

Greening Government Commitments

Annual Report 2012-13

December 2013

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1. Joint Ministerial Introduction from Chairs of the Greening Government Cabinet Sub Committee

**Oliver Letwin, Minister for Government Policy and
Norman Baker, Minister of State, Home Office**

We are pleased to present the second annual report on the UK Government's progress against the Greening Government Commitments.

Ensuring efficient operations, which minimise both waste and environmental impacts, must be a priority for all organisations in the 21st Century. For others to play their part in growing the economy, making sure it is sustainable at the same time, it is important that the Government leads by example. The general fiscal climate remains challenging, and making a good case for the cost savings generated by efforts to reduce waste, water use and emissions gives us a better chance of encouraging broader behaviour change. The Greening Government Commitments demonstrate the UK Government's commitment to this agenda, setting ambitious targets for the full range of Government activities across 21 central Government departments, their executive agencies, executive non-departmental bodies and non-ministerial Government departments in England.

Reducing Greenhouse Gas emissions and waste by 25% over a five-year period are bold ambitions, but ones which we are nevertheless pursuing. Focusing on areas which have hitherto escaped public attention – including domestic flights and paper consumption – means effort is concentrated on eliminating waste in the system and delivering leaner operations, at the same time as minimising the Government's negative environmental effects. Similarly, the renewed emphasis on procuring goods and services which deliver the best full-life value for money, while reducing environmental impacts, is important to ensure Government departments are spending public money responsibly.

The chosen target period – coinciding with the lifetime of the current Parliament – means that the Coalition Government has made itself fully answerable for meeting the requirements of these commitments.

The results for 2012-13 year show continued progress in most areas. Greenhouse gas emissions have been reduced by 14% since the 2009-10 baseline year – showing some progress on the 12% reduction reported in the 2011-12 annual report. There has been rapid progress on the waste and water targets, with 15% and 9% reductions respectively in 2012-13 against the 2009-10 baseline, and some further progress on reducing paper consumption with a 26% reduction this year; and while reductions in domestic flights across Government appear to have slipped somewhat since we reported in 2011-12, the reported 29% reduction against the 2009-10 baseline still mean that Government has significantly exceeded its target in this area. We are nevertheless taking further action to reduce the number of domestic flights, including encouraging the use of rail travel and video technology.

Departments are continuing in their efforts to introduce further innovations in order to meet these targets. We look forward to continuing to challenge them on the scale and pace of their ambitions, and reporting on how these efforts pay off in the coming two years.



Oliver Letwin
Minister for
Government Policy
Cabinet Office



Norman Baker
Minister of State
Home Office

2. Introduction to the Greening Government Commitments

This second Annual Report on Government departments' progress against the Greening Government Commitments shows departments grappling with significant challenges, but nonetheless making progress towards reducing their environmental impacts.

The five key target areas – Greenhouse gas emissions; domestic flights; waste, paper consumption and water consumption – have been chosen to present simple indicators of the impact of Government departments' operations, while allowing them the flexibility to work in the way most appropriate to them. Similarly, the transparency and procurement reporting standards are intended to provide an accessible picture of departments' actions without setting proscriptive standards which may not fit with the reality of their operations.

The Greening Government Commitments apply to more of the Government estate than previous targets, meaning that, while some exemptions are granted to small or particularly complex arm's length bodies¹, 21 central Government departments and non-ministerial Government departments in England along with their executive agencies and executive non-departmental public bodies are all included in this report. Departments are responsible for the quality of their own data, although checks are made by consultants Carbon Smart on data across Government, with a number of in-depth investigations into selected departments' data now taking place each quarter to ensure consistency across Government.

The impetus for continued improvement is provided by regular scrutiny and, where necessary, individual follow-up from the Home Affairs Greening Government Cabinet Sub Committee, chaired by Minister for Government Policy Oliver Letwin and Home Office Minister of State Norman Baker. Policy support is provided by a group comprising experts from Defra, DECC, Cabinet Office, Her Majesty's Treasury and the Department for Transport, and day-to-day support to sustainability practitioners across Government is provided by Defra. Sustainability practitioners also convene a Practitioners' Forum to share experiences and best practice.

Data quality has improved in 2012-13, with departments and their suppliers getting to grips with the requirements of the reporting framework and data from ALBs improving. However, DCMS has continued to report on the core departmental estate only, both for operational and procurement targets, with no ALB data provided.

The Coalition Government's programme of driving efficiency across Government operations continues to play a part in lowering environmental impacts across Government. However, innovation and commitment on the part of individual departments are key factors, as the case studies contained within this report attest.

¹ Agencies and Arm's Length Bodies with fewer than 250 staff or less than 1,000m³ of floor space; those for which there are no safe, feasible or environmentally sound options for meeting the commitments or for which where delivery of the commitments might create a perverse outcome; or where an organisation has a dual status and it is officially classified as a business under the National Greenhouse Gases Inventory may request to be exempted, although not all choose to do so.

3. Summary of pan-Government performance with highlights

Greenhouse Gas Emissions

- Government as a whole reports a 14% reduction in greenhouse gas emissions in 2012-13 compared to 2009-10 baseline, suggesting some progress from the 12% reduction reported in 2011-12
 - Eleven departments met or exceeded the 2014-15 target, compared to eight in 2011-12
 - All reported an improvement against 2009-10 baseline figures
 - Reduced energy consumption across the Government estate is estimated to represent financial savings of £44 million in 2012-13 compared to 2009-10

Domestic Flights

- In 2012-13, domestic flights were cut by 29% across Government against the 2009-10 baseline – a lesser reduction than 2011-12's reported 36%, but still significantly exceeding the 20% target for 2014-15
 - 18 out of 21 departments record a reduction against the baseline in 2012-13
Nine report improved results in 2012-13 compared to 2011-12
 - Ten departments have made reductions exceeding the 2015 target of a 20% reduction. However, this is down from 13 departments in 2011-12

Waste

- Government departments cut their waste arisings by 15% in 2012-13 against the 2009-10 baseline. This represents significant progress compared to the 5% recorded in 2011-12
 - Eight departments met or exceeded the 2015 target of a 25% reduction in 2012-13 – up from five in 2011-12
 - Government as a whole diverted 76% of its waste from landfill in 2012-13
 - Reduced waste is estimated to represent £8.5million in 2012-13 compared to 2009-10

Paper consumption

- Paper consumption was cut by 26% in 2012-13 compared to the 2009-10 baseline, vastly exceeding the 10% target set for 2011-12
 - All departments but one report lower paper consumption in 2012-13 compared to the baseline

Water Consumption

- Pan-Government water consumption was cut by 9% in 2012-13 compared to a 2009-10 baseline – an improvement on the 3% reduction reported in 2011-12
 - Five departments met the challenging good practice benchmark for water use in offices
 - Reduced water consumption is estimated to have saved Government £6.8million in 2012-13 compared to 2009-10

Procurement

- Most departments have in place, or are developing, structures and processes to support sustainable procurement. There are some notable areas of good practice by departments
- Good progress has been made in ensuring that centralised contracts allow for products compliant with the Government Buying Standards to be purchased. Information on the extent to which departments are buying these products remains incomplete, but is sufficient to provide assurance that progress is being made
- Some 'early adopting' departments have made good progress on supply chain reporting. A pan-Government approach is under discussion.

Transparency

- Departments are required to publish information on their actions relating to climate change adaptation; biodiversity, food and catering procurement, sustainable construction and people
- All 20 departments which had published their annual report and accounts at the time of publication of this report have published information against some or all required transparency areas, with particularly widespread compliance for actions around climate change adaptation
- However, information published on the remaining areas remains patchy

Data quality

- Data quality has improved in 2012-13, with fewer gaps in reporting and improved data from across departmental networks of arm's length bodies (ALBs)
- From June 2013 in-depth data checks are being carried out with selected departments each quarter
- However, DCMS continues to report on the impacts of the core department only, across all targets, with no ALB data provided

4. Greenhouse Gas Emissions

TARGET: Reduce Greenhouse Gas Emissions by 25% from a 2009-10 baseline from the whole estate and business-related transport

- **Government as a whole reports a 14% reduction in greenhouse gas emissions in 2012-13 compared to 2009-10 baseline – a slight improvement on the 12% reduction reported in 2011-12**
- **Eleven departments met or exceeded the 2014-15 target, compared to eight in 2011-12**
- **All reported an improvement against 2009-10 baseline figures**
- **Reduced energy consumption across the Government estate is estimated to represent financial savings of £44 million in 2012-13 compared to 2009-10**

The target

The Government's ambitious target to reduce Greenhouse Gas emissions from all Government buildings and business-related travel in a five year period signals its commitment to leading by example on reducing emissions, and sets a real challenge to Government departments to change the way they work across such diverse operations and settings as offices, prisons and laboratories, listed buildings, sites of special scientific interest (SSSIs) and public-facing functions such as courts and job centres.

Overall performance

Following 2011-12's 12% reduction in emissions, Government as a whole has made some progress towards the 25% target in 2012-13, reporting a 14% reduction this year. However, it is clear that a step change in effort is needed to ensure sufficient progress is made in the next two years to meet the target. Energy savings compared to the 2009-10 baseline are nevertheless estimated to be worth a significant £44 million in 2012-13².

The reductions made represent a significant improvement against the 2009-10 baseline in such a short period, particularly considering the increased need for heating across the estate due to a longer and colder than average winter in 2012-13.

This factor has led to a number of departments performing slightly worse than they did in 2011-12. While reductions to the size of the Government estate continue to make a contribution, there is clear evidence of innovation and initiative across Government.

² Calculated using unit prices from DUKES Table 1.7 for public admin (electricity) and 'other' (gas), with the latter applied to Gas oil and LPG as well as natural gas.

Individual departments

Eleven of the 21 reporting departments have met or exceeded the 2015 target, compared to nine in 2011-12. DCLG and ONS report reductions of over 40% in 2012-13 compared to the 2009-10 baseline. ONS attributes this to the fact that it was able to rely solely on its new biomass boiler for heating its Newport headquarters during the winter, needing no gas back-up at all. HMT's continued progress – this year reporting a 36% reduction in emissions against the baseline – is due to an ongoing project to increase efficiency through using a smaller estate innovatively and sharing premises with other Government departments. Similarly, DCMS and DCLG report ongoing estate rationalisation as a major factor in achieving reductions.

The huge improvement in BIS's performance can be attributed to the removal from this year's recorded baseline of the UK Atomic Energy Authority (UKAEA), the Medical Research Council (MRC) and the Science and Technology Facilities Council (STFC), following formal exemption from the scope of the target (although not from reporting), on the grounds that there was no technically feasible way of improving performance without compromising core work. All three agencies are reported separately in Annex III of this report³.

Defra's slight reversal in last year's performance is attributed to the Environment Agency's increased use of flood pumps and the need for 24-operations during periods of extreme adverse weather, as well as increased energy use in the laboratories of the Animal Health and Veterinary Laboratories Agency (AHVLA) and the Food and Environment Research Agency (FERA). Data for core Defra, excluding agencies, records a 32% reduction in emissions since the baseline year. DfID's performance, while still exceeding the target, has seen some reversal in 2012-13 due to an ongoing move to a smaller London headquarters, meaning that the department is reporting on three buildings rather than two until the lease on the original building is relinquished in late 2013. MOJ was one of the departments hit hardest by the increased need for heating, with the residential functions of prisons in particular needing higher levels of heating for longer periods. At HMRC too, the effects of new energy efficiency systems were offset by the need for more heating than usual. DECC, DH and DWP also cite the need for increased heating to explain slightly worse performance in 2012-13 compared to 2011-12.

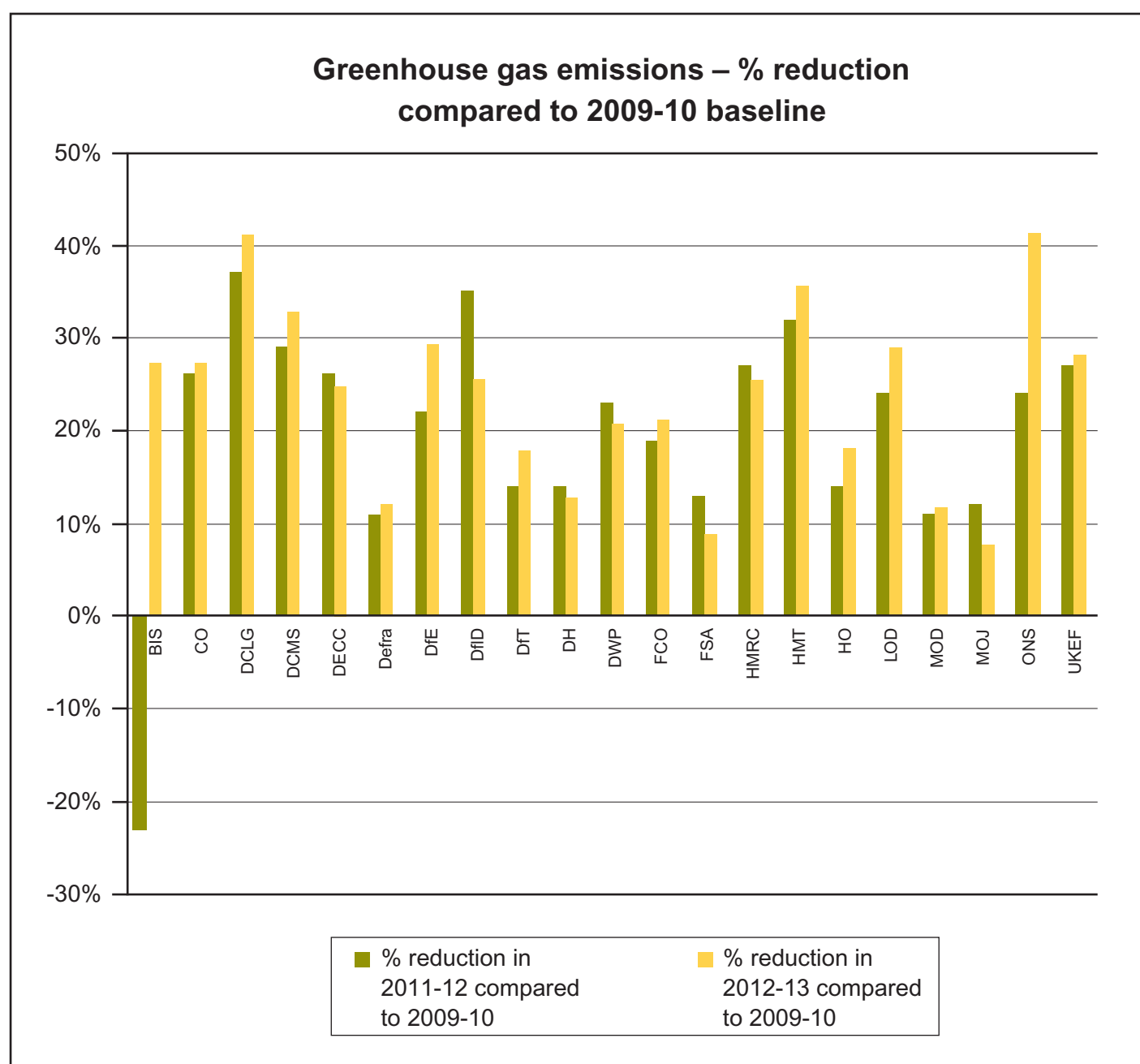
In addition to presenting pan-Government results, results for the MOD's estate and the MOJ's custodial estate re separated out in order to provide a picture of what Government's performance would be were they not included, due to the scale and complexity of carrying out improvements in these areas. However, the 25% target remains binding across Government.

3 2011-12 figures have not been updated to reflect this change in reporting scope.

Department	Greenhouse Gas Emissions (tonnes CO ₂ e) Target: 25% reduction by 2014-15 compared to 2009-10						
	Baseline (2009-10)	Target (2014-15)	Performance (2012-13)	% emissions from buildings	% emissions from travel	% improvement reported in 2011-12	% improvement in 2012-13 compared to 2009-10
BIS	64,435	48,326	49,458	88%	12%	-23%	23%
CO	11,883	8,912	8,647	94%	6%	26%	27%
DCLG	23,800	17,850	14,003	83%	17%	37%	41%
DCMS ⁴	1,357	1,018	913	96%	4%	29%	33%
DECC	3,145	2,359	2,364	74%	26%	26%	25%
Defra	127,490	95,617	112,075	80%	20%	11%	12%
DfE	22,600	16,950	16,003	76%	24%	22%	29%
DfID	4,396	3,297	3,275	85%	15%	35%	26%
DfT	189,625	142,219	155,965	89%	11%	14%	18%
DH	57,165	42,874	49,824	91%	9%	14%	13%
DWP	220,882	165,662	175,100	90%	10%	23%	21%
FCO	19,550	14,662	15,432	97%	3%	19%	21%
FSA	2,082	1,562	1,898	76%	24%	13%	9%
HMRC	193,568	145,176	144,305	89%	11%	27%	25%
HMT	4,288	3,216	2,760	97%	3%	32%	36%
HO	86,171	64,628	70,568	78%	22%	14%	18%
LOD	16,218	12,163	11,536	83%	17%	24%	29%
MOD	1,448,792	1,086,594	1,280,068	94%	6%	11%	12%
MOJ	568,962	426,722	525,709	98%	2%	12%	8%
MOJ – Custodial	371,824	278,867	364,814	-	-	Not available	2%
MOJ – Administrative	197,139	147,854	160,895	-	-	Not available	18%
ONS	10,059	7,545	5,904	68%	32%	24%	41%
UKEF	495	371	355	97%	3%	27%	28%

⁴ DCMS data relates to core department only with no ALBs included.

TOTAL	3,076,962	2,307,721	2,646,160	95%	5%	12%	14%
Total excl. MOD	1,628,170	1,221,127	1,366,093	–	–	Not available	16%
Total excl. MOJ Custodial Estate	2,705,138	2,028,853	2,281,346	–	–	Not available	16%
TOTAL EXCL. MOD AND MOJ CUSTODIAL ESTATE	1,256,346	942,260	1,001,278	–	–	Not available	20%



*Contrast in BIS figures between 2011-12 and 2012-13 due to the removal of three research agencies –MRC, STFC and UKAEA – from scope of target reporting. All three are reported separately in Annex III.

Case studies

Forestry Commission – wood for energy at Bedgebury Forest

Bedgebury Forest and the National Pinetum in Kent, part of the Defra-sponsored Forestry Commission, attract over quarter of a million visitors every year. The 300m³ timber-framed visitor centre has cavity wall insulation to reduce heat loss and a woodfuel boiler to provide space heating and hot water.

All the wood for the boiler is sourced from 80 hectares of sweet chestnut coppice growing within Bedgebury Forest. The chestnut is cut on a 15-year cycle, making around five hectares a year available for fuel. This provides more than enough for the 175m³ of wood chips per year required by the boiler, providing sustainable heating and hot water for the visitor centre using sweet chestnut coppice alone, without resorting to other species.

This is one of a number of woodfuel heating systems at Forestry Commission sites to help reduce emissions and dependence on fossil fuels.

DfID and Home Office – Green ICT

When DfID undertook a project to re-think server provision and roll out new ICT equipment for staff in 2012-13, it saw the opportunity to reduce energy consumption and emissions by sourcing the most energy efficient solutions possible. The project has reduced DfID's number of UK servers from 304 to 95, and overseas servers from 298 to 78. New laptops rolled out use 50% less energy than previous models, and desktop computers 60% less power. This has resulted in greatly reduced electricity consumption – based on peak usage for the office in Scotland, there has been a 45% reduction in electricity usage in patch rooms and an estimated £30,000 in cost savings.

In December 2012 the Home Office was awarded the Carbon Trust Standard for measuring, managing and reducing its carbon footprint, part of which work has involved a concerted focus on ICT emissions and introducing cloud based working with quick start-up and shut-down. The main data centres hosting Home Office services are constantly being reviewed for efficiency opportunities. Some recent examples include:

- Installation of advanced water cooling infrastructure for direct rack cooling connected to adiabatic condensers on the roof. These will save approximately 428 tonnes of CO₂ equivalent annually
- Installation of more efficient UPSs which improved efficiency from 89% to 95.8% saving around 90KW, with annual savings of approximately 243 tonnes of CO₂ equivalent
- Variable Air Conditioning (AC) Temperatures introduced, raised from 21°C to max 24°C to reduce power usage of chillers

Defra and UKAEA – Energy saving lighting initiatives

As part of a recent refurbishment project, the lighting system at Defra's HQ building, Nobel House, has been replaced with cutting edge, high efficiency LED lighting. Installing the system throughout the entire building is a first for Defra and has reduced annual electricity consumption in the building by 44,000kWh, saving 92tCO₂ and £17k per year.

As part of an on-going programme to identify potential energy savings at the Culham Science Centre, part of the BIS-sponsored UK Atomic Energy Authority, the site's street lighting was singled out for upgrade with energy efficient LED lamps. The existing 300 street lights, installed in the early 1960s, had reached the end of their life, and the site's Technical Services Group was asked to tender for a replacement system. The agreed solution involved using lamps produced by a relatively local small to medium enterprise (SME). The lamps were chosen for their exceptionally long life of over 100,000 hours, their high quality build and their modular design which allows for easy replacement. The lamps have also been assessed against criteria for energy savings, light pollution, material use and production process and have been awarded the 'Green Light' label in recognition of their low environmental impact. The estimated energy savings have been calculated at over £17,000 in electricity costs alone, representing 74% of the electricity consumption of the former system and 90,000kg CO₂ saving per year – the equivalent to 102 return flights from London to New York. Maintenance costs have also been significantly reduced with no lamp changing to carry out, thereby saving the costs of lamps; labour costs, and the hiring costs of mobile elevated working platforms to carry out the maintenance work. Estimated maintenance cost savings are £11,600 per annum.

5. Domestic Flights

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

- In 2012-13, domestic flights were cut by 29% across Government against the 2009-10 baseline – a lesser reduction than 2011-12's reported 36%, but still significantly exceeding the 20% target for 2014-15
- 18 out of 21 departments record a reduction. Nine report improved results against the baseline compared to 2011-12
- Ten departments have made reductions exceeding the 2015 target of a 20% reduction. However, this is down from 13 departments in 2011-12

The target

As a subsidiary target to the overall GHG reduction target, departments are expected to make efforts to cut the number of domestic flights taken by staff for administrative purposes, focusing instead on minimizing travel and using lower carbon modes of transport wherever possible. The Greening Government Home Affairs Cabinet Sub Committee has this year emphasised to its members that this approach is consistent with achieving value for money, discussing the advantages of advance rail fares over total cost of domestic air travel, especially once travel to and from airports is factored in.

Overall performance

While performance across Government in 2012-13 still significantly exceeded the 2014-15 target of a 20% reduction, nine departments report a lesser reduction compared to the 2009-10 baseline than they did in 2011-12, resulting in an overall 29% reduction across Government compared to 36% last year. Ten departments report having met or exceeded the target, compared to 13 in 2011-12. Nine departments have improved on the reduction reported in 2011-12.

Travel restrictions as a result of tight budgets are understood to have contributed to lowering the number of domestic flights across Government compared to the baseline year. However, a continued focus on video conferencing and carbon awareness among staff is also apparent.

The Chairs of the Greening Government Sub Committee have undertaken to pursue improvements from those departments reporting worse results this year than last. While domestic flights make more sense in certain cases – such as DWP's domestic flights to Scotland, including the Health and Safety Executive's flights to the Highlands and Islands and oil rigs, many flights lend themselves to substitution by rail travel or video technology.

Individual departments

The overall picture across Government varies widely, between a 76% reduction and a 176% increase in domestic flights.

ONS tops the table with a 76% reduction, attributed to a combination of travel restrictions and proactive promotion of rail travel and video conferencing. DH, which last year reported only the core department's domestic air travel, has this year expanded its reporting to cover ALBs, but still maintains an impressive 70% reduction against the baseline. LOD, DECC, HMRC, DCLG, MOJ, DfT and DfE also report having exceeded the target by significant margins. Defra reports a 17% reduction against a 2011-12 baseline, having previously been unable to distinguish domestic from international flights in travel records. However, the FSA, which similarly uses a 2011-12 baseline reports no progress in 2012-13. The department is currently undertaking a programme to promote video conferencing and discourage unnecessary travel.

UKEF's 176% increase in domestic flights between 2009-10 and 2012-13 is disappointing, even if the numbers involved are small. While still representing a downward trajectory from 2011-12's reported 53% increase in flight numbers, the 2012-13 figure is comprised of a total of 47 domestic flights during the course of the year against a baseline figure of 17 flights. This is explained by the business needs of the recruitment and induction of a team of specialist export finance staff in Northern Ireland. DfID's increase in flights is being addressed by means of a newly-implemented travel tracker system enabling a close focus on who is travelling and why (see case studies). The FCO attributes its increase in flights to the requirements of organising the G8 Summit in Northern Ireland. This is expected to continue affecting its figures for the first half of 2012-13. BIS, while still reporting an increase in domestic flights against the 2009-10 baseline, has significantly cut the number of flights reported since 2011-12 through use of a strict travel policy. It reports that the Glasgow-based Student Loans Company is responsible for a large proportion of flights; and that 91% of the core department's domestic flights are between London and Scotland or Northern Ireland and the UK mainland. DWP's increase in flights since 2011-12 is attributed to the workload associated with changes to the benefits system. The majority of flights are between Scotland (particularly the Highlands and Islands) or Northern Ireland and Southern Britain. The Home Office states that the increase in flights since 2011-12 is being investigated and travel policy and support of digital meeting technology is being improved. The Chairs of the GGC Sub Committee have made it clear to all departments – especially those like MOD which have not demonstrated substantial progress to date – that this target is taken seriously and substantial behaviour change is required.

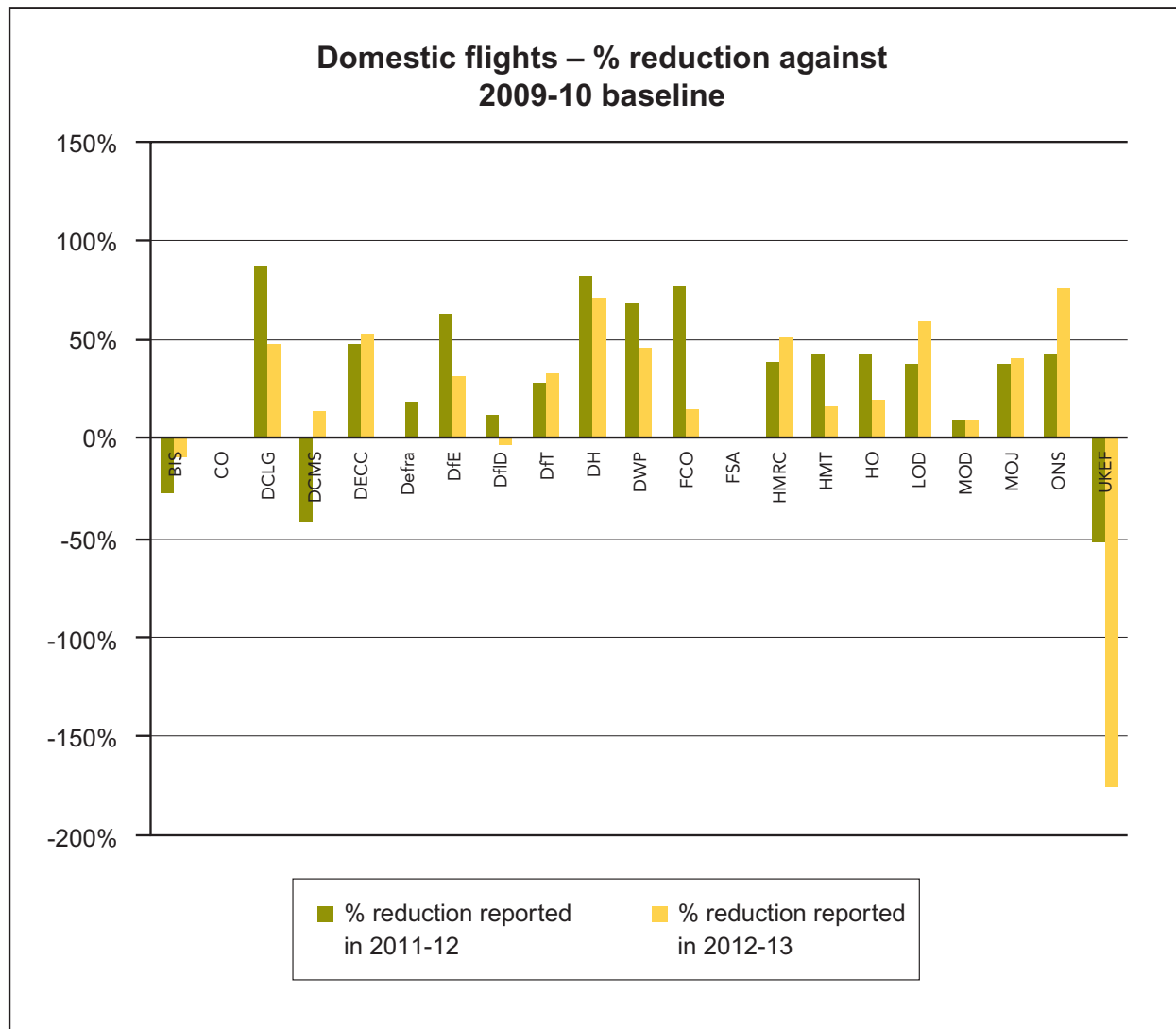
Department	Flights (number of domestic flights) Target: 20% reduction by 2014-15 compared to 2009-10				
	Baseline (2009-10)	Target (2014-15)	Performance (2012-13)	% improvement reported in 2011-12	% improvement in 2012-13 compared to 2009-10
BIS	3,709	3,154	4,057	-29%	-9%
CO ⁵	2,306	1,845	2,306	Not available	Not available
DCLG	542	286	289	87%	47%
DCMS ⁶	169	135	146	-43%	14%
DECC	2,193	1,754	1,059	47%	52%
Defra ⁷	2,277	1,822	1,879	Not available	17%
DfE	727	582	507	62%	30%
DfID	1,805	1,656	1,862	12%	-3%
DfT	9,139	7,311	6,233	27%	32%
DH	7,893	1,814	2,341	82%	70%
DWP	21,931	17,545	12,030	68%	45%
FCO	735	613	629	77%	14%
FSA ⁸	1,718	1,374	1,710	Not available	0%
HMRC	54,741	43,793	27,413	38%	50%
HMT	411	329	345	42%	16%
HO	19,876	9,399	16,193	42%	19%
LOD	584	302	242	36%	59%
MOD	66,274	53,019	60,524	8%	9%
MOJ	4,374	3,499	2,657	36%	39%
ONS	1,517	1,214	364	42%	76%
UKEF	17	14	47	-53%	176%
TOTAL	202,938	151,460	142,833	36%	30%

5 Cabinet Office has been unable to distinguish domestic flights from international flights until 2012-13. As a result, 2012-13 becomes the baseline.

6 DCMS data relates to core department only with no ALBs included.

7 Baseline is 2011-12, not 2009-10, as full data for the official baseline year was not available, and therefore the first year for which data can be obtained becomes the baseline.

8 As above.



Case studies

DfID – Travel tracker system

Almost 50% of the Department for International Development's carbon footprint comes from air travel, and reducing international air miles is a major challenge due to the nature of the department's work. The location of DfID's offices within the UK – in London and East Kilbride – means that domestic flights can appear to be an easy solution for staff travel to meetings. In 2012-13, the environmental operations team and IT team introduced a new travel tracker system which will improve the monitoring and management of air miles flown. The system, which is updated every month by the department's IT team using raw data from the travel provider, shows departmental air miles flown and the equivalent carbon emissions, allowing Heads of Department to view their teams' air miles online and individuals to monitor their own carbon footprint. The system is being developed further to include rail travel and also trend lines for monitoring progress against the targets for reducing carbon emissions from travel.

DVLA – Joint environmental and financial review

Faced with the need for efficiency savings as well as reductions to environmental impacts, the DfT's Driver and Vehicle Licensing Agency (DVLA), embarked on a joint environmental and financial review with support from the CEO down. The resulting 'House Rules' address all areas of agency spending as well as providing emissions information and guidance around travel choices. Realising that most people appreciate cost savings, the agency focused communications on financial controls.

The House Rules were communicated to all staff along with the advice that, although the rules were explicit, managers and staff needed to understand the spirit of them, which aimed to address proper stewardship of time and resources.

In addition to business travel, the rules cover use of mobile telephones and landlines; hospitality; energy, consultancy and printing.

The business travel rules and guidance were very clear: **'The rule is, don't travel.'** Where travel is absolutely necessary, it must be authorised by a director, and must not involve an overnight stay. Advance rail bookings are required, and standard class rail travel is stipulated for all grades.

These rules, and the CEO's commitment to them, have changed the way travel is considered in DVLA, and contributed to a 57% reduction in flights between 2009-10 and 2012-13. Other DfT agencies have adopted parts of the rules which fit their business profile, and core DfT has implemented restrictions on road travel and virtually eliminated first class rail travel.

6. Waste

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

- In 2012-13, Government departments cut their waste arisings by 15% against the 2009-10 baseline. This represents significant progress compared to the 5% recorded in 2011-12
- Eight departments met or exceeded the target in 2012-13 – up from five in 2011-12
- Government as a whole diverted 76% of its waste from landfill in 2012-13
- Reduced waste is estimated to represent £8.5million in 2012-13 compared to 2009-10

The target

Waste represents not only the loss of valuable resources, but also significant disposal costs to organisations, with associated environmental impacts.

By focusing simply on waste prevention, the GGC waste target adheres to the waste hierarchy (defined by the EU Waste Framework Directive as prioritising the prevention of waste in the first instance. When waste is created, it gives priority to preparing it for reuse, then recycling, then other recovery such as energy recovery, and last of all disposal – for example by landfill). However, the proportion of departments' waste sent to landfill is this year being reported for the first time in order to increase transparency around the way departments treat their waste arisings.

A subsidiary target for the Government to go to market with a requirement for closed loop recycled paper was achieved in 2011, as noted in the 2011-12 annual report on progress against the Greening Government Commitments. The target also commits to ensuring that redundant ICT equipment is reused within Government, the public sector or wider society, or responsibly recycled. Figures published for the first time in this report note the split between surplus ICT reused and recycled by departments.

For the purposes of the GGC target, waste reused outside the department is still classified as waste. While this definition will be re-visited for any future target framework in line with EU waste prevention guidelines, it is clear that departments are already taking the reuse of surplus items seriously, and taking advantage of the opportunities for financial savings offered (see case studies below).

Overall Performance

Government as a whole has made considerable progress since the publication of the 2011-12 annual report, with a 15% reduction in waste arisings across Government in 2012-13 compared to the 2009-10 baseline. This represents estimated savings in 2012-13 of £8.5million waste disposal costs compared to baseline levels⁹. Only 24% of Government waste was sent to landfill. This represents a significant achievement when it is considered that the most recent figures for Local Authority-collected waste England as a whole in 2011-12 (representing mainly household waste) show 37.4% of waste sent to landfill¹⁰.

⁹ Based on the mid-point of gate fee plus landfill tax for non-hazardous waste from the 2012 Wrap report (£85 median) plus additional £60 assumed for transportation fees (based on mid-point of transportation cost estimate of £40 – £60 per tonne). This gives a total of £145/tonne. Actual costs could vary significantly depending on type of waste and distance to landfill site.

¹⁰ Local Authority Collected Waste Generation from 2000/01 to 2011/12 (England and regions data) – <https://www.gov.uk/Government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables>

While departments are taking innovative and responsible approaches to the reuse of surplus items created (see case studies), many are nevertheless facing the problem of large amounts of waste arising from the re-organisation of their estates. In some cases, this is resulting in higher levels of waste in the short term.

The requirement for departments to report on the treatment of ICT waste for the first time this year has proved problematic for some for whom ICT equipment is the property of ICT contractors. Where contracts existed before the reporting requirement was introduced, and no clause was included for the contractor to provide this information, it has in some case proved difficult to obtain the relevant information. Some contractors have, however, complied, regardless of contractual agreements. This situation will be monitored in forthcoming years.

Individual departments

Six departments – HMT, DMCS, DfE, CO, HMRC and DCLG – report waste reductions of 40% or more. In addition to these six, a further two – DWP and FCO – have exceeded the 2014-15 target of a 25% reduction. Success in many cases can be attributed to changes to the size of the estate in recent years which have resulted in leaner operations which produce less waste.

Four departments – BIS, DH, FSA and UKEF – report worse results than in 2011-12. While BIS's variation (a 19% reduction in 2011-12 to a 17% reduction in 2012-13) is not significant, the FSA's reversal in performance takes it back to baseline level from a 22% reduction last year. This is understood to be due to the waste produced during the significant downsizing of its main office headquarters. DH's waste has increased by 23% against 2009-10 baseline levels, although this is understood to be primarily due to significant refurbishment work essential to the transition to the new Health and Social Care system. This has enabled the Department to rationalise its estate and collocate a number of new health bodies within the existing estate and avoid acquiring expensive new buildings.

Defra's improved waste figures reflect improved agency data. However, the department's waste levels are volatile and affected by a number of difficult to control factors, including visitor waste at Kew Gardens and Forestry Commission sites, and fluctuating laboratory waste which varies in response to priority research areas.

Although MOJ has only reduced waste by 6% in 2012-13 compared to the baseline, this includes a reduction of 4.6% per prison capacity place. Progress has nevertheless been made to reduce prison waste, as demonstrated if waste is benchmarked by prisoner numbers. Waste figures for the custodial estate represent 0.571 tonnes of waste per prisoner in the baseline year, and 0.545 tonnes per prisoner in 2012-13 – a 4.6% reduction.

Across Government, only 24% of waste was sent to landfill in 2012-13. However, this figure conceals a wide variation in performance at a departmental level, ranging between DfT's 49% of waste sent to landfill and the FSA and HMT, which record that no waste was sent to landfill in 2012-13. DfT's high landfill figure is attributed to two ALBs, one of which is currently re-negotiating its waste contract, and the other is new to reporting and taking advice from core DfT on how to improve its treatment of waste.

Waste Electronic and Electrical Equipment (WEEE) regulations require waste ICT equipment to be responsibly reused, recycled or recovered. In accordance with this requirement, while the split between departments' ICT waste recycled and reused is reported here, the combination of the two categories in all cases add up to 100% of ICT waste arisings. In 2012-13, 57% of Government ICT waste was recycled, with 43% reused.

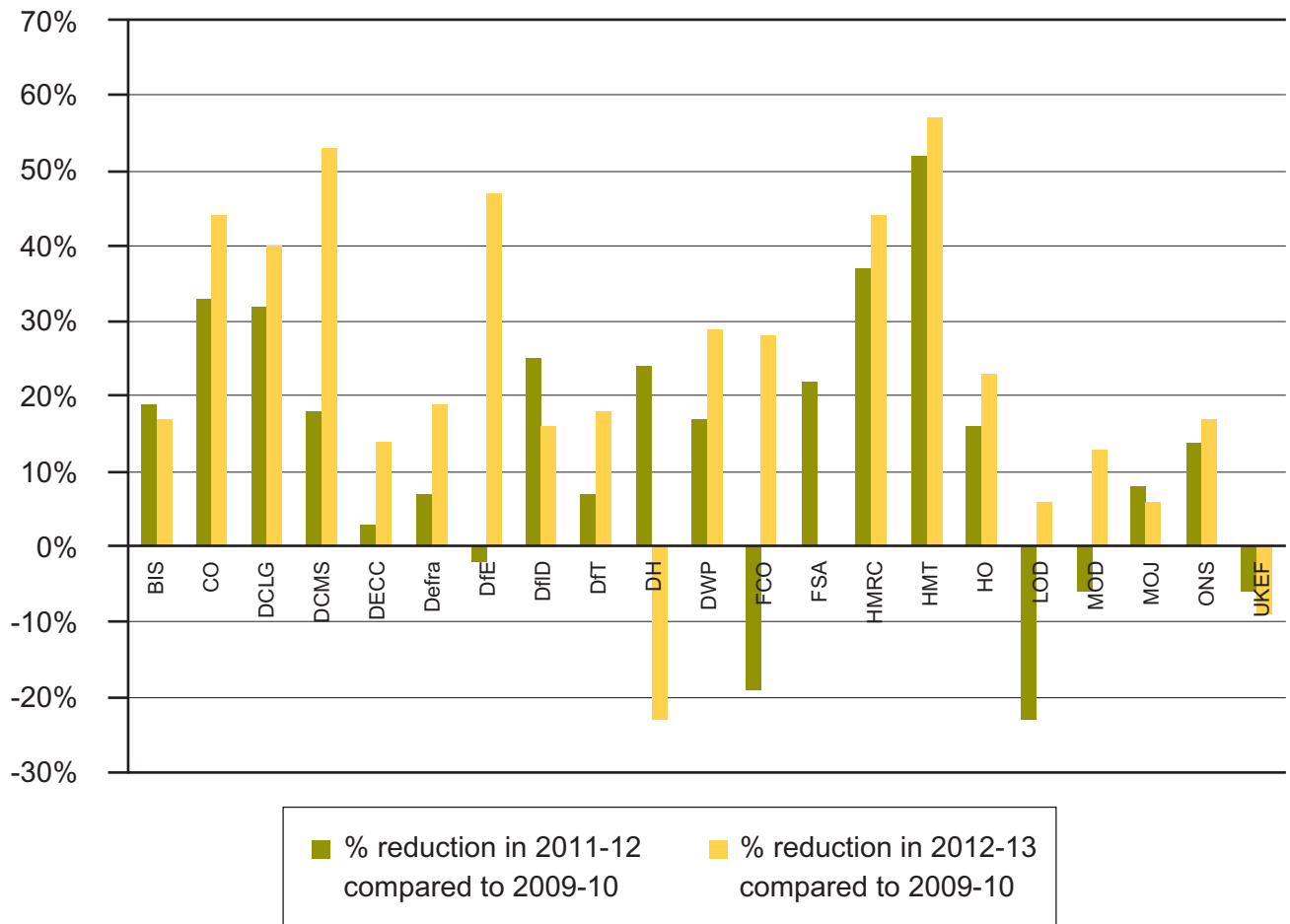
Department	Waste (tonnes) Target: 25% reduction by 2015-15 compared to 2009-10							
	Baseline (2009/10)	Target (2014/15)	Performance (2012/13)	% ICT waste recycled externally (2012-13)	% ICT waste reused externally (2012-13)	% waste to landfill (2012-13)	% improvement reported in 2011-12	% improvement in 2012-13 compared to 2009-10
BIS	7,673	6,258	6,348	37%	63%	18%	19%	17%
CO	1,226	917	688	N/A	N/A	2%	33%	44%
DCLG	2,103	1,577	1,268	75%	25%	15%	32%	40%
DCMS ¹¹	88	66	41	92%	8%	40%	18%	53%
DECC	228	171	195	N/A	N/A	9%	3%	14%
Defra	8,454	5,394	6,807	30%	70%	22%	7%	19%
DfE	2,080	1,560	1,104	30%	70%	21%	-2%	47%
DfID	317	238	267	100%	0%	5%	25%	16%
DfT	5,408	4,056	4,420	96%	4%	49%	7%	18%
DH	3,513	2,816	4,337	75%	25%	13%	24%	-23%
DWP	17,133	12,850	12,200	15%	85%	43%	17%	29%
FCO	1,262	989	911	100%	0%	13%	-19%	28%
FSA	35	19	35	100%	0%	0%	22%	0%
HMRC	17,929	13,447	9,955	42%	58%	37%	37%	44%
HMT	485	364	206	95%	5%	0%	52%	57%
HO	5,243	3,932	4,026	N/A	N/A ¹²	27%	16%	23%
LOD	3,121	2,341	2,927	100%	0%	15%	-23%	6%
MOD	185,437	139,078	161,347	88%	12%	18%	-6%	13%
MOJ*	64,600	48,450	61,041	0%	100%	35%	8%	6%
ONS	657	493	547	40%	60%	12%	14%	17%
UKEF	79	59	86	N/A	N/A	0%	-6%	-9%
TOTAL	327,070	266,732	278,756	57%	43%	24%	5%	15%

*MOJ is currently re-validating baseline and performance data.

11 DCMS data relates to core department only with no ALBs included.

12 Home Office reported 48.54 tonnes of electrical waste was recycled by its main supplier of ICT equipment.

Waste – % reduction compared to 2009-10 baseline



Case studies

Furniture reuse across Government

Widespread changes to the size of the Government estate and the way office space is used – with increased hot-desking; more space-efficient office occupation and sharing of office space between departments – mean that refurbishment projects are currently taking place across the many parts of the Government estate. A number of departments report innovative ways in which they are aiming to minimise the waste arising from these projects.

The Government Property Unit's Furniture Clearing House is widely used by departments closing office space to dispose of items no longer needed, and by those re-locating to new or refurbished offices to source items required. In addition to eliminating waste, this approach demonstrates a commitment to sustainable public procurement (see Chapter 9). Departments including DECC, DCLG, DfE, HMT, LOD, the Home Office, UK Export Finance and the ONS note that existing or reconditioned furniture is always used wherever practical. The Green Investment Bank (sponsored by BIS) used surplus furniture as part of its office fit-out, helping the refurbishment achieve an SKA Gold Rating from the Royal Institute of Chartered Surveyors (RICS). Defra network bodies reuse and refurbish all office furniture wherever possible, including moving surplus furniture to other offices, to keep new purchases to a minimum. DfE is currently drawing up a specialist Furniture Strategy to maximise reuse of furniture rendered surplus by forthcoming office closures.

An updated Government Buying Standard (GBS) for office furniture is currently being finalised. The key premise of the updated GBS is that reuse and refurbishment should be deployed before any new furniture purchases and all new purchases of standard furniture should be refurbished furniture if that is available, or from a core list of standard items designed to facilitate reuse and refurbishment and with manufacturers making available technical details such as CAD diagrams to facilitate the refurbishment of the desk tops.

Where reuse within Government is not an option, departments are making efforts to ensure furniture is recycled responsibly. The DWP's service partner confirms that the only element of DWP's surplus furniture sent to landfill is the seat pads from chairs, as they cannot be reused or recycled, equating to less than 3% of the furniture sent for recycling.

DECC hand drier installation

DECC is currently making good progress towards meeting its waste reduction commitments, with 2012/13 seeing a 14% reduction in waste compared to the 2009/10 baseline. As part of this drive DECC has upgraded hand drier facilities and phased out paper towels.

An initial trial of two competing models took place in late 2012, seeking user feedback with a view to a wider roll-out in 2013. The removal of paper towels in March 2012, compensated for by a switch to a new generation of hand driers, is projected to cut waste by 8.2 tonnes. This alone represents 4% of the reduction target on the 2009/10 baseline. In addition to waste reduction, the new hand driers are more energy efficient than the previously installed models. They use significantly less energy both in use and during standby periods. In addition, their installation will also help to drive cost savings on the order of £18,000 p/a, representing rapid payback.

MOD – Financial benefits from reuse of surplus items through the Disposal Services Authority

The Disposal Services Authority (DSA) disposes of defence equipment that is surplus to requirement on behalf of the MOD. This includes anything from large equipment such as warships, tanks and aircraft to smaller assets such as clothing and textiles, military spares, scrap metal and office or IT equipment.

For functioning and viable large capital assets such as ships or aircraft, the first option that is usually considered is the possibility of selling to other Governments for continued use in a military capacity. This has the benefit of strengthening international relationships and can also provide UK industry with opportunities to undertake some of the regeneration work.

However, most surplus equipment is sold through a series of competitively awarded marketing agreements with specialist contractors. These marketing agreements are structured to not only encourage the commercial partner to achieve the highest possible level of return from sale but to provide a disposal service to the Department, with costs and profit only being recoverable on completion of sale. This ensures that the best return for the taxpayer is achieved.

These arrangements are working extremely well. In financial year 2012/2013 the DSA has disposed of some 80,000 tonnes of surplus equipment, with 98% recycled or sold for further use rather than consigned for disposal. Given that the DSA's remit includes the disposal of hazardous waste from both the UK and overseas operational establishments, this is a considerable achievement.

Particular examples of items sold over the past financial year include ex. HMS Bayleaf's bell to a private individual via a Private Treaty sale for circa £2,000, a vacuum/plasma tube to a UK university for around £7,000 and a number of Concert Grand Pianos from the Royal Military School of Music via a specialist auction.

7. Paper consumption

- **Paper consumption was cut by 26% in 2012-13 compared to the 2009-10 baseline, vastly exceeding the 10% target set for 2011-12**
- **All departments but one report a reduction in paper consumption against the baseline**

The target

A 10% paper reduction target was set for the first reporting year of the Greening Government Commitments, to be met by 2011-12. This was in response to the success of the Prime Minister's commitment to reduce carbon emissions on the central Government estate by 10% in the first year of the Coalition Government, as it was found that a one-year target galvanised departments' efforts and produced excellent results. Cutting paper consumption contributes to reducing waste and expenditure as well as reducing the environmental impacts of paper production. Despite the expiry of the formal target in 2011-12, the Chairs of the Greening Government Sub Committee have made it clear that paper consumption will continue to be measured and reported, and that continued progress is expected.

Overall performance

The 24% reduction in paper consumption reported in 2011-12 has this year been improved slightly, with a 26% reduction against the 2009-10 baseline in 2012-13. The loss of the formal target may have contributed to a loss of impetus or leverage for encouraging improvement in some departments, as seven departments report a lesser reduction against the 2009-10 baseline than in 2011-12, and one department reporting no progress. However, 13 departments have reported greater reductions in 2012-13 than they did in 2011-12, indicating ongoing efforts and results. 2012-13 figures represent a reduction of over 2 million reams of A4 paper compared to the 2009-10 baseline, and 17 out of 21 departments reports reduction of over 20% – twice the target reduction.

Individual departments

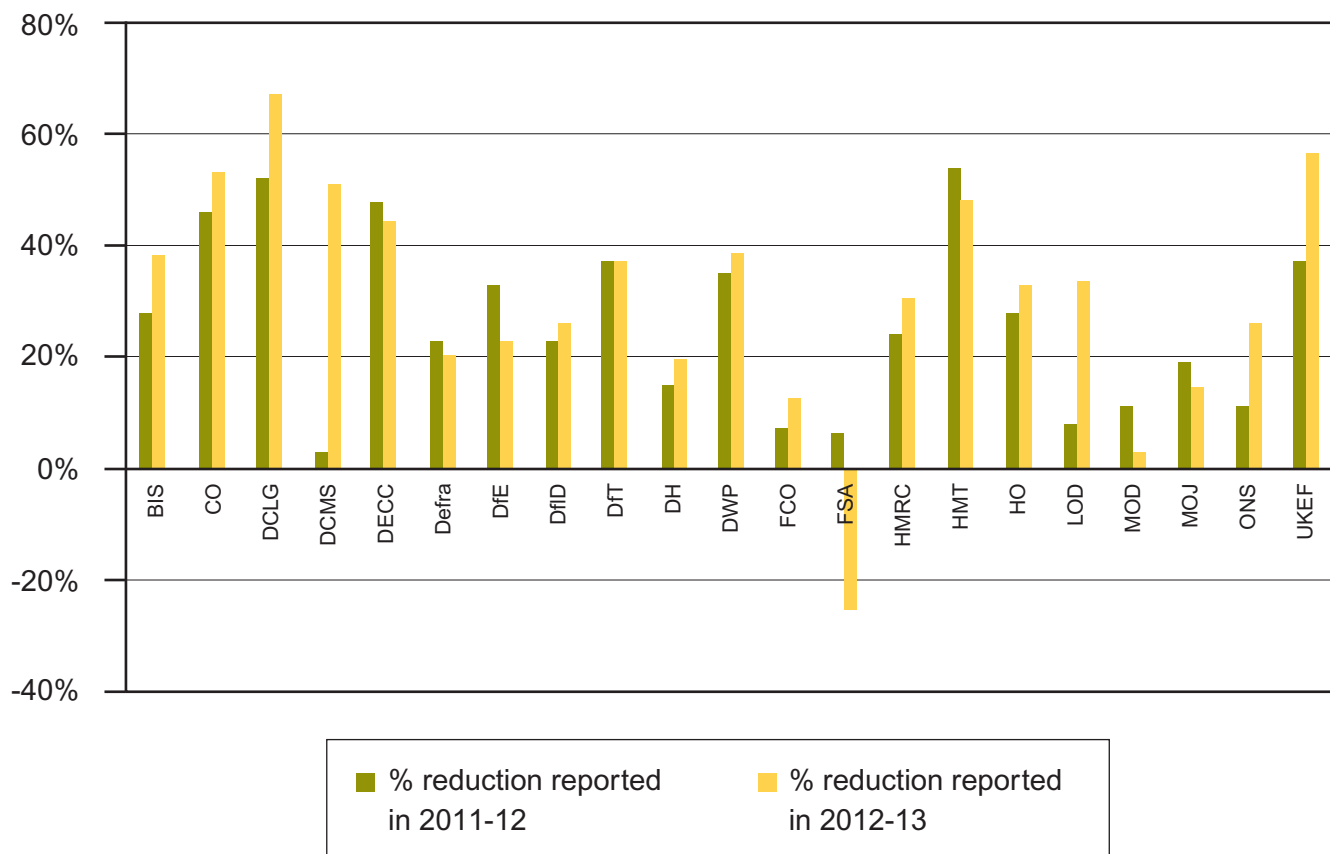
Six departments – DCLG, UKEF, CO, DCLG, HMT and DECC – all report reductions of over 40% against the 2009-10 baseline. Departments cite a combination of behaviour change and smarter technology as reasons for these results.

Three departments failed to meet the 10% target in 2011-12 – FCO, FSA and LOD. Of these, FCO has this year reported a 13% reduction, meaning it is now the right side of the target; and a significant change in working methods at the LOD have effected a 34% reduction in paper consumption (see case studies below). However, the FSA's performance has slipped back, with a reported 25% increase against the baseline in 2012-13. This is attributed to the increased workload in the wake of the horsemeat scandal, due to certification needs and limited computer use at abattoirs meaning that all communications need to be sent on paper. An awareness campaign has been undertaken and results will continue to be monitored. DfT and Defra cite the fact that paper figures are based on purchased paper rather than actual consumption for the slight reversal in figures this year – while stockpiled paper was being used up in 2011-12, no stockpiles remained in 2012-13.

Department	Paper (reams A4 equivalent) Target: 10% reduction by 2011-12 compared to 2009-10 baseline				
	Baseline (2009/10)	Target (2014-15)	Performance (2012/13)	% improvement reported in 2011-12	% improvement in 2012-13 compared to 2009-10
BIS	434,783	391,305	267,864	28%	38%
CO	56,396	50,756	26,311	46%	53%
DCLG	87,486	78,737	28,854	52%	67%
DCMS ¹³	5,102	4,592	2,493	3%	51%
DECC	7,193	6,474	3,997	48%	44%
Defra	151,529	136,376	120,947	23%	20%
DfE	69,014	62,113	53,356	33%	23%
DfID	16,003	14,403	11,835	23%	26%
DfT	159,090	143,181	99,783	37%	37%
DH	150,215	135,194	120,875	15%	20%
DWP	2,078,897	1,871,007	1,278,145	35%	39%
FCO	38,930	35,037	34,043	7%	13%
FSA	3,755	3,380	4,710	6%	-25%
HMRC	852,830	767,547	594,312	24%	30%
HMT	27,030	24,327	14,029	54%	48%
HO	398,001	358,201	267,461	28%	33%
LOD	680,081	612,073	451,193	8%	34%
MOD	1,242,363	1,118,127	1,206,435	11%	3%
MOJ	1,544,145	1,389,731	1,317,290	19%	15%
ONS	57,109	51,398	42,262	11%	26%
UKEF	4,124	3,712	1,780	37%	57%
TOTAL	8,064,076	7,257,668	5,947,974	24%	26%

13 DCMS data relates to core department only with no ALBs included

Paper consumption – % reduction against 2009-10 baseline



Crown Prosecution Service – Shifting to digital case files

The Crown Prosecution Service (CPS), which reports under the auspices of the Law Officers' Departments, is progressing rapidly towards full digital working, having led the way in reducing or removing the movement of paper around the criminal justice system.

The majority of cases in the magistrates' courts now see CPS advocates presenting from a tablet device, and electronic case files can be transferred instantly between police, prosecutors and many magistrates' courts – making paper use in some locations very much the exception in routine business. In the Crown Court straightforward cases – such as committal for sentence and early guilty pleas – can also now be prosecuted digitally and work is underway to extend this to more complex cases. Plans are also in place to advance the use of digital files under the MoJ's Criminal Justice System Efficiency Programme.

To date, these changes have contributed to a 34% reduction in paper use across the Law Officers' Departments since the 2009-10 baseline year.

DCLG – Combining technology and behaviour change

DCLG reduced its paper consumption by 67% in 2012-13 against the 2009-10 baseline, primarily through the introduction of multifunctional printing devices and actively promoting smarter working to reduce the need to print. The multifunctional devices (MFDs) can print, copy and scan and are faster than conventional printers, and thus more environmentally friendly because they use less power, and substantially reduce wasted paper.

The MFDs offer 'PIN' printing for security, and 'follow me' functionality so staff can pick up work anywhere, thus preventing unwanted copies. The devices also contact the IT providers automatically if they break down or need new toner, reducing down-time. Printing is by default in black and white and double-sided to save money and paper.

DCLG also encourages staff to participate in World Paper Free Day, with communications sent to all staff highlighting the amount of paper consumed on an average day and challenging them to reduce this. Staff communications have highlighted the benefits of smarter working with ICT to reduce the need to print of meeting minutes, notes and other documents and instead using laptops to share work in meetings.

DWP – Addressing costs and environmental impacts

In April 2012, a working group at the DWP Cwmbran Pension Centre began focusing on reducing postage and paperwork costs and waste – showing immediate financial and environmental benefits.

Representatives were selected locally to reflect the widest range of views and ideas from all staff. This allowed the group to engage with a majority of staff and include as many colleagues as possible in the changes.

Their first task was to raise awareness amongst their colleagues, highlighting the need to control waste and expenditure. The team concentrated on making sure that as many people as possible were engaged with the changes needed, beginning by highlighting the problem of waste paper left on printers.

Monitoring stationery orders and cataloguing supplies led to more efficient control of stock; and a focus on communicating the need to reduce paper consumption led to large cuts in the number of case files being printed or being printed in their entirety. A 45% reduction in documents destined for storage, achieved by reviewing the need for their long term storage, enabled one member of staff to be released to other duties. Efforts to contact customers by telephone rather than post, and to use second class postage rather than first, have reduced both stationery consumption and costs. The reduction in the amount of files printed is also reducing confidential waste costs – in the first two months of the programme, confidential waste was reduced by 50%.

8. Water

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

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

- **Pan-Government water consumption was cut by 9% in 2012-13 compared to a 2009-10 baseline – an improvement on the 3% reduction reported in 2011-12**
- **Five departments met the challenging good practice benchmark for water use in offices**

The target

The Greening Government Commitments recognise the importance of responsible stewardship of water; but also that cutting water consumption is a costly, disruptive and complex challenge to many departments on their existing estates. For this reason, no specific reduction target was set for water, but all departments are required to make a reduction. The water target also utilises a good practice benchmark to measure departments' office water efficiency performance against the number of full-time employees. While the benchmark, set by the CIRIA (the Construction Industry Research and Information Association) is intended for use in both new and existing buildings, it is nevertheless a challenging one for most organisations.

Overall Performance

Government as a whole reports an overall reduction in water consumption of 9% in 2012-13 compared to the 2009-10 baseline – a reduction of over 3,400,000m³ of water, representing an estimated £6.8 saving in water supply and associated sewerage charges¹⁴. 17 out of 21 departments report a reduction; and five departments met the good practice benchmark for office water.

¹⁴ Estimate based on Southern Water charges for large users

Individual departments

Eight departments report reductions of 30% or more. The FSA once more leads the way – this year reporting a 46% reduction due to reductions to the size of its estate, although its office water benchmark figure remains high at 12.6m³ per FTE. BIS, UKEF, DCMS, LOD, DCLG and DfE also reported reductions of over 30%. A further two (the Home Office and HMT – the latter despite worse performance than in 2011-12) report reductions of more than 20%.

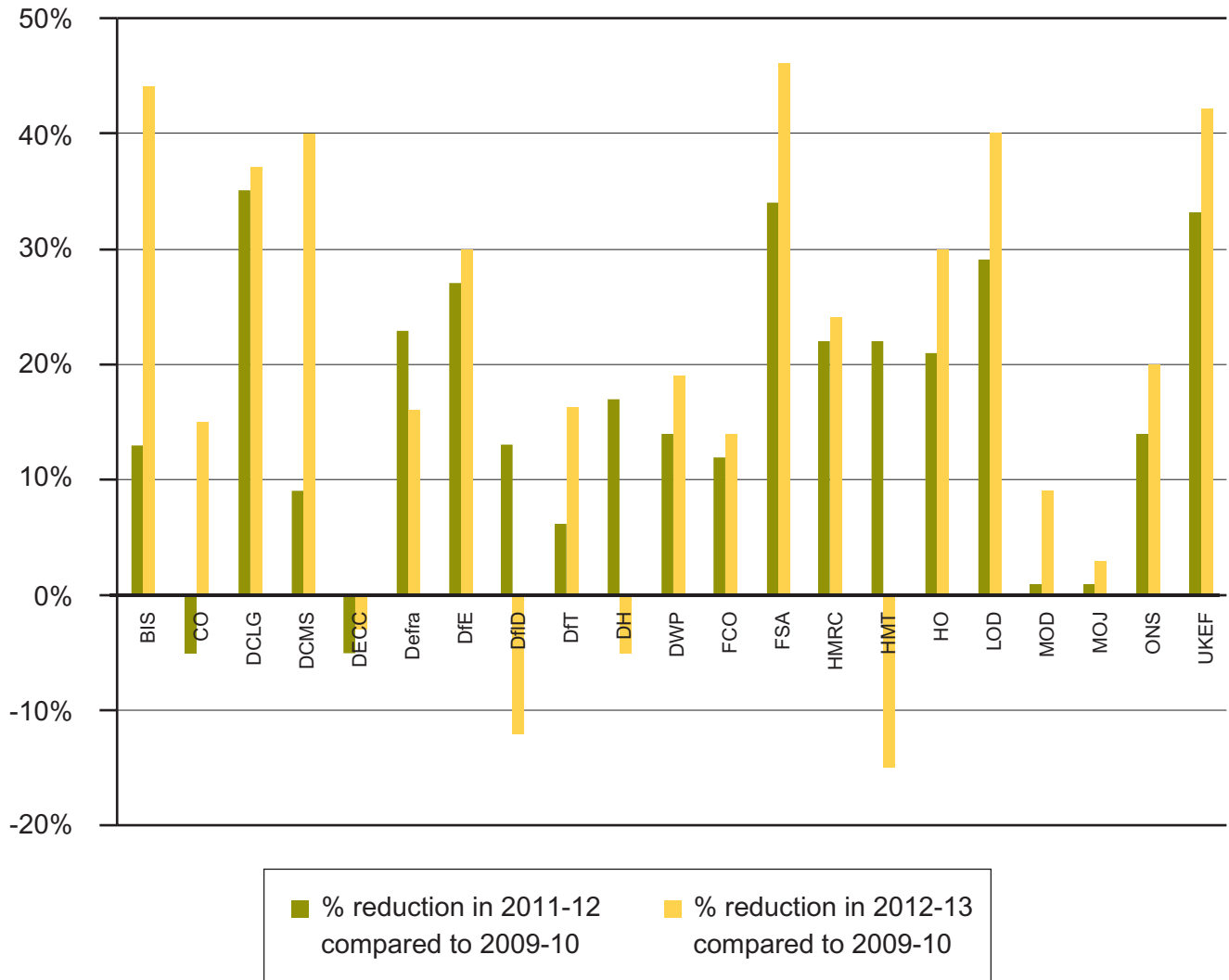
Four departments report worse performance than in 2011-12. Defra, which reported a 23% reduction across the whole network estate in 2011-12, this year reported a 16% reduction. This is attributed to the variable demand for water in laboratories and the weather-dependent need for watering at Kew Gardens and the Forestry Commission. Defra did, however, attain the good practice benchmark for office water. DH is also subject to fluctuating water demands. Like Defra, DfID reports meeting the good practice benchmark for water; but has this year reported a 12% increase against the baseline compared to a 13% reduction in 2011-12. This is due to reporting on three buildings instead of two whilst moving out of one HQ into another. The original HQ is expected to be disposed of in 2013-14, with further progress expected once the disposal is completed. HMT experienced a major leak in 2012-13 which led to an increase in water consumption. This has since been fixed, and progress is expected to resume in 2013-14.

DECC continues to report water consumption in excess of 2009-10 baseline levels, attributed to the fact that the department's increasing workload has resulted in a rise in staff numbers. Its office water figure compared with full-time staff numbers is, however, very close to meeting the good practice benchmark.

Department	Water (m ³) Target: 25% reduction by 2014-15 compared to 2009-10					
	Baseline (2009-10)	Performance (2012-13)	% improvement reported in 2011-12 (whole estate)	% improvement in 2012-13 compared to 2009-10 (whole estate)	Office water (m ³ -FTE) – 2011-12	Office water (m ³ - FTE) – 2012-13
BIS	283,495	158,759	13%	44%	7.2	10.2
CO	52,388	44,761	-5%	15%	11.6	13.9
DCLG	99,358	62,168	35%	37%	8.2	5.2
DCMS ¹⁵	7,328	4,395	9%	40%	13.4	9.0
DECC	11,108	11,404	-5%	-3%	7.2	6.5
Defra	711,610	597,835	23%	16%	6.3	5.6
DfE	91,225	63,745	27%	30%	8.2	7.7
DfID	8,459	9,437	13%	-12%	5.6	5.5
DfT	194,308	164,141	6%	16%	6.2	5.7
DH	283,469	297,384	17%	-5%	8.3	7.6
DWP	883,617	714,489	14%	19%	7.8	7.5
FCO	66,366	57,090	12%	14%	14.6	9.9
FSA	8,275	4,428	34%	46%	15.2	12.6
HMRC	961,843	733,347	22%	24%	10.2	11.0
HMT	14,810	16,992	14%	-15%	9.3	13.1
HO	346,604	240,968	21%	30%	13.4	9.7
LOD	69,068	41,163	29%	40%	9	8.0
MOD	24,973,623	22,724,099	1%	9%	12.3	11.8
MOJ	9,251,894	8,954,556	1%	3%	4.9	8.6
ONS	18,526	14,764	14%	20%	5.6	5.8
UKEF	2,762	1,601	33%	42%	1.8	7.5
TOTAL	38,340,136	34,917,526	3%	9%		

15 DCMS data relates to core department only with no ALBs included

Water consumption – % reduction compared to 2009-10 baseline



Case studies

Defra – Reducing laboratory water use

Defra's Executive Agency, FERA, carries out research into the food chain and the environment at their specialist laboratory facility outside York. In early 2012, the ageing humidification equipment used within the laboratory controlled environments was replaced with an innovative evaporative technology. This has reduced the site's water use by almost 40%, saving 19,000m³ of water and £22,000 in water costs in a year. This has also helped bring Defra's erratic water consumption under tighter control. Efficiencies inherent in the design of the new technology have also reduced annual electricity use by 340,000kWh, saving 185tCO₂ and £37.5k in electricity costs.

Home Office and Food Standards Agency – good housekeeping for water reduction

The Greening Government Commitments' emphasis on reducing water consumption focused attention on water at the Home Office, where a range of measures including refurbishment, housekeeping and behaviour change have led to a reduction of over 22% between 2009-10 and 2012-13. These reductions encompass water use for showers, washrooms, drinking, catering facilities, and heating and ventilation systems. Close monitoring of water consumption by means of benchmarking; progressive introduction of sub-metres and sophisticated water loggers to check mains metres have led to the identification of high water use areas. This has enabled the estates team to make changes to water pressure or fit improved controls where necessary. The installation of reduced flush options for toilets, waterless and low flush urinals and no-touch sensor taps which ensure water cannot be left running have significantly reduced water consumption, and displaying "nudge" signage above cisterns has increased the use of the reduced flush option.

At the Food Standards Agency, measures including flow metres installed in toilets to check for leaks or unusual volumes; testing of urinals to ensure flushes worked correctly, and the descaling of urinals and tea-point water heaters resulted in increased water efficiency. A behaviour change campaign explaining the GGC water target and what staff could do to help – such as taking shorter showers, turning off taps and reporting leaks – has also contributed to an overall 46% reduction in water use since the 2009-10 baseline year.

ONS – Rainwater Harvesting Project

ONS, at its HQ in Newport, South Wales, has been able to turn a natural habitat on site to environmental advantage by setting up an innovative rainwater harvesting system and thereby significantly reduce its mains water consumption.

Originally built in 1969, the site, which is shared with the Intellectual Property Office (IPO), sits within a flood plain with a high water table at its eastern side. The original construction built an extensive gravity fed drainage system to channel rain water and ground water from the 7 hectare site into a subterranean tank sitting beneath a pumping station. Pumps control the water level in the tank, removing excess to the local river system via a pumped main when the level demands. The tank measuring 16m x 3m can hold c. 150 cubic metres and fills at a rate of between 5 and 120 cubic metres per hour depending on the weather.

Instead of pumping all of the collected water offsite to the river Ebbw, a proportion is extracted, filtered and pumped back into the buildings to flush toilets. By changing the pump activation float levels the project increased the stored water from 60m³ a depth of 1.2m to 150m³ a water depth of 3.2m, giving more than enough capacity of stored water to meet demand all year round.

The system uses 25m³ a day, or 8500m³ a year equating to an annual saving of £10,000. Although the movement and preparation of this reused water uses energy, these are offset by lower energy cost for the surface water disposal from site making the project broadly energy neutral.

Following evaluation of the success of the project, the system has unused capacity which will be utilised in 2013-14 when the other department sharing the site, IPO, will join the scheme.

9. Procurement

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

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

Highlights

- (i) **Most departments have in place or are developing structures and processes to support sustainable procurement. There are some notable areas of good practice by departments**
- (ii) **Good progress has been made in ensuring that centralised contracts allow for products compliant with the Government Buying Standards to be purchased. Information on the extent to which departments are buying these products remains incomplete, but is sufficient to provide assurance that progress is being made.**
- (iii) **Some 'early adopting' departments have made good progress on supply chain reporting. A pan-Government approach is under discussion.**

The target

Rationale for the target

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

The Government's Buying Standards (GBS), developed by Defra, seek to make it easy for procurers to buy products of a high standard by laying down simple technical specifications and award criteria for products to be used in tenders. Through the guidance on Best Practice, these standards can also create a stimulus in terms of innovation.

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

Until the implementation of the GGCs, Government departments reported against a set of arrangements known as the Flexible Framework, which laid down a hierarchy of achievement in terms of the organisational and governance arrangements of a department. The GGC approach of focussing on outcomes rather than processes means that the focus of reporting is on use of standards. Nonetheless, the themes of the Flexible Framework remain relevant to embedding sustainable procurement in departments, and departments have been asked to report in relation to those themes.

The GGCs have sought to introduce a quantitative approach, in a phased way, reporting the extent of compliance with the GBS. In 2011-12, departments were asked to report on contracts entered into for six key product groups: construction, timber used in construction, furniture, paper, ICT and vehicles. For 2012-13 the data request was refined and extended to cover food and catering contracts. Relative to 2011-12 a more complete data set has been collated.

Departments' overall approach to embedding sustainability in procurement policy and practice

Departments provided a range of examples of how sustainability is being mainstreamed into procurement policy and practice. For instance:

Mechanisms to identify and address staff training needs

DCLG noted that: new entrants to the department received induction training which included sessions delivered both on sustainability and commercial awareness (which includes sustainable procurement). All new procurement staff were provided with one-to-one sessions with the procurement policy manager to explain this approach and to be talked through key documents and processes. Staff objectives reflect training needs, including relating to sustainable procurement. DCLG ran a series of tailored one-day sustainable procurement training courses in 2011 and 2012, covering both DCLG and its arms length bodies.

Embedding sustainability into procurement through policy and strategy

Defra reported that the major bodies in the Defra network each follow sustainable procurement strategies. The Environment Agency's Procurement Plan outlines its Procurement Policy and Strategy which includes sustainability, and outlines its key commitments and targets. The Plan is underpinned by a risk based approach. The Environment Agency focuses on its top ten high-risk categories, and prioritises procurement effort around these. Dedicated Category Management leads support these high risk areas. Natural England's procurement policy was published in 2007 and can be found on its website together with its policy on food procurement. The procurement policy is currently been refreshed and will be updated later this year. Core Defra produced a Sustainable Procurement policy in March 2011 that embeds the GBS, and standard terms and conditions require contractors in the performance of the Contract to have due regard to this policy.

Tools and approaches used to embed sustainability into procurement processes

DfE noted that within its procurement priorities of whole life value for money and streamlining the procurement process, DfE's key outcome is to procure more sustainably, principally through buying more sustainable products and reducing the impact of Government's supply chain. On procurement not undertaken through the Government Procurement Service (GPS) route, DfE procurement practices include: procuring innovatively and using its influence to raise standards of sustainability and stimulate innovation across our market; supporting social sustainability by promoting workforce skills, equality, improved labour standards and community benefits; promote a competitive economy through encouraging contract opportunities for SMEs, supported businesses and the third sector. Guidance on how DfE staff can incorporate sound sustainability principles into practice has been mainstreamed into Procurement Process guidance. DfE guidance documentation covers how to comply with Government policies and standards on sustainable procurement, supporting cross-Government initiatives.

Evaluating and learning from the results of sustainable procurement activities

DVLA (as cited by **DfT**) report that sustainability is a key requisite of its commercial activity and is at the forefront of consideration when drafting requirements and evaluation criteria: any lessons learnt are incorporated into its future commercial activities.

Case study

Embedding sustainability in DECC procurement policy and practice

At DECC, sustainable procurement is viewed as a fundamental part of delivering value for money, particularly as it encourages a focus on whole-life costs. In 2012, core DECC introduced a number of measures to embed sustainability into its procurement processes. Sustainability considerations were incorporated into business cases for procurements over £20,000 from September 2012. This requires staff to outline the main economic, social and environmental impacts of the project/purchase, both positive and negative, and the steps they have taken to mitigate negative impacts. Guidance to staff on how to identify and assess sustainability impacts was published in spring 2012, and specific guidance on sustainable procurement was published on the intranet in September 2012. Core DECC is mandated to use GPS frameworks where a suitable framework exists for the procurement of goods and services. As an alternative, DECC may utilise other Government departments or other viable enabled frameworks. When DECC procures directly, standard sustainable procurement terms and conditions apply to suppliers and contractors. These are currently being strengthened to incorporate the GBS. Guidance to staff on using the GBS is included in the intranet guidance on sustainable procurement.

Cross-cutting support

HMRC's closed loop recycled paper initiative for printer and copier paper, which is mandated across Government, collected 30,000 tonnes of paper in 2012-13, from which 525,000 boxes of recycled copier were produced and sold to central Government.

Energy for Growth, a new initiative using Government buying power to boost the UK energy industry and save taxpayers money, was announced in December 2012 by Francis Maude, Minister for the Cabinet Office. The Power Purchase Agreement (PPA) pilot is the first element of the strategy which aims to diversify up to 50% of Government's energy demand to deliver savings. PPAs are an innovative approach to energy procurement and can promote growth by offering a long-term contract and giving projects the confidence to attract investment, therefore appealing to new projects which can bank on the guaranteed business. The Cabinet Office and Government Procurement Service (GPS) have now completed the procurement stage of the pilot, where energy suppliers were able to put forward bids to provide 2% of GPS' overall energy demand for up to 24 years.

NSPPP training courses have been revised to take into account legislative and policy changes. This training has been trialled with GPS and Defra staff. Additional WRAP product group specific training is also online.

3. Supply Chain reporting

Four departments (see case study below) independently commenced monitoring and managing supply chain impacts using the CAESER (*Corporate Assessment of Environmental, Social and Economic Responsibility*, a supply chain management tool developed by NQC Ltd). A cross-Departmental Supply Chain Tools User Group has been set up to share the learning from their experiences and ensure that the tool does measure the environmental impacts in a way that would deliver the second part of GGC4.

The remaining departments were either actively investigating the business case for using a sophisticated supply chain reporting tool, putting into place interim arrangements prior to the roll out of a pan-Government tool, or otherwise readying themselves for such a roll-out. **DfE**, for example, noted that it intended to adopt the cross-Government online tool currently under development, but in the absence of this tool during 2013-14 the Department will identify and engage with key suppliers requesting them to populate a simple questionnaire to provide supply chain baselines covering carbon, water and waste.

Case study

Supply chain management

Four Government departments are making use of the CAESER supply chain reporting tool to monitor and manage supply chain impacts and risks.

To capture its top suppliers' environmental, social and economic commitments, The Home Office's last annual review in 2011-12 engaged with 79 strategic suppliers, and found that:

- 93 apprenticeships have been created as a direct result of the Department's spend
- 88 per cent of suppliers have a strategy for reducing CO₂ emissions and 52 per cent have set targets
- 90 per cent of suppliers use information gathered on equality and diversity to make improvements to policy and practices
- 51 per cent of suppliers actively encourage small and medium sized enterprises (SMEs) and monitor the diversity of their supply chains

Management information on carbon emissions, waste and water use has helped Home Office manage supply chain risks and track suppliers' environmental performance, with its top suppliers reducing their own emissions by 141,266 t CO₂e in the past 12 months.

CAESER is also used by DECC, HMRC and is soon to be used by DH.

10. Transparency

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

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

- **All 20 departments which have published their annual report and accounts have published information against some or all required transparency areas, with particularly widespread compliance for actions around climate change adaptation.**
- **However, information on the remaining areas remains patchy.**

The target

The Greening Government Commitments note that the Government's impact and ability to show leadership stretches beyond the headline commitments, and includes such elements as the way the Government promotes and conserves biodiversity on its estate; action taken to promote staff wellbeing, and the standards set for construction projects. While previous targets frameworks set out proscriptive mechanisms against which performance in a variety of areas could be measured, the Greening Government Commitments set out five key areas against which transparent reporting is required, whilst allowing departments the discretion to use the methods and mechanisms best suited to their operations.

Performance

Performance against the transparency commitment remains somewhat patchy in 2012-13, and departments have again taken different approaches to reporting.

Three departments – DWP, the Home Office and MOD – have published dedicated sustainability reports containing information against the transparency commitments. Defra and DfID and the Home Office produced dedicated web pages. This has resulted in Defra, DfID, the Home Office and MOD addressing all five areas required under the transparency commitment, while DWP has addressed three (leaving out sustainable construction and food and catering). DfID and Defra also addressed the transparency commitments in their annual report and accounts.

One department (DfE) had not at the time of writing published its annual report. Of the remaining 15, four (Cabinet Office, DCLG, DECC and DH) addressed all five transparency areas in their annual report and accounts, and the other departments reported on some but not all of the five areas.

Some variation between the transparency areas themselves was also noted. While 19 of 20 departments which had already published their transparency information had reported on climate change adaptation, only nine reported on procurement of food and catering services. Reporting against the other three areas was also variable. This may reflect a lack of activity or need for activity in the areas specified (for example, some departments with only a small number of urban office buildings may have no need to worry about the impact of their operations on biodiversity; and others may not have undertaken any construction work during the year). However, as no mention has been made of the target area, it is not possible to know. Furthermore, while their workforce will be essential to all departments, only 15 of the 19 departments who had already published against the transparency commitment made mention of the sustainability measures they are taking around their people.

For a full table detailing transparency reporting, see Annex II.

Case study

MOJ – Enhancing biodiversity and protecting priority species through partnership working

MoJ is committed to protecting priority species on its estate through local Biodiversity Action Plans and a national biodiversity vision statement, which is noted in its annual report and accounts. This helps MoJ meet its responsibilities under the Natural Environment and Rural Communities Act 2006. MoJ's Sustainable Development Team have issued an Environment Code of Practice for protecting priority species across its National Offender Management Service estate.

The benefit of this approach was seen when MoJ had to deal with the challenge of protecting great crested newts found in a small pond at one of its designated Sites of Special Scientific Interest (SSSI). This raised two challenges: the newts were found within the confines of the prison walls, which were part of the historical listed buildings estate; and a contract had recently been let to replace a roof on one of the prison buildings close to the pond. MoJ's main ecologist contacted Natural England which, along with its partner Amphibian and Reptile Conservation, provided guidance on the appropriate action needed for the species within this challenging and unique environment. The pond was temporarily placed out of bounds to both staff and offenders whilst an appendix for the great crested newts was added to the local Site Management Agreement and a Species Action Plan was implemented in the local Biodiversity Action Plan on site.

These actions enabled the local Works Site Manager to proceed with essential building maintenance on the historic estate while ensuring the protection of a priority species and the appropriate management of a wetland habitat. Offenders have also been able to develop transferable skills by carrying out important pond surveys for Pond Conservation's Million Ponds Project.

ANNEXES

I. Full procurement tables

Table 1: Procurement of Office ICT products; paper products; Food and Catering Services and Transport (vehicles)]

TABLE 1: PROCUREMENT OF OFFICE ICT; PAPER; FOOD AND CATERING SERVICES; VEHICLES A: Total value of products and-or services purchased by or on behalf of department; B: % by value of those products and-or services meeting or exceeding mandatory GBS level; C: % by value of those products and-or services known to be non-compliant or for which compliance is unknown													
Office ICT products				Paper products			Food & Catering Services			Vehicles			
Dept	A	B	C	A	B	C	A	B	C	A	B	C	
BIS	£39,874,000	94	6	£6,904,000	36	64	£3,485,000	41	59	£2,010,000	99	1	
CO	No data	No data	No data	£43,000	77	23	£231,000	0	100	£1,609,000	3	97	
DCLG	£51,000	100	0	£43,000	100	0	£68,000	0	100	£0	n-a	n-a	
DCMS	£75,000	100	0	£10,000	100	0	£0	n/a	n/a	£0	n/a	n/a	
DECC	£590,000	100	0	£106,000	81	19	£155,000	63	37	£0	n/a	n/a	
Defra	£9,741,000	62	38	£2,427,000	32	68	£1,124,000	92	8	£2,502,000	42	58	
DfE	£2,828,000	100	0	£210,000	100	0	£546,000	0	100	£0	n/a	n/a	
DfID	£5,356,000	100	0	£24,000	100	0	£172,000	91	9	£0	n/a	n/a	
DfT	£7,000,000	95	5	£301,000	99	1	£705,000	86	14	£4,000,000	100	0	
DH	£14,807,000	9	91	£8,525,000	1	99	£4,639,000	44	56	£8,173,000	38	62	
DWP	£63,953,000	99	1	£9,505,000	94	6	£3,013,000	48	52	£1,398,000	99	1	
UKEF	£269,000	No data	No data	£7,000	No data	No data	£2,000	0	100	£0	n/a	n/a	
FCO	£2,758,000	No data	No data	£193,000	100	0	£814,000	38	62	£779,000	0	100	
FSA	£568,000	100	0	£48,000	100	0	£40,000	100	0	£1,000	100	0	
HMRC	£7,391,000	96	4	£14,574,000	29	71	£1,916,000	8	92	£0	n/a	n/a	
HMT	No data	No data	No data	£62,000	100	0	No data	No data	No data	£0	n/a	n/a	
HO	£1,070,000	100	0	£626,000	66	34	£3,091,000	64	36	£5,167,000	46	54	
LOD	£1,229,000	18	88	£1,223,000	82	18	£104,000	0	100	£0	n/a	n/a	
MoD	No data	No data	No data	£6,866,000	No data	No data	£59,100,000	76	24	£128,000,000	0	100	
MoJ	£266,450,000	No data	No data	£3,410,000	56	44	£62,532,000	100	0	£1,735,000	55	45	
ONS	£2,598,000	No data	No data	£204,000	45	55	£709,000	0	100	£0	n/a	n/a	

Table 2: procurement of Construction projects; procurement of Furniture

<p>TABLE 2: PROCUREMENT OF CONSTRUCTION; FURNITURE</p> <p>CONSTRUCTION: A: Number of construction projects and total value of construction projects purchased by or on behalf of department. B: % by value of construction projects meeting or exceeding mandatory GBS level where applicable; C: % by value of construction projects known to be non-compliant; for which compliance is unknown; or where 'holistic' construction GBS does not apply D: Number of contracts including clauses to ensure compliance with the UK Government Timber Procurement Policy E: Number of contracts for which suppliers provided documentary evidence of compliance with the UK Government's Timber Procurement Policy</p> <p>FURNITURE: F: Total value of products purchased by or on behalf of department; G: % by value of those products meeting or exceeding mandatory GBS level; H: % by value of those products known to be non-compliant or for which compliance is unknown; I: Does Department have a Policy on reuse and refurbishment of furniture?</p>											
Dept	Construction						Furniture				
	A	B	C	D	E	F	G	H	I		
BIS	1	£2,000,000	100%			1		£2,708,000	95%	5%	YES
CO	0	£0	n/a	0	0	0		No data	No data	No data	No data
DCLG	0	£0	n/a	0	0	0		£53,000	100%	0%	YES
DCMS	0	£0	n/a	0	0	0		£60,000	100%	0%	No data
DECC	0	£0	n/a	0	0	0		£69,000	13%	87%	YES
Defra	17*	£1,596,000	n/a	17	17	£1,453,000		No data	No data	No data	YES
DfE	0	£0	n/a	0	0	£8,000		100%	100%	0%	YES
DfID	1	£5,894,000	100%	1	1	£10,000		100%	100%	0%	ND
DfT	1	£700,000	n/a	0	0	£775,000		95%	95%	5%	YES
DH	1	£4,000,000	100%	1	1	£5,218,000		17%	17%	83%	YES
DWP	4*	£9,900,000	n/a	4	4	£2,126,000		74%	74%	26%	YES
UKEF	0	£0	n/a	0	0	£69,000		No data	No data	No data	YES
FCO	2	£2,630,000	n/a	1	1	£2,511,000		100%	100%	0%	YES
FSA	0	£0	n/a	0	0	£19,000		100%	100%	0%	No data
HMRC	2	£530,000	n/a	2	2	£2,119,000		99%	99%	1%	No data
HMT	0	£0	n/a	0	0	£41,000		100%	100%	0	YES
HO	3	£13,250,000	100%	3	3	£1,100,000		100%	100%	0	YES
LOD	0	£0	n/a	0	0	£565,000		83%	83%	17%	YES
MOD	26	£185,910,000	85%	0	0	£9,900,000		100%	100%	0%	YES
MoJ	42	£108,000,000	100%	42	0	£498,000		100%	100%	0%	YES
ONS	0	£0	n/a	0	0	£28,000		No data	No data	No data	YES

*Defra's and DWP's construction projects were too small to fall within the definition of construction for GBS purposes

Supplementary Departmental Commentary on Table 1

- BIS** UK SBS is putting in place improved controls to identify GBS compliance.
- CO** **ICT:** uses the Flex ICT contract. At present it is not possible to separately identify costs associated with CO's usage. Steps are being taken to ensure that this data can be provided in future. **PAPER:** total data comprises spend for both paper and envelopes. **FOOD:** Data relates to core FM contract only. CO has been engaging with key catering suppliers to encourage procurement of food meeting British production standards. Approximately 75% of food supplied was produced to Farm Assured Standard or equivalent. 85% of fish was from sustainable sources certified by bodies such as MSC and 100% of the Department's meat, poultry and milk came from UK producers.
- DCLG** **FOOD:** Total represents a range of small scale purchases: No data on GBS compliance.
- DCMS** **ALL FIGURES:** are for core DCMS only and exclude ALBs falling in scope of GGC.
- DECC** **PAPER:** All office paper, paper in printed publications, kitchen paper and toilet tissue is GBS compliant. Other stationery is expected to be GBS compliant, but unconfirmed and therefore excluded from compliant figure **FOOD:** Core DECC shares Defra's catering, awarded on 16 May 2011, which fully complies with the GBS for Food and Catering. NDA uses GPS Framework supplier and its data for compliant procurement is an estimated minimum.
- Defra** **ICT:** The total value figure is the total amount the Defra network spent on IT products and services – much of which falls outside of the ICT Equipment GBS. Where ICT contracts are awarded these incorporate GBS as a mandatory requirement, therefore all spend against contractual arrangements has been identified as compliant with GBS. GBS are incorporated in Defra's contract with IBM, and applied to the procurement of all hardware including server refresh projects and roll-outs of new laptops, desktops and printers. The EA's IT services contract with CapGemini is to EPEAT Gold standard intended to meet or exceed the GBS. **PAPER:** The total value figure is the total amount of Defra network spend on paper products – much of which includes publications and products which fall outside of contractual arrangements. Where contracts are awarded these incorporate GBS, therefore spend against GBS compliant products can be identified. The value of paper procured through Government Procurement Services is £305,109 of which £232,975 is recycled and £72,135 is virgin paper. The spend on virgin paper has been deducted from the value of contracted paper products which comply with GBS. Virgin paper is no longer available from the Core Defra office supplies catalogues. Steps have been taken in-year to boost proportion of closed loop paper purchased across the network and to restrict purchase of paper which is not compliant with GBS. **FOOD:** Figure for compliant procurement is an estimated minimum, and a detailed breakdown has been published separately. Excludes occasional staff purchase of food through GP Cards **VEHICLES:** Total includes purchase and leasing of vehicles types not covered by GBS (e.g 4x4 vehicles purchased by EA and NE). Compliant figure is an estimated minimum Defra and main agencies lease GBS-compliant cars through contracts from the GPS framework. EA purchased 32 GBS compliant vans. However, details on exhaust emissions and fuel consumption are taken into account in procurements outside of the GBS.

- DfE** **PAPER:** All secured via GPS frameworks. **FOOD:** Main catering suppliers have confirmed service is GBS compliant. Small proportion of total spend figure made up of a number of low value purchases where confirmation of full GBS compliance is not possible.
- DfID** **ICT:** No detailed breakdown of information available for the UK estate only as ICT kit purchased was for all of DFID offices worldwide – all ICT kit procured meets GBS standards **PAPER:** Closed loop initiative in place in UK offices.
- DfT** **ICT:** Figures are estimated. DfT uses centrally negotiated (typically GPS) framework arrangements where appropriate; and Prime Contractors who seek to embed sustainable purchasing throughout their supply chain, with specialist vetting of key suppliers and support for on-going assessment and improvement. **PAPER:** Figures include office paper only for Core DfT. All paper products purchased by VCA were compliant.
- DH** **ICT; PAPER VEHICLES** (purchased and leased); **FOOD:** In addition to confirmed GBS compliant spend, GPS contracts and framework agreements were used, where DH understands sustainability to be a consideration throughout the tendering process.
- DWP** **ICT:** Compliant spend shortfall reflects HSE's contract for IT services for 2012-13 which predates (and does not provide for recording spend against) GBS. HSE's new IT contract (from June 2013) does include this provision. **PAPER** For core DWP, office paper and general use envelopes spend is fully compliant. Figures for mail system envelopes are not held as these are supplied by the contractor as part of the service. Paper for printed products is over 90% compliant with GBS. HSE paper was GBS compliant where possible, except for a residual element with specialist requirement for which no GBS equivalent was available. **FOOD:** DWP have separately provided evidence of compliance levels against each criteria. The figure includes HSE's central catering contract. Excluded is additional spend at local level, which it was not possible to isolate.
- FCO** **ICT:** Figures exclude data for FCO Services. FCO's primary contract for ICT equipment in the UK predates and does not provide for recording spend against GBS. A new IT Support contract compliant with GBS and GBS reporting is being procured. FCO Services are developing procurement reporting systems. **PAPER:** Total for paper products excludes FCO services. Currently FCO sources UK office paper requirements from Banner under the HMRC/GPS Framework Arrangement. In addition, FCO is currently aligning local recycling and security arrangements to facilitate the introduction of the closed loop initiative so that all paper used in UK is sourced from all of our own waste paper. **FOOD:** FCO total purchases comprise Core FCO plus Wilton Park and exclude FCO Services. FCO compliant purchases comprise core FCO (£310,000) only FCO have separately provided evidence of compliance levels against each criteria. FCO Services are developing procurement reporting systems. Wilton Park procure catering off framework: **VEHICLES:** FCO MI and analysis and improvements are under way, focussing initially on the Efficiency Reform data requirements.

- FSA** **ICT; PAPER; FOOD; VEHICLES** GPS contracts and framework agreements were used, where FSA understands sustainability to be a consideration throughout the tendering process.
- HMRC** **ICT:** HMRC's IT team is unable to validate the 4.5% non-compliant spend. Processes will be changed to make sure all spend is categorised going forward. **PAPER:** Office paper (£1,334,000) is 96% compliant and envelopes (£2,613,000) are 100% compliant by value. Low total compliance figure reflects high volume of printed publications (£10,528,000): 3% compliant by value, however 96% are produced on FSC grade uncoated wood free paper, which is carbon balanced and 25 per cent recycled content. **FOOD:** Existing catering contracts in place with PFI partners and subcontractors predate GBS, and GGC Reporting requirements currently exceed those required by these contracts. To remedy this, a new PFI quarterly reporting process is being introduced to ensure full, accurate and timely reporting. **VEHICLES:** Only purchase for vehicles (£111,314) was of pick-up trucks falling outside scope of GBS.
- HMT** **ICT:** HMT's Systems Integrator provides all IT hardware and systems. Costs relating to IT hardware are not separately identified in the service charge to HMT. The supplier has provided evidence to demonstrate that office IT equipment supplied under the contract complies with GBS. **FOOD:** HMT staff catering facilities are provided by the catering sub contractor to the FM supplier. The FM supplier has provided evidence to HMT demonstrate that catering and hospitality services comply with GBS.
- HO** **PAPER** HO has widely deployed the Closed Loop initiative. Some virgin paper and bright white recycled paper continues to be purchased but a plan is in place to maximise closed loop procurement and recovery. **FOOD:** HO has three suppliers who deliver their own or hird party catering services with whom a % met/exceeded figure for their whole range of services (not at an individual product/line level) was agreed. Working with the suppliers of CAESER, an on-line self assessment pilot study was undertaken to capture GBS data at a service, contract and product level for ICT, furniture, construction and vehicles. The results are expected shortly. **VEHICLES:** £5,166,589 was spent on a mixture of cars and light commercial vehicles (LCV) £2,361,807 was spent on cars which met or exceeded 130g/km CO₂. LCVs were specialist requirements and did not meet 175g/km CO₂ requirements.
- LOD** **ICT:** Figures exclude CPS (Under PFI contract for ICT managed services with CGI the contract CPS does not buy or own ICT hardware). **PAPER:** Figures exclude tissue paper and printed publications; **FOOD:** Total excludes CPS and SFO. CPS/SFO staff catering facilities are sub-contracted CPS does not directly purchase any items. However, following discussions with the contractor they are already meeting/working towards the GBS. **VEHICLES:** No vehicles owned. A small number of lease arrangements for cars and vans.

- MoD** **ICT** Whilst contracts placed in 2012-13 contain GBS, detailed information cannot be broken down into the categories requested **PAPER:** The team responsible for managing the MOD's paper requirements through GOSC has implemented a very tight demand management system to ensure that Closed Loop paper is used for all general office requirements with any exceptions agreed only where there is a strong business case. Consequently 84% of MOD's office paper is Closed Loop, which compares extremely favourably with the 60% uptake across Government. Furthermore, 99% of all paper used is 100% recycled. The team is now working closely with DIO in order to facilitate the structured implementation of the whole Closed Loop process across the Department. **FOOD** Figures for June 2012 – May 2013. These are close estimates and inclusive of World Wide Supplies. The Defence Equipment and Support food and catering services team is responsible for the acquisition, storage, delivery of food to all 3 services worldwide except for PAYD/CRL. The figures quoted do not include CRL contracts. The SCRL contract predates the GBS but incorporates clauses that the contractor must adhere to Government sustainable procurement guidelines including food. **VEHICLES:** The cost of lease / rental vehicles for the MOD is £128m. MoD vehicle procurement is mandated to use the GPS framework and the service provider is required to record and report the CO₂ produced by the MOD fleet in accordance with Government Policy.
- MoJ** **ICT:** Major contracts predate sustainability requirements. Frequently other international standards, such as Energy Star, are applied to ICT equipment. **FOOD:** Food contracts awarded in October 2012 clearly specified the requirement for all food products to meet GBS as a minimum which suppliers have achieved. Food products served under these contracts are reviewed quarterly to ensure required standard is maintained. **VEHICLES:** All vehicles purchased from GPS Framework Agreements.
- ONS** **ICT:** Majority of spend on ICT via Government Frameworks. Some products (e.g. laptops) are to ONS standard specification in order to operate alongside existing standard desktops specified before GBS was mandated. **PAPER:** Office Paper 100% recycled. Printed envelopes and paper used for inquiry questionnaires are compliant. New paper and envelope contract in place this year will supply GBS compliant products in future. **FOOD:** Total value of food and catering services meeting GBS is unknown. Around 6.5% of purchases are for meat and fish, all of which are from sustainable sources. 4% of purchases are for Fairtrade products including coffee, chocolate and bananas.
- UKEF** **ICT:** Items bought through a third party supplier through GPS.

Supplementary Departmental Commentary on Table 2

- BIS** **CONSTRUCTION:** Refurbishment cited is at the IPO (Newport) site. UK SBS is in process of launching a Construction category on behalf of GPS, and will ensure compliance to all Government sustainability compacts including the TPP for all organisations that use the resultant contracts and frameworks. **FURNITURE:** Active engagement with GPU's furniture clearing house. When furniture required, reusing items from other parts of BIS or wider Government estate investigated first. Surplus furniture used in Green Investment Bank office fit out, helping the refurbishment achieve a SKA Gold rating.
- CO** **CONSTRUCTION:** CO seeks to apply BREEAM (or equivalent) on all relevant refurbishment projects. CO procures the vast majority of its maintenance and refurbishment works through its total facilities management contract which requires timber to comply with the TPP and is properly evidenced. CO endeavours to recycle all construction waste where possible and this is monitored as part of the regular ISO14001 audits conducted by the Department. **FURNITURE** CO furniture is purchased on its behalf by its total FM suppliers. As such, the spend data and GBS compliant element is not currently separately identifiable.
- DCLG** **FURNITURE:** DCLG reuses furniture in the first instance, with any new purchases procured via the GPS core list. A 'Furniture Strategy' is being produced to provide guidance and an action plan for the sustainable reuse of furniture following relocation in 2014.
- DCMS** **CONSTRUCTION; FURNITURE:** figures for core DCMS only and exclude ALBs inside scope of GGC.
- DECC:** **FURNITURE:** DECC operates a policy of obtaining furniture from obsolete stock from OGDs. If new furniture has to be purchased, it is through the GPS Framework where possible.
- Defra** **CONSTRUCTION:** Total comprises NE work-bases and interpretative centres and EA modular building (all falling outside scope of Construction GBS). However, in the latter a number of environmental criteria were included such as the BRE Green Guide Specification and energy efficiency requirements. All timber from legal and sustainable sources with full chain of custody, and evidence checked and retained. **FURNITURE** EA's new furniture contract requires compliance with the mandatory GBS as required by the framework and seeks best practice, and additional sustainability requirements. NE purchases very little furniture, usually under a GPS framework. Defra bodies reuse and refurbish all office furniture where possible.
- DfE** **CONSTRUCTION:** The Department is aware of the TPP and ensures compliance when purchasing timber products for small scale projects such as new fixtures and fittings. **FURNITURE:** A 'Furniture Strategy' is being produced to provide guidance and an action plan for the sustainable reuse of furniture this will be implemented fully throughout the forthcoming office closures and relocations.

- DfID** **CONSTRUCTION** The total cost of the refurbishment of 22-26 Whitehall includes: security equipment, office equipment, computer hardware, furniture and fittings, printer consumables and project delivery costs. It achieved a “very good” BREEAM rating. This was a significant achievement given the Whitehall District Heating Scheme is not as efficient as new heating technologies. The refurbishment adhered to all GBS criteria. **FURNITURE** All furniture conforms to GBS standards and is FSC accredited.
- DfT** **CONSTRUCTION:** Modular prefabricated office complex replaced existing ageing portakabin office facilities (completed March 2013). Solar PV array and air source heat pumps installed to achieve a carbon neutral rating. **FURNITURE:** Figures cover covers expenditure with any single supplier that is over £5K. Below this threshold we have not investigated further. DfT is compliant with (and has communicated) GPS policy on furniture reuse.
- DH** **CONSTRUCTION:** All companies tendering for construction contracts must meet the required GBS standards. Figures refer to PHE refurbishment project (Wellington House, London) which has not yet been completed: costs are estimated. **FURNITURE** Known compliance figures are provided. However, in the remaining portion there was use of GPS contracts and framework agreements. Where compliant furniture can be reused it is either redeployed across the departmental estate or offered to GPU to be used by other Government departments.
- DWP** **CONSTRUCTION.** Figures comprise only construction contracts for minor refurbishments (outside scope of construction GBS) at principle core DWP sites. All standard form construction contracts include a sustainable timber clause and project specific certification is available. **FURNITURE:** DWP’s supplier do not use GPU Furniture noticeboard as they have their own supply chain in place. However, suppliers are committed to meeting the GBS in every aspect of the procurement of furniture the only element of DWP’s furniture which cannot be reused or recycled and therefore goes to landfill are seat pads from chairs. HSE always consider re-using, refurbishing and recycling any existing furniture where possible and seek to source any suitable surplus furniture from the GPU furniture notice board. HSE’s current furniture contract terminates in August 2013, and GBS reporting requirement will be included in the new furniture contract to be called off from centrally negotiated GPS framework.
- UKEF** **FURNITURE:** UKEF moved offices July 2013. It will reuse existing desks and chairs in situ, and purchase new storage units. Current furniture will be advertised through the GPU.
- FCO** **CONSTRUCTION:** FCO spend on construction can include both UK and overseas spend on new build and/or refurbishment. In this reporting period the total comprises a £2.6m Contract for refurbishment of internal areas of FCO HQ Building (which did not constitute a ‘major refurbishment’ under the terms of the GBS). Bidders described their Sustainable Timber Policy compliance systems. Supplier compliance is monitored and FCO is able to take action to address supplier non-compliance. An additional £30k construction (falling outside the scope of the GBS) was procured by Wilton Park. **FURNITURE:** FCO operations at Wilton Park reviewed GPS frameworks and concluded procuring furniture ‘off’ framework provides greater VFM. The FCO procures its UK furniture requirements via the GPS RM1501 framework. FCO policy is to reuse/re-deploy furniture where possible. Items no longer required or deemed serviceable are currently disposed of via Greenworks social enterprise.

- HMRC CONSTRUCTION:** HMRC did not undertake any refurbishment projects in 2012-13. The VOA undertook two major refurbishment projects– at its Gloucester location (circa £280k) and at Swansea (circa £250k). Both projects complied with departmental environmental requirements, which include: (a) ensuring all records are auditable and comply with ISO14001 (b) all wood is from an independently-verified sustainable source (c) no peat is used at any of the sites (e) all spent fluorescent tubes and rechargeable batteries are recycled (f) a system to ensure legal compliance with all duty of care legislation, for all waste streams (g) procurement follows environmental procurement guidelines (PUG 177/97) (h) service providers comply equally, when alternative facilities are acquired **FURNITURE** HMRC is developing an Estates Sustainable Procurement Policy which will include a section on furniture reuse and refurbishment.
- HMT: FURNITURE:** Low demand for furniture in 2012-13 following 2011 refurbishment of HMT's offices. HMT's supplier has provided evidence to demonstrate that products supplied comply with GBS. HMT policy to reuse existing furniture wherever this is practicable, and use the GPU Furniture Notice Board where additional furniture is required.
- HO CONSTRUCTION** All relevant refurbishment projects specified to BREEAM 'Very Good' standard. Documentary evidence of compliance with TPP was provided in the form of FSC and PEFC certificates with supporting evidence. **FURNITURE** HO policy is to use existing furniture or furniture where possible. HO makes full use of GPU services including obtaining surplus furniture from OGDs and advertising to OGDs its own surplus furniture. Use has been made of the Amaryllis service, working with Prison Industries, to remodel desk furniture stock to facilitate flexible working practices.
- LOD FURNITURE:** Wherever practicable CPS will reuse office furniture, including specialised storage whenever it moves or reconfigures office space. With move to more intensive use of space, where existing desks not space efficient, CPS has utilised pre-owned desks from GPU Furniture Noticeboard and advertised surplus furniture here. Some items: generally specialised storage still sourced new but this is kept to an absolute minimum. SFO aim to reuse furniture wherever possible.
- MoD CONSTRUCTION:** Percentage of construction projects compliant based on GBS being built into all contract but systems not fully in place to verify. MOD commercial policy mandates that all sustainability objectives within contracts must comply with GBS and that GBS requirements are appropriately addressed in specification. Information is still being collated on the total amount of project contracts and associated costs across the organisation for 2012-13. However, MoD report that 16 new build projects have been let in the Accommodation and Major Projects areas of the business with a total cost of £136,941,834 and 10 major refurbishment projects have been let with a total cost of £48,968,573. Historically separate records have not been maintained to demonstrate how these objectives have been reflected in invitations to tender or contract documentation for FY12/13. Work is also underway to start assembling and maintaining records for FY13/14 **FURNITURE** MoD policy (Joint Service Publication 384) is to promote, where cost effective, reuse of furniture and the Government 'Clearing House', with the option of new manufacture chosen as a last resort. MoD has recorded 3,961 items through the internal reuse system for 2012-13. No record is held by MoD for reuse through the Clearing House.

MoJ **CONSTRUCTION:** Evidence maintained by constructors and specific bespoke questions address the constructors adherence to this. Facility for MoJ to examine via audit exists. Evidence has not yet been requested to be submitted to MoJ **FURNITURE** All contracts for timber and timber-related products demonstrate compliance with TPP. Note that furniture items are manufactured and refurbished internally (in designated Prison workshops) to satisfy most of MoJ requirements and those of other Government departments. Currently, therefore, MoJ does not buy other refurbished furniture items.

ONS *[no additional comments submitted]*

Note of Procurement of Timber Products

The UK Timber Procurement Policy is embedded in the Government Buying Standards for construction, furniture and paper. Separate questions were asked only in relation to construction as to how many contracts included clauses to ensure compliance with the UK TPP and whether documentary evidence was provided and if so, how.

For **Timber in furniture** The known total departmental spend on furniture is £29,269,152. Of this the known GBS compliant spend is £22,466,891. This means that for 77% by value of all furniture known to be purchased by the Government, any timber components will definitely comply with the timber procurement policy. For the remaining 23% it is not possible to say whether or not timber components complied with the timber procurement policy. Some GBS-compliant and some GBS-non compliant items will have no wood content. It would not have been proportionate to require departments to break down the compliance or otherwise of their furniture procurement by timber components against non-timber components, or by compliance with timber procurement policy against compliance with other elements of the Furniture GBS. The figures should therefore be viewed as indicative only.

For **Timber in Construction** The number of construction contracts that included clauses to ensure compliance with the UK Government Timber Procurement Policy and the Number of contracts for which suppliers provided documentary evidence of compliance are recorded with the overall construction returns above.

II. Full transparency table

TRANSPARENCY COMMITMENTS									
Departments	Dedicated web page?	Transparency requirements included in ARA?	Climate change adaptation	Biodiversity	Sustainable construction	Food procurement and catering	People	Link 1	Link 2
BIS		✓ (Partial)	✓				✓	https://www.gov.uk/Government/uploads/system/uploads/attachment_data/file/211086/bis-13-p102-bis-annual-report-and-accounts-2012-2013.pdf	
CO		✓	✓	✓	✓	✓	✓	https://www.gov.uk/Government/uploads/system/uploads/attachment_data/file/225980/HC_15.pdf	
DCLG		✓	✓	✓	✓	✓	✓	https://www.gov.uk/Government/publications/annual-report-and-accounts-2012-to-2013--2	
DCMS	✓	(not yet published)	✓					https://www.gov.uk/Government/organisations/departments/about/our-culture-media-sport/about/our-energy-use	
DECC		✓	✓	✓	✓	✓	✓	https://www.gov.uk/Government/uploads/system/uploads/attachment_data/file/209325/9589-TSO-DECC_AR-2012-13_Accessible.pdf	
Defra	✓	✓ (Partial)	✓	✓	✓	✓	✓	https://whitehall-admin.production.alpha.gov.co.uk/Government/uploads/system/uploads/attachment_data/file/209605/defra-ggc-performance.pdf	https://www.gov.uk/Government/uploads/system/uploads/attachment_data/file/224329/defra-year-end-accounts2012-13.pdf
DfE		(not yet published)							
DfID	✓	✓ (Partial)	✓	✓	✓	✓	✓	https://www.gov.uk/Government/publications/dfid-progress-update-greening-Government-transparency-commitments	https://www.gov.uk/Government/uploads/system/uploads/attachment_data/file/208445/annual-report-accounts2013-13.pdf
DfT		✓	✓	✓				https://www.gov.uk/Government/uploads/system/uploads/attachment_data/file/209980/annual-report-and-accounts-2012-2013.pdf	
DH		(not yet published)	✓	✓	✓	✓	✓		

DWP	✓ (Dedicated Annual Sustainability Report)		✓	✓	✓	✓	✓	✓	✓	https://www.gov.uk/Government/uploads/system/uploads/attachment_data/file/208557/annual-sdr-2012-13.pdf	
FCO	✓ (Partial)		✓	✓	✓	✓	✓	✓	✓	https://www.gov.uk/Government/publications/foreign-and-commonwealth-office-annual-report-and-accounts-2012-13	
FSA	✓ (Partial)		✓	✓	✓	✓	✓	✓	✓	http://www.food.gov.uk/multimedia/pdfs/publication/uk-resource2013.pdf	
HMRC	✓	✓	✓	✓	✓	✓	✓	✓	✓	https://www.gov.uk/Government/uploads/system/uploads/attachment_data/file/210244/9549-TSO-HMRC_RA_ACCESSIBLE.pdf	
HM Treasury	✓ (Partial)		✓	✓	✓	✓	✓	✓	✓	https://www.gov.uk/Government/publications/hm-treasury-annual-report-and-accounts-2012-to-2013	
Home Office*	✓	✓ (Partial)	✓	✓	✓	✓	✓	✓	✓	https://www.gov.uk/Government/publications/home-office-annual-report-and-accounts-2012-to-2013	https://www.gov.uk/Government/uploads/system/uploads/attachment_data/file/98245/sustainable-food.pdf
LOD (CPS)		✓ (Partial)	✓	✓	✓	✓	✓	✓	✓	http://www.cps.gov.uk/publications/docs/annual_report_2012_13.pdf	
MOD	✓ (Dedicated Annual Sustainability Report)		✓	✓	✓	✓	✓	✓	✓	https://www.gov.uk/Government/uploads/system/uploads/attachment_data/file/222875/20130711_12-13_ARAC_Sustain_report.pdf	
MOJ	✓ (Partial)		✓	✓	✓	✓	✓	✓	✓	https://www.gov.uk/Government/uploads/system/uploads/attachment_data/file/208728/moj-annual-report-2012-13.pdf	
ONS	(not produced as last year)	✓ (Partial)							✓	http://www.statisticsauthority.gov.uk/about-the-authority/what-we-do/corporate-information/annual-report-and-resource-accounts/index.html	
UK Export Finance	✓ (Partial)		✓**	✓	✓	✓	✓	✓	✓	https://www.gov.uk/Government/publications/annual-report-and-accounts-2012-to-2013	

*Additional Home <https://www.gov.uk/Government/organisations/home-office/about/our-energy-use>
https://www.gov.uk/Government/uploads/system/uploads/attachment_data/file/100424/22134-workplace-stress.pdf

Office links: ** Mentioned, but states no adaptation plan in place due to small size of operations

III. Performance of ALBs exempted from scope of targets but not from reporting

Introduction

Four arm's length bodies – the BIS-sponsored Medical Research Council (MRC), Science and Technology Facilities Council (STFC) and UK Atomic Energy Authority (UKAEA); and the Health and Safety Laboratories (HSL) wing of the DWP-sponsored Health and Safety Executive – have been exempted from the scope of the targets under the criterion that there is no safe, technically feasible way of reducing impacts without interfering with their purpose for existing. 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 arisings. All four are, however, still required to report their impacts and to make efforts to reduce them where feasible.

Their exemption means that figures for these bodies are removed from departmental family baseline figures and from reporting from 2012-13 onwards. Previously reported figures for 2011-12, in which these organisations were included, have not been revised.

For 2012-13 reporting purposes, HSL has continued to report within the DWP family, and does not appear separately in this annexe. It is, however, expected to report separately in 2013-14.

Performance

Some gaps in reporting are apparent from the three other organisations, and work is being undertaken to improve this. Waste and paper data are missing for MRC. Much of UKAEA's baseline data is taken from 2010-11 or later, as 2009-10 data is not available. UKAEA is also undertaking efforts to better understand, report and improve its significant fugitive emissions. None of the three have provided a breakdown of office water data – although this is understood to be because sub-metering is not in place to allow office water to be separated from laboratory water use in buildings which include both offices and laboratories or workshops. UKAEA notes that since 2010-11 it has used separate water metres for two significant water-using facilities. However, while this provides useful data for managing water usage and contributing to the 54% water reduction noted this year, it does not altogether clarify the office/non-office split.

Data quality will be monitored for improvements in future reporting.

Both MRC and UKAEA report an increase in emissions in 2012-13 compared to the baseline year. In UKAEA's case, this is understood to be due to two of the most energy-intensive programmes being non-operational in the baseline year. STFC and MRC both report an increase in the use of domestic flights. Reported water reductions at STFC and UKAEA may be a result of fluctuating requirements rather than water saving measures, and will be monitored in future reporting.

GHGs			
Organisation	Baseline (2009-10) – tCO ₂ e	Performance 2012-13 – tCO ₂ e	% Improvement compared to 2009-10 baseline
MRC	34,737	41,787	-20%
STFC	67,068	61,103	9%
UKAEA	28,096	38,912	-38%

DOMESTIC FLIGHTS			
Organisation	Baseline (2009-10)	Performance 2012-13	% Improvement in 2012-13 compared to baseline
MRC	500	586	-17%
STFC	586	654	-12%
UKAEA	55*	75	Not available

WASTE						
Organisation	Baseline (2009-10) – tonnes	Performance 2012-13 – tonnes	ICT waste recycled	ICT waste reused externally	% to landfill	% Improvement in 2012-13 compared to baseline
MRC	No data	No data	No data	No data	No data	No data
STFC	1,117	836	100%	0%	34%	25%
UKAEA	714*	697	100%	0%	23%	2%

PAPER			
Organisation	Baseline (2009-10) – A4 reams equivalent	Performance 2012-13 – A4 reams equivalent	% Improvement in 2012-13 compared to baseline
MRC	No data	No data	No data
STFC	2,400**	2,400	0%
UKAEA	14,000*	6,000	57%

WATER			
Organisation	Baseline (2009-10)	Performance 2012-13	% Improvement in 2012-13 compared to baseline
MRC	334,556	334,556	0%
STFC	162,478	137,162	16%
UKAEA	150,836	69,382	54%

*2010-11 data used as baseline as 2009-10 not available.

**Baseline data appears to be extrapolated from averaged paper consumption across four quarters of 2012-13

IV. List of ALBs included in reporting and footnotes on exemption criteria

Department and ALB	Reporting status
BIS	
Advisory, Conciliation & Arbitration Service (ACAS)	Full
Companies House	Full
Government Office for Science	Full
Higher Education Funding Council for England (HEFCE)	Full
HM Land Registry	Full
Insolvency Service	Full
Intellectual Property Office	Full
Low Pay Commission	Full
Medical Research Council	Exempt from targets but reports separately
National Measurements Office	Full
Natural Environment Research Council	Partial
Ordnance Survey	Full
Science and Technology Facilities Council	Exempt from targets but reports separately
Skills Funding Agency (incl. National Apprenticeship Service)	Full
Student Loans Company Ltd	Full
UK ATOMIC ENERGY AUTHORITY	Exempt from targets but reports separately
Cabinet Office	
Advisory Committee on Business Appointments	Full
Big Lottery Fund	N/A
Boundary Commission for England	Full
Boundary Commission for Wales	Full
Civil Service Commission	Full
Commissioner for Public Appointments	Full
Committee on Standards in Public Life	Full
Deputy Prime Minister's Office	Full
Government Estates Management	N/K

Government Procurement Service	Full
House of Lords Appointments Commission	Full
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)
Parliamentary and Health Service Ombudsman	N/K
Prime Minister's Office	Full
Privy Council Office	Full
Review Body on Senior Salaries	Full
Security Vetting Appeals Panel	Full
DCLG	
Homes and Communities Agency	Partial
Planning Inspectorate	Full
Queen Elizabeth II Conference Centre	Full
DCMS	
No ALBs reported, although several understood to be in scope.	
Arts Council England	Understood to be in scope but not reported
British Film Institute	Understood to be in scope but not reported
British Library	Understood to be in scope but not reported
British Museum	Understood to be in scope but not reported
English Heritage	Understood to be in scope but not reported
Equality and Human Rights Commission	Understood to be in scope but not reported
Gambling Commission	Understood to be in scope but not reported
Geffrye Museum	Understood to be in scope but not reported
Government Equalities Office	Understood to be in scope but not reported
Heritage Lottery Fund	Understood to be in scope but not reported
Horniman Public Museum and Public Park Trust	Understood to be in scope but not reported
Imperial War Museum	Understood to be in scope but not reported
Museum of Science and Industry in Manchester	Understood to be in scope but not reported
National Gallery	Understood to be in scope but not reported

National Heritage Memorial Fund	Understood to be in scope but not reported
National Maritime Museum	Understood to be in scope but not reported
National Museums Liverpool	Understood to be in scope but not reported
National Museum of Science and Industry	Understood to be in scope but not reported
National Portrait Gallery	Understood to be in scope but not reported
Natural History Museum	Understood to be in scope but not reported
Olympic Delivery Authority	Understood to be in scope but not reported
Royal Armouries Museum	Understood to be in scope but not reported
Royal Museums Greenwich	Understood to be in scope but not reported
Science Museum Group	Understood to be in scope but not reported
Sport England	Understood to be in scope but not reported
Tate	Understood to be in scope but not reported
UK Anti-Doping	Understood to be in scope but not reported
UK Sport	Understood to be in scope but not reported
Victoria and Albert Museum	Understood to be in scope but not reported
Visit Britain	Understood to 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	Full
Environment Agency	Full
Food and Environment Research Agency (Fera)	Full
Forest Enterprise England	Full

Forest Research	Full
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
British Transport Police Authority	Full
Driver and Vehicle Licensing Agency	Full
Driving Standards Agency	Full
Government Car and Despatch Agency	Full
High Speed Two (HS2) Ltd	Full within DfE (tenant in DfE building)
Highways Agency	Full
Marine Accidents Investigation Branch	Full within DfT core

Maritime and Coastguard Agency	Full
Rail Accidents Investigation Branch	Full
Traffic Commissioners	Full
Vehicle and Operator Services Agency	Full
Vehicle Certification Agency	Full
DH	
Information Centre for Health & Social Care (Special Health Authority)*	Full
MONITOR	Partial
National Institute for Health & Clinical Excellence (Special Health Authority)*	Full
NHS Business Services Authority (Special Health Authority)*	Full
NHS England	Partial
Public Health England	Full
DWP	
Equality 2025	Full within DWP
Health & Safety Executive	Full within DWP
Health & Safety Laboratories (exec agency of HSE)	Full in 2012-13 (Will report outside scope of targets in 2013-14)
Pensions Regulator	Full within DWP
Social Security Advisory Committee	Full within DWP
FCO	
Wilton Park	Full
FSA	
Meat Hygiene Service	Full within FSA core
HMRC	
The Adjudicator's Office	Full within HMRC core
Valuation Office Agency	Full
HMT	

Asset Protection Agency	Full within DMO
UK Debt Management Office (incl. Public Works Loan Board*)	Full
HO	
Biometrics Commissioner	Full
Disclosure and Barring Service	Full in 2012-13 – Public corporation from 2013-14
Equality and Human Rights Commission	Full
HO – Office of the Surveillance Commissioners	Full
HO – Security Industry Authority	Full
HO – National Fraud Authority	Full within HO core
HOPG – Animal Scientific Procedures Division	Full
HOPG – HM Inspectorate of Constabulary	Full
HOPG – Home Office Centre for Applied Science and Technology	Full
HM Passport Office	Full
Independent Police Complaints Commission	Full
National Policing Improvement Agency	Full
National Crime Agency	Full
UK Border Agency	Full
Law Officers Department (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 Science and Technology Laboratory (DSTL)**	Full within MOD core
Defence Support Group (DSG)	Full within MOD core
Service Personnel and Veterans Agency (SPVA)	Full within MOD core

Service Prosecuting Authority	Exempt
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 Advisory Panel	Full within MOJ core
Victims Commissioner	Full within MOJ core
ONS	
No qualifying ALBs	
UKEF	
No qualifying ALBs	

V. Table of acronyms

Acronym	Department name
BIS	Department for Business, Innovation and Skills
CO	Cabinet Office
DCLG	Department for Communities and Local Government
DCMS ¹⁶	Department for Culture, Media and Sport
DECC	Department for Energy and Climate Change
Defra	Department for the Environment, Food and Rural Affairs
DfE	Department for Education
DfID	Department for International Development
DfT	Department for Transport
DH	Department of Health
DWP	Department for Work and Pensions
UK Export Finance	UK Export Finance – formerly Export Credits Guarantee Department (ECGD)
FCO	Foreign and Commonwealth Office
FSA	Food Standards Agency
HMRC	Her Majesty's Revenue and Customs
HSL	Health and Safety Laboratories
LOD	Law Officers' Department
MOD	Ministry of Defence
MOJ	Ministry of Justice
MRC	Medical Research Council
NDA	Nuclear Decommissioning Authority
ONS	Office of National Statistics
STFC	Science and Technology Facilities Council
UKAEA	UK Atomic Energy Authority

¹⁶ Data for core department only

