new equipment and legacy projects. This programme included holding internal workshops looking at SP topics that included the supply of scarce and critical materials that underpin defence technologies and the use of sustainability management plans. For each infrastructure project a member of the Sustainability Team participates in a Gateway Review as part of Post Project Evaluation (JSP 507). Lessons identified are shared throughout the organisation. ISS have KPI's to cover whether sustainability has been assessed for the project and to ask if there is a specific sustainability plan in place. ISS have completed a Safety and Environmental culture survey and included two specific questions on sustainability; the maturity score was positive indicating a good understanding across ISS. In future the maturity of sustainability will be included (due to the creation of the sustainability clauses and requirements in policy) within ISS and external Safety and Environmental audits.</p>
MOJ	<p>Lessons learnt and opportunities for improvement are considered during the pre-procurement stage for all new and re-procurement requirements. This information is key to informing the Ministry's Procurement Strategies for commercial programmes/projects.</p>

NCA	This has not yet been formulated.
ONS	No data
UKEF	UKEF is a small department, UKEF's Commercial Branch carries out regular reviews of contracts with contract holders to ensure they meet value for money objectives but these are not specifically related to sustainable procurement.

Question 6: Please give details of any arrangements put in place to facilitate monitoring of supply chain impacts (for example the adoption of the CAESER methodology).

CO	Most of our procurement is undertaken via CCS's various framework contracts; this also includes expenditure on utilities etc. Where this cannot be done, then we ensure that SD related matters are included in any other ad hoc procurement activity as per the processes outlined above. We have embarked on an upgrade to our corporate IT, which is structured around a flexible working platform, and as such the software and hardware applied therein is of the most sustainable possible. We continue to deliver the aspiration that 25% of contracts by value should be awarded to small and medium size enterprises (SMEs). Given the above, and that we are a small department, we are not convinced as to whether we need to do more here, for example adopting the CAESER methodology and that our very limited SD resources might be better devoted on other works, but we would welcome DEFRA's views on this and are happy to discuss further.
BIS	No response
DCLG	No response
DCMS	Supply chain impacts are monitored for key contracts and where appropriate depending on the nature and risk profile of a contract. We are currently developing supply chain monitoring processes in line with the Commercial Operating Standards.

Defra	Defra Procurement will continue to promote sustainable procurement through standing instructions within its policies and processes to consider all elements of good procurement practice including, consideration of the Public Services (Social Value) Act, the Public Sector Equality Duty and the Small Medium Enterprise (SME) Agenda amongst others. The Environment Agency (part of Defra) was recently awarded the “most sustainable public sector organisation in Government”, of which sustainable management of the supply chain was an element. We work alongside Defra delivery teams and delivery partners, by way of example major refurbishment projects and construction projects carried out by the department over the past 5 years have been designed to be as sustainable as possible (all achieving a minimum standard of BREEAM Excellent). All of these projects have showcased Defra as a leader in sustainability and have won awards for their green credentials.
DfE	No response
DfID	The International Climate Fund (ICF) is a tri-departmental allocation managed by DFID, Department for Business, Energy and Industrial Strategy (BEIS) and Department for Environment, Food and Rural Affairs (Defra). It supports international poverty reduction by helping people manage risk and build resilience to the effects of climate change now and in the future, promotes sustainable economic development, tackles deforestation and builds good governance of natural resources. Resources for the ICF are included in each department’s settlement and each department is responsible for the delivery of its own high quality climate finance portfolios and for specific amounts each year in ways that contribute to the ICF objectives and are measured against; Number of people supported to cope with the effects of climate change; Number of people with improved access to clean energy; Greenhouse gas emissions reduced or avoided; Level of installed capacity of clean energy generated; Volume of public finance mobilised for climate change purposes; Volume of private finance mobilised for climate change purposes.
DfT	One of the Department’s agencies – DVLA - have introduced a Strategic Supplier scorecard, which measures the 5 key performance areas of its ‘critical suppliers’, one of these performance areas is Sustainability.
DH	No response

DWP	For contracts with a duration of 12 months or longer, we have contract schedules covering “Sustainable Development” and “Life Chances through Procurement” which require the successful supplier to produce an Sustainable Development Policy and Action Plan, a Diversity & Equality Delivery Plan and metrics and a report on opportunities provided to a number of DWP’s key disadvantaged groups including disabled workers, ex-offenders, Older and Younger Workers, apprentices and BME workers. These are provided within six months of contract start date and support the governments “Industrial Strategy”, ‘Growth through Procurement’ and ‘Life Chances’ agendas, aiming to support these disadvantaged groups through skills development and sustained employment within our prime suppliers own workforce and that of their subcontractors.
FCO	FCO Contract Management reports on C02 reduction efforts associated with selected ICT-related contracts. The FCO is also refreshing its Supplier Relationship Management Programme and intends to raise the profile of monitoring its supply chain impacts. Wilton Park does not currently capture information regarding supply chain impacts due to size of the operation. FCO Services undertake a Contract Risk Assessment for each contract that is awarded (including framework call off contracts). Annual risk assessments are undertaken for all contracts, however where contracts are assessed as Critical these are reviewed quarterly and Strategic bi-annually. Review meetings are also held with suppliers, these can be monthly, quarterly, bi- annual, or annually.
FSA	The continual utilisation of CCS frameworks has resulted in items such as Stationery, furniture, ICT, Facilities Management, Travel, Car Hire, Utilities etc., which have the biggest environmental impact, all being sourced & procured through CCS framework contracts & therefore there is something in place that will monitor supply chain impacts.
HMRC	See Q5. In our Print contracts there is a requirement to report the type of paper used within the supply chain. The majority of our print products are produced on uncoated wood-free paper. This product is FSC grade, carbon balanced and contains 25% recycled content.
HMT	There is a Treasury Green Champions Network. It focuses on exploring and improving HMT’s performance on waste and recycling. - Ensuring that suppliers are operating an Environment Management System (EMS) which defines the process for environmental management and sustainability across the supply chain and provides full visibility of performance. From products and packaging to carbon dioxide emissions from delivery vehicles. - Monitor and analyse quarterly travel data regarding emissions used on different areas of travel.

HO	<p>In August 2016 the HO engaged with its suppliers as part of its supply chain sustainability programme using the SID4GOV platform. This is the 7th concurrent year of using SID4GOV for the HO. 36 suppliers were identified for involvement with 33 suppliers choosing to disclose information about their CSR performance. These 33 suppliers have a cumulative turnover in excess of £729 billion and include large spend suppliers such as Fujitsu and Mitie. In an effort to increase responsiveness and target key areas of importance, the HO required suppliers to complete six of the nine modules available these were Anti-Corruption, Labour Standards, Social Value, Gender, Race & Diversity, Modern Slavery and GGC. The GGC module achieved a 94% response rate. Annual scope 2 emissions was the most common reported measure at 74%, scope 3 emissions was the least commonly reported at 58%. 48% of suppliers successfully reached or exceeded at least one of their KPI targets with 10% reaching or exceeding all five. Compared to 2015, there was a reduction in three of the KPIs. Water saw the largest reduction at over 22million M3, scope 2 emissions reduced by over 10 million CO2e and scope 3 reduced by over 4 million CO2e. However waste saw an increase of over 13 million Mt and scope 1 emissions increased by almost 423,000 CO2e. The Sustainability Team encourages the inclusion of social value criteria within pre-tender documents with the onus on suppliers to provide CSR innovative solutions within their tenders. Any sustainable commitments such as carbon, waste and water reduction targets would be written into the contract and monitored through KPIs. The CAESER assessment supports HO contract managers and their supplier(s) by acting as a relationship management tool to encourage sustainable improvements.</p>
LOD	<p>The CPS has previously employed consultants to run a CEASER project. The introduction of pan-government contracts and adoption of LEAN procurement principals including the increased use of technology to support procurement processes has allowed the CPS to reduce the size of its general commercial function over the past few years. The core role of the retained function is to manage the department's commercial agreements with its strategic suppliers and the suppliers of services that are unique to the CPS. However it is the contracts for general goods and services (travel, office supplies, FM, furniture, fleet, car hire, couriers and post) that have the largest environmental impact. The department utilises pan-government frameworks for these goods and services and we will work with the lead departments for these agreements (CCS in the main) to ensure that systems are in place to monitor supply chain impacts.</p>
MOD	<p>The MOD seeks to understand and address key sustainability challenges such as reliance on secure, sustainable supplies of energy and raw materials essential for manufacturing and maintaining military capability. The need to embed sustainability through the Defence supply chain is identified in the Sustainable MOD strategy 2015 to 2025 and a key element of our approach includes identifying sustainable procurement risks affecting supply chain security. In addition DIO have been working with DE&S, ISS and FMC to research potential measures for understanding and reporting Supply Chain Impacts.</p>

MOJ	Supply chain impacts are currently reported on a category basis. Travel and Transport requirements impacts on the MoJ's carbon emissions. Built into our supply chain is the mechanism to report on carbon emissions and reports are produced on a quarterly basis for the sustainability team, including GGC and FReM figures. Co2 emissions are recorded for rail journeys, air travel and hire vehicles, also recorded are figures for our own internal fleet. These figures only include contracted costs and do not include journeys that are purchased by individuals and the costs claimed back via expenses. All of our air travel is carbon neutral, we achieve this by purchasing carbon credits through the GPS frameworks on an annual basis.
NCA	All contract review meetings monitor Risk Registers and Supplier Assurance checks
ONS	As mentioned above, our Commercial Intelligence manager is responsible for monitoring ONS's supply chain. This role examines who our key suppliers are and ensures that they conduct their business in a manner which reflects well on its business partners. Therefore, unethical or unsustainable practices would be identified early and the contract terminated as a breach of the standard terms and conditions, which were mentioned in Q2 above. Therefore, ONS provides a strong financial incentive for all suppliers to act responsibly, to procure sustainably and use renewable resources.
UKEF	As a tenant of HMT under a fully managed lease arrangement at 1 Horse Guards Road. As such, it does not manage any key FM contracts such as maintenance, catering and cleaning, nor does it manage the utilities contracts from supplies of energy, water and waste

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

CO	Nothing to add.
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BIS	Nothing to add.
DCLG	No response
DCMS	Nothing to add.
Defra	Nothing to add.
DfE	No response
DfID	Value for Money in DFID includes maximising the impact of each pound spent. Spending less - refers to ensuring lowest cost procurement of goods and services within project design, and focuses on making sure that the unit costs are benchmarked against market norms. From an adaptation programme, this might involve ensuring that the costs of a water saving technology purchased were in line with international market expectations. Spending well -refers to ensuring that the choice of goods and services procured results in the envisaged outputs. The input to output ratios are the key consideration. For low carbon projects, cost per tonne of CO2 abated can be a useful metric. For adaptation perspective, this might involve ensuring that the water saving technology selected would deliver the desired reduction in volumes used for irrigation compared to similar alternative technologies. Spending wisely - refers to the selection of those outputs most likely to result in the desired outcomes (and impacts). From an adaptation programme, this could be ensuring that the water saving technology selected was the most cost effective way of making an agricultural community more resilient.
DfT	Nothing to add.
DH	Nothing to add.

DWP	DWP has been particularly active in attempts to increase its Social Sustainability over the last 12 months. We are currently undertaking a 2 phase project entitled SME 2020, to develop an SME Portal and training material for DWP Commercial Staff. This is due to be completed in 2017/18. I am currently engaged in a review of DWP's Merlin Standard – where I am seeking synergies between our Life Chances through Procurement and the Merlin Standard. DWP recently revised its Disability Confident Scheme which encourages employers to celebrate diversity, widen the pool of talent they recruit from to include disabled workers they had previously not considered.
FCO	The FCO is participating in a cross Central Government initiative to have Departments share how they implement policy initiatives in their procurements and collectively define the 'best of breed' toolkit for implementation by Central Government. FCOS contracts are reviewed for sustainability when they are due for renewal. We have recently reviewed our Contract Risk Assessment and have recently implemented assessments at pre-tender, contract award and mobilisation stages in the procurement process. In addition to the regular assessments detailed above, we aim to embed further sustainability considerations within the procurement tender checklist over the coming year and appoint a single Procurement Sustainability champion.
FSA	Nothing to add.
HMRC	We actively engaged with the Office for Low Emission Vehicles (OLEV) to acquire funding for 2 years to support lease costs for 6 Electric Vehicles and the installation of EV charge points at the 2 sites housing these vehicles: Nottingham and Newcastle. We are currently trialling the Enterprise 'Car Club' solution and new journey capture/booking tool. The initiative aims to limit people using their own vehicles for business purposes (Grey Fleet) thereby having a positive impact on emissions targets.
HMT	Nothing to add
HO	Border Force has procured a supplier who ensures that when uniforms are disposed of their insignia is removed and the material reused. Within our headquarters' building (2 Marsham Street) our catering provider (Bouygues) ensures that they provide biodegradable cups and food trays for all takeaway food and drink. Within our new contract for the operation of the Gatwick Immigration Removal Estate we have inserted a number of sustainability clauses, including mandatory Key Performance Indicators around reducing energy water and waste. The Collaborative Law Enforcement Programme strives to ensure that sustainability considerations are embedded into waste contracts by reviewing the Blue

	Lights Database to identify opportunities for collaboration when waste contracts are up for renewal.
LOD	<p>The CPS has made significant progress across all aspect of the Greening Government Commitments and has met or exceeded key targets in advance of the government deadlines. This has been achieved by significantly reducing the size of our estate from over 90 buildings to 40 and being at the forefront of the digital revolution that is taking place across the Criminal Justice System. The later has significantly reduced the amount of paper being purchased as well as CO2 emissions from printers and MFD's. The CPS is now aligning its estate and FM strategies with those of the MoJ and the Government Property Unit which will result in even further reductions in CO2 emissions and our impact on the environment.</p>
MOD	<p>Working with industry to make it easier to apply SP criteria and embed sustainability requirements in contract deliverables and commercial mechanisms. Developing policy levers and planning/decision making mechanisms and tools to better enable SP. Development of a defence industry risk table and SP strategic plan which have been used to support the completion of a new strategy paper. A new version of the DE&S Acquisition Safety and Environment Management System has been rolled out making it easier to apply sustainability as part of the environmental assessment of equipment programmes. DE&S has contracted Defence Science and Technology Laboratory to undertake the development work of a new Environmental Defence Standard 00-051 designed to improve coherence and delivery of guidance for environmental management requirements in contracts. DREAM is an environmental performance assessment tool for new build and refurbishment projects. It enables MOD to meet its policy requirements whilst ensuring clients, designers and project managers deal positively with environmental issues. Sustainable ICT working group meets quarterly and has empowered representatives from every TLB/FLC and ALB. We monitor, report and share best practice whilst also working with the green ICT delivery unit.</p>

MOJ	<p>The MoJ has made significant progress across all aspect of the Greening Government Commitments and has met or exceeded key targets in advance of the government deadlines. Examples of commitment to sustainable procurement: Prison mattresses • The Ministry has seen an overall reduction of 30% in purchase volumes of mattresses and pillows compared to the previous contract. Estimated total savings over the 7-year current contract period were £6.65m (£950,000 per annum) • Prior to 2009, mattresses and pillows went to landfill at the end of their useful life. • Since 2009, approximately 36,000 mattresses and 17,700 pillows per year no longer go to landfill. Vehicles • The Ministry is part of a Cross Government working group, looking at opportunities for reducing grey fleet (employees own cars) and moving to greener, sustainable vehicle hire or car pools. Prison Food A new Food contract will commence in May 2017. • The contract contains specific environmental sustainability clauses. Ensuring MoJ demonstrates its compliance with its responsibilities under the Government Buying Standards for Food and Catering, the DEFRA Balanced Scorecard and the Plan for Public Procurement: Food and Catering Example of sustainability innovation under new contract: UK grower of potatoes and vegetables for MoJ Food contract The last two years have seen reduced potato crop across the whole of Europe. Devaluation of the pound has made the problem worse with UK prices becoming attractive due to Brexit pressures on the pound. In response, a MoJ food producer is embarking on projects which will provide sustainability for the use of potato crop in the Ministry's food contracts and is an excellent example of how national contracts can add value to Prison catering. For example: 1. Growing potatoes directly for the Ministry's contract to reduce volatility to potato prices over the year. 2. Implementing technology that enables the generation of electricity from potato peelings and waste. Proposing to pass surplus electricity generation to the food supplier as support for the Ministry's food contract.</p>
NCA	Nothing to add.
ONS	Nothing to add.
UKEF	From June 2017, UKEF is taking its Commercial and procurement service from DIT Commercial team. As a larger Department with a bigger Commercial Team they will be able to provide more resource to ensuring sustainability is embedded in procurement processes

Annex 3 – Transparency table

Transparency Commitment									
	Web page/ dedicated sustain- ability report??	Transparency requirements included in ARA	Climate change adaptation	Bio- diversity	Sustainable construction	Food procurement and catering	Other sustainability issues?	Weblink	Additional weblink
CO		(Not published 11/09)							
BEIS*	No	No							
DCLG	✓	✓	✓	✓	✓	✓			
DCMS	No	Partial	✓			✓	Rural proofing	https://www.gov.uk/government/publications/dcms-annual-report-and-accounts-2016-17	
Defra	✓	Partial	✓	✓	✓	✓		https://www.gov.uk/government/publications/defras-annual-	https://www.gov.uk/government/organisations/department-for-

								report-and-accounts-2016-to-2017	environment-food-rural-affairs/about/our-energy-use
DfE	✓	✓	✓	✓	✓	✓	Rural proofing	https://www.gov.uk/government/publications/dfec-consolidated-annual-report-and-accounts-2016-to-2017	
DfID	✓	✓	✓	✓	✓	✓	✓	https://www.gov.uk/government/publications/dfid-annual-report-and-accounts-2016-17	
DfT	No	Partial	✓				Rural proofing	https://www.gov.uk/government/publications/dft-annual-report-and-accounts-2016-to-2017	
DH	No	Partial	✓			✓	Rural proofing	https://www.gov.uk/government/publications/department-of-health-annual-report-and-	

								accounts-2016-to-2017	
DWP	Annual Sustainability Report		✓	✓			Rural proofing and life chances	https://www.gov.uk/government/publications/dwp-annual-report-and-accounts-2016-to-2017	https://www.gov.uk/government/collections/dwp-annual-sustainable-development-reports
FCO	Annual Sustainability Report	Partial	✓	✓	✓	✓	Staff engagement in sustainability	https://www.gov.uk/government/publications/foreign-and-commonwealth-office-annual-report-and-accounts-2016-to-2017	
FSA		Partial	✓				Food waste	https://www.food.gov.uk/about-us/data-transparency-accounts/busreports/annualreport	
HMR C	✓	✓	✓	✓	✓	✓		https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/635587/H	https://www.gov.uk/government/publications/hmrc-and-valuation-office-agency-

								MRC Annual Report and Accounts 2016-17 web .pdf	sustainability-report/hmrc-and-voa-sustainability-report-2016-to-2017
HMT		Partial	✓	✓		✓	Staff engagement in sustainability, supporting SMEs in procurement policy social responsibility in policy making	https://www.gov.uk/government/publications/hm-treasury-annual-report-and-accounts-2016-to-2017	
HO	✓	✓	✓	✓	✓	✓	SMEs', Immigration removal centres and Border Force seized goods	https://www.gov.uk/government/publications/home-office-annual-report-and-accounts-2016-to-2017	
LOD	✓	✓	✓	✓	✓	✓	SMEs, rural proofing	https://www.gov.uk/government/publications/cps-annual-report-and-accounts-2016-2017	
MOD	✓	Partial	✓	✓	✓	✓	UN Sustainable Development	https://www.gov.uk/government/publications/min	https://www.gov.uk/government/publications/sustainab

							Goals	istry-of-defence-annual-report-and-accounts-2016-to-2017	le-mod-annual-report-2016-to-2017
MOJ	✓	✓	✓	✓	✓	✓	Rural proofing	https://www.gov.uk/government/publications/ministry-of-justice-annual-report-and-accounts-2016-to-2017	
NCA	✓	Partial	✓	✓	✓			https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/321446/ARA_web_enabled_18_June.pdf	
ONS		(Not published 11/09)							
UKEF		Partial	✓	✓	✓			https://www.gov.uk/government/publications/uk-export-finance-annual-report-and-accounts-2016-to-2017	

Annex 4 – List of departmental acronyms

List of Acronyms	
BIS	Department for Business, Innovation and Skills
CO	Cabinet Office
CCS	Crown Commercial Services
DCLG	Department for Communities and Local Government
DCMS	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
FCO	Foreign and Commonwealth Office
FSA	Food Standards Agency
HMRC	HM Revenue and Customs
HMT	HM Treasury

HO	Home Office
HSL	Health and Safety Laboratories
LOD	Law Officers' Department
MOD	Ministry of Defence
MOJ	Ministry of Justice
MRC	Medical Research Council
NCA	National Crime Agency
ONS	Office for National Statistics
STFC	Science and Technology Facilities Council
UKAEA	UK Atomic Energy Authority
UKEF	UK Export Finance

Annex 5 – ALBs included in reporting

Department and ALB	Reporting status
BIS	
Advisory, Conciliation & Arbitration Service (ACAS)	Full
Companies House	Full
Government Office for Science	Full within BIS core
Higher Education Funding Council for England (HEFCE)	Full
HM Land Registry	Full
Insolvency Service	Full
Intellectual Property Office	Full
Low Pay Commission	Full within BIS core
Medical Research Council (MRC)	Exempt from targets but reports separately
National Measurements Office	Full
Natural Environment Research Council	Partial
Ordnance Survey	Full
Science and Technology Facilities Council (STFC)	Exempt from targets but reports separately
Skills Funding Agency (incl. National Apprenticeship Service)	Full
Student Loans Company Ltd	Full

UK Atomic Energy Authority (UKAEA)	Exempt from targets but reports separately
CO	
Advisory Committee on Business Appointments	Full within Cabinet Office core
Boundary Commission for England	Full within Cabinet Office core
Boundary Commission for Wales	Full within Cabinet Office core
Civil Service Commission	Full within Cabinet Office core
Commissioner for Public Appointments	Full within Cabinet Office core
Committee on Standards in Public Life	Full within Cabinet Office core
Deputy Prime Minister's Office	Full within Cabinet Office core
Government Property Unit	Full within Cabinet Office core
Crown Commercial Service	Full within Cabinet Office core
House of Lords Appointments Commission	Full within Cabinet Office core
Office of the Leader of the House of Commons	Partial (Palace of Westminster functions not covered)
Office of the Leader of the House of Lords	Partial (Palace of Westminster functions not covered)
DCLG	
Homes and Communities Agency	Partial
Planning Inspectorate	Full
Queen Elizabeth II Conference Centre	Full
DCMS - no ALBs reported, although some of these may be in scope	

Arts Council England	May be in scope but not reported
British Film Institute	May be in scope but not reported
British Library	May be in scope but not reported
British Museum	May be in scope but not reported
Historic England	May be in scope but not reported
Gambling Commission	May be in scope but not reported
Geffrye Museum	May be in scope but not reported
Heritage Lottery Fund	May be in scope but not reported
Horniman Public Museum and Public Park Trust	May be in scope but not reported
Horserace Betting Levy Board	May be in scope but not reported
Imperial War Museum	May be in scope but not reported
National Gallery	May be in scope but not reported
Information Commissioner's Office	May be in scope but not reported
National Heritage Memorial Fund	May be in scope but not reported
National Museums Liverpool	May be in scope but not reported
National Portrait Gallery	May be in scope but not reported
Natural History Museum	May be in scope but not reported
Royal Armouries Museum	May be in scope but not reported
Royal Museums Greenwich	May be in scope but not reported
Royal Parks	May be in scope but not reported

Science Museum Group	May be in scope but not reported
Sir John Soane's Museum	May be in scope but not reported
Sport England	May be in scope but not reported
Sports Grounds Safety Authority	May be in scope but not reported
Tate	May be in scope but not reported
UK Anti-Doping	May be in scope but not reported
UK Sport	May be in scope but not reported
Victoria and Albert Museum	May be in scope but not reported
Visit Britain	May be in scope but not reported
Visit England	May be in scope but not reported
Wallace Collection	May be in scope but not reported
DECC	
Committee on Radioactive Waste Management	Full
Fuel Poverty Advisory Group	Full
Nuclear Decommissioning Authority	Partial (Subsidiaries and SLCs not included)
Nuclear Liabilities Financing Assurance Board	Full
Defra	
Animal Health and Veterinary Laboratories Agency	Full within Defra core
Board of Trustees of the Royal Botanic Gardens Kew	Full within Kew

Centre for Environment, Fisheries and Aquaculture Science	Full within Defra core
Defra – Agriculture and Horticulture Development Board	Not reporting in GGC, will begin reporting post GGC
Environment Agency	Full
Food and Environment Research Agency (Fera)	Full
Forest Enterprise England	Full
Forest Research	Not reporting in GGC, will begin reporting post GGC
Forestry Commission	Partial (England offices only)
Marine Management Organisation	Full
Natural England	Partial (Nature reserves not in scope)
Plant Varieties and Seeds Tribunal	Full within Defra core
Royal Botanic Gardens, Kew	Full
Rural Payments Agency	Full within Defra core
Veterinary Laboratories Agency	Full within Defra core
Veterinary Medicines Directorate	Full within Defra core
DfE	
CAFCASS	Full
Children’s Commissioner	Full
Education Funding Agency	Full
National College for Teaching and Leadership	Full

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

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

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

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

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

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

NCA - No qualifying ALBs

ONS - No qualifying ALBs

UKEF - No qualifying ALBs

