



Home Office



Sustainability Report **2015-16**





Home Office

About the Home Office

Our mission is to keep our citizens safe and our country secure. Our goals are to prevent terrorism, cut crime, counter extremism, protect the vulnerable, control immigration and promote economic prosperity.

This report covers the Core Department, its five Executive Non-Departmental Public Bodies (NDPBs) and the College of Policing. The NDPBs consolidated within the departmental boundary are: Disclosure and Barring Service (DBS), Independent Police Complaints Commission (IPCC), Office of the Immigration Services Commissioner (OISC), Security Industry Authority (SIA) and the Gangmasters Licensing Authority (GLA). The College of Policing is a company limited by guarantee. It is classified as an Arms Length Body by the Treasury, and is consolidated within the departmental boundary as a NDPB.

Our Vision for Sustainability

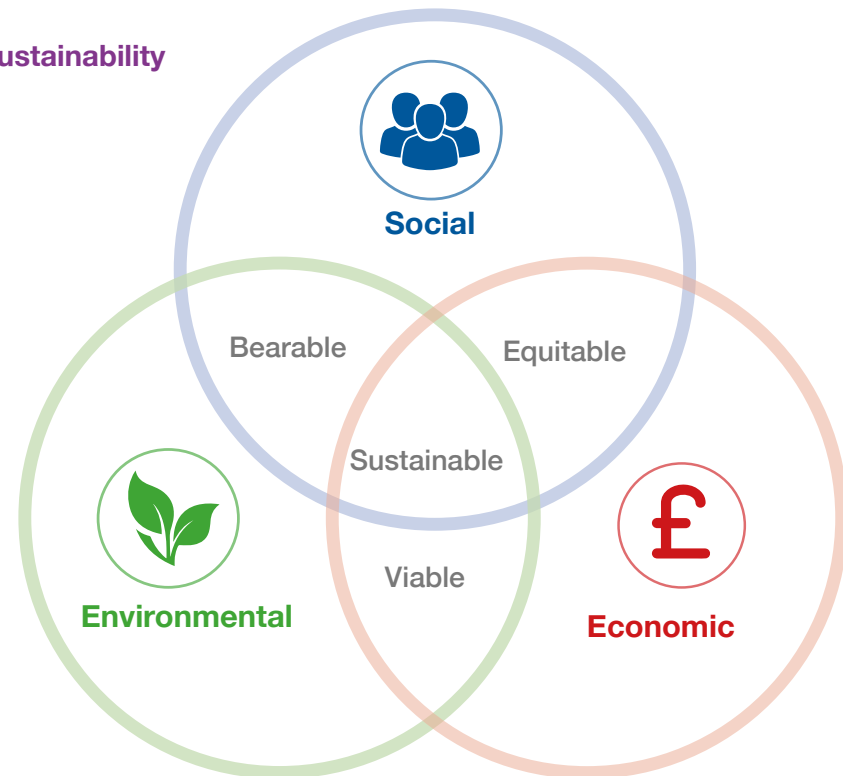
The British public can be assured that through the delivery of our services we are contributing to social well-being, ensuring environmental improvements and supporting the economy now and in the future.

About this Sustainability Report

This report outlines our sustainability performance between April 2015 and March 2016, but where appropriate, we have provided more up to date information correct at the time of publication.

Sustainability is about applying economic, social and environmental thinking to an issue and paying particular attention to the long-term consequences. It can be thought of as a long-term, integrated approach to achieving quality of life improvements while respecting the need to live within environmental limits. This is sometimes represented like this:-

The three areas of sustainability



This report expands upon the sustainability material already published in the [Home Office Annual Report and Accounts 2015-16](#). Making this report available helps us to be more accountable to our internal and external stakeholders. We report in accordance with guidance in HM Treasury's Government Financial Reporting Manual (FRM).

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See also

Please see our associated sustainability documents for more information:

› Sustainability infographic 2015-16
– a high level summary of performance

› Sustainability Statement – our key data
including expenditure

› Carbon cost of crime research

› Sustainability Report 2014-15

› Sustainability Report 2013-14

Contact us

Sustainabilityenquiries@homeoffice.gsi.gov.uk



Interactive PDF

Foreword by Ken Sutton Home Office Sustainability Champion



I am delighted to be our Sustainability Champion. This allows me to report our achievements during 2015-16 and to provide evidence as to how sustainability is embedded in all its guises in the way we work. In particular we have performed well against the Greening Government Commitments, reducing our greenhouse gases and cutting water and waste since 2009-10. We also received “Highly Commended” at the [Building Public Trust Awards](#) for last year’s Sustainability Report.

This report highlights the governance we have in place to address sustainability, the key mechanisms to reduce our environmental footprint and some of the work carried out this year to help us to improve our performance. For example, re-letting our facilities management contracts and working with the Home Office Smarter Working Unit to identify properties that can be dispensed with over the next five years will help us to ensure that our estate more readily meets our requirements. This report also provides an opportunity to highlight some of the many small, more local activities at a building and unit level, that are so crucial for our success.

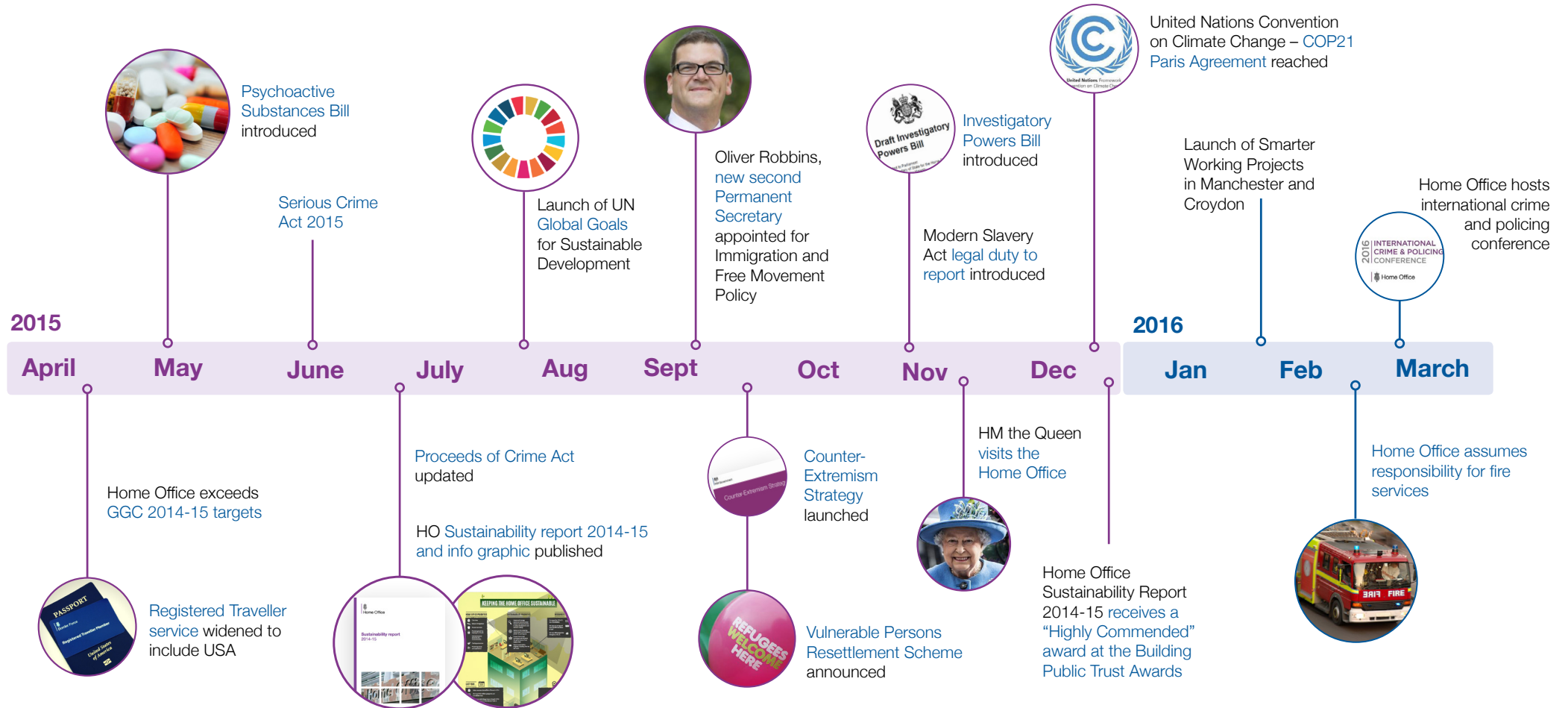
Our policies aim to contribute positively to the social and economic wellbeing for our citizens, through both legislative and non-legislative means. Highlights this year include the 2016 [Psychoactive Substances Act](#) introduced to reduce the harm caused by psychoactive substances, and the [Educate Against Hate Website](#) which provides advice and support about the threat of extremist organizations and radicalization.

In the months ahead, I want to help us explore and develop a wider range of opportunities to build sustainability into our wider plans and actions. I would like to see us go further in terms of reducing our environmental impacts, the impacts of our supply chain and ensuring that all our policies better encompass the ethos of sustainability. My challenge to the Department over the next few years is to become the most sustainable in government.

Ken Sutton

The Year That Was

2015-16 has been an eventful year for the Department and for wider sustainability goals in the UK. Major events over the last 12 months have been highlighted on our timeline below.



Our progress throughout 2015-16 on sustainability matters is detailed in the following pages. The report is split into four sections to outline 'Our Approach', the 'Greening Government Commitments', progress 'Around the Department' and how we plan to 'look forward'.

In this section we outline our general approach to sustainability in the Home Office. We detail the Department's overall objectives, what the drivers of sustainability in the Home Office are, which impacts and measures we consider to be the most material to the organisation, how we integrate sustainability in policy and decision making, how this is governed within the Department, how we communicate with internal and external stakeholders and how we are exploring further opportunities to study our impacts through a research project collaboration.

Home Office Objectives

Our business objectives are to prevent terrorism, cut crime, control immigration, promote growth and deliver efficiently by transforming the Home Office. Further details can be found within the [Single Departmental Plan](#) and our [Annual Report and Accounts](#). Sustainability is important throughout delivering social and economic outcomes to support efficiency and transformation. More information can be found in the “[Around the Department](#)” section.



Prevent Terrorism

Our priority is to reduce the threat from terrorism to the UK and its interests overseas so that people can go about their lives freely and with confidence. We are delivering this through the UK's strategy for countering terrorism (CONTEST).



Cut Crime

We aim to cut crime, and prevent abuse and exploitation. We are continuing to reform the police service to give it freedom and discretion to get on with fighting crime, and cutting bureaucracy and waste.



This also means enabling fire and police services to work more closely together, developing the role of elected and accountable Police and Crime Commissioners, and encouraging transparent leadership.



Control Immigration

We will work with partners in government to:



- Enhance our border security and strengthen the enforcement of immigration rules
- Take away opportunities for spurious legal challenge and opportunities to abscond
- Clamp down on the number of so-called 'satellite campuses' opened in London by universities located elsewhere in the UK
- Clamp down on illegal immigration and abuse of minimum wage
- Introduce tougher labour market regulation to tackle illegal working and exploitation



Promote Growth

Our strategic goals make an important contribution to securing economic growth:



- Cutting crime improves feelings of safety, reduces costs to business and creates a positive investment climate
- Counter terrorism not only protects individuals and their families, but also prevents a fall in net foreign investment and bilateral trade flows
- The border, immigration and citizenship system also has an important role to play in supporting growth and meeting the needs of UK businesses



Deliver effectively – transform the Home Office

We are committed to reducing our operating costs over the Parliament, while continuing to improve the efficiency and effectiveness of its service.



Drivers

We are determined to consider both quantitative and qualitative factors in our financial reporting.

This report and the supporting Sustainability Statement contributes quantitative data and costs largely through our performance to meet the Greening Government Commitments (GGC). The headline greenhouse gas emission target is in turn driven by the Climate Change Act (2008) and the 2015 Paris agreement.

This report also describes our wider non-financial contribution to society, to keep citizens safe and the country secure and to support growth.

We also subscribe to Government policies, including those on procurement, the estate and the digital agenda.

Figuring out what to report on is rather subjective but it is important to establish our materiality. An issue is material to the Department if it is substantially likely that the issue will affect decisions of a reasonable person. What is material should be a business priority.

Key drivers for sustainability in the Home Office



Materiality

As set out in previous Home Office sustainability reports, we began to explore our material impacts by comparing the carbon footprint of our estate and travel (captured within the GGC framework) to the unreported wider impacts associated with the work we do. This year we present our [supply chain emissions](#) for the last few years and an updated [footprint of IRCs](#).

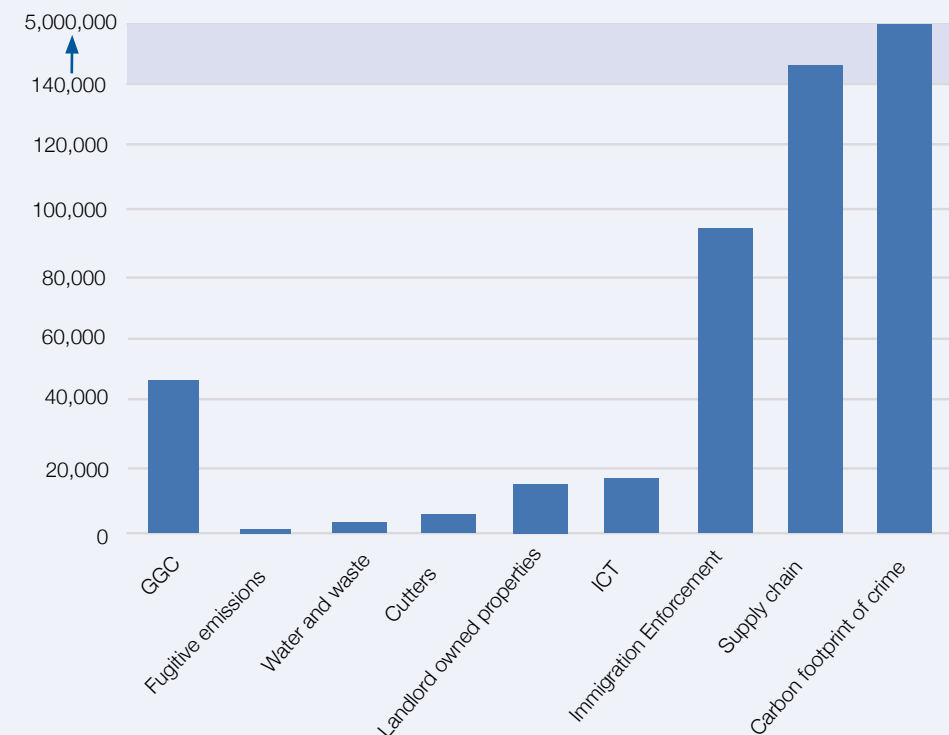
The GGC targets are material to our sustainability programme as they are the main measure of success for Government. We will continue to report on our supply chain footprint based on expenditure but have found it difficult to realise savings in this area. This is also true of some of our estate which we occupy but which is paid for as part of a service charge, operational removal flights and fuel used by our fleet of cutters. We have very little construction waste and our ICT is mostly provided by outsourced suppliers. We have contributed to discussions to consider setting formal greenhouse gas reduction targets for police forces within the auspices of GGC but as part of a wider public sector approach.

What is therefore most material to the Department are the areas where we can have most impact: these make up our sustainability priorities:

- Delivering the Greening Government Commitments (GGC)
- Assessing and managing the social and environmental impacts
- Seize opportunities in policy development and decision making
- Procuring from small businesses and achieve the overall, cross-government target of 33% of all spend in contracts to be spent with small and medium enterprises (SMEs) by the end of 2019-20

Home Office Sustainability Report 2014-15 footprint comparisons

Footprint (CO₂e)



Future plans

Our Sustainability Champion has encouraged us to challenge our approach and in Summer 2016 we will be holding a series of workshops to help us review our sustainability programme. We shall review our vision and governance, determine what drives sustainability, review how we add value and determine if our sustainability programme meets our existing and future needs.

Policy Development and Decision making

The Department is committed to applying sustainable development principles to our policy-making process. During the year we introduced a checklist of specific impact tests that now forms part of the policy impact assessment template, giving greater assurance that due consideration will be given to impacts often seen as peripheral, such as sustainability and rural proofing.

Adoption of the [Global Goals](#) in September 2015 (previously the Millennium Development Goals) will require Home Office (and wider government) involvement in the reporting of UK implementation on a number of key activities to deliver these goals. From the Home Office perspective, these include tackling violence against women and children, human trafficking, modern slavery, organised crime and counter terrorism, all fundamental to ensuring robust governance for successful sustainable development.



Examples of policies that demonstrate the three areas of sustainability (economy, society and the environment) over the last year include:

- **Immigration Bill 2015-16** - introduces new sanctions on illegal workers and rogue employers and aims to make the UK a less attractive destination for illegal migrants and those who seek to exploit them
- **Educate Against Hate** – a website that gives parents, teachers and school leaders practical advice on protecting children from extremism and radicalisation
- **Psychoactive Substances Bill 2015** – seeks to reduce the risk to public health through the better control of the new psychoactive substances market, prohibiting the supply of all substances to be consumed for their psychoactive effect. Over 3.5 tonnes of New Psychoactive Substances (NPS) or so called “legal highs”, were seized by Border Force officers in 2014-15 (75% on last year)
- **The Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)** – recorded 854 seizures of endangered species
- **Introduction of the Forced Marriage Unit** – to provide advice and support to protect those trying to stop a forced marriage or needing help leaving a marriage they have been forced into



Governance

The Home Office sustainability structure is outlined opposite.

Overall accountability for delivering and mainstreaming sustainability in the Home Office falls to the Permanent Secretary and is championed by the Director of Learning from Experience Team. Day to day delivery is carried out by the Sustainable Operations Team who seek input and advice from the Champion and a virtual sustainability network which comprises members from Home Office business units and functional teams. The Sustainable Operations Team acts as a focus and challenge to the Department to ensure sustainability principles are embedded into the business.

Home Office Senior Officials

Mark Sedwill
Permanent Secretary

Ken Sutton
Sustainability Champion

Minister

Rt. Hon Ben Wallace MP
Minister for Security

Sustainable Operations Team

John Cole
Head of Sustainability

Claire Soroczynski
Sustainable Development Manager

Helen Skudder
EngD Research Student

The Sustainability Network

Other Sustainability stakeholders drawn from the following business areas:

- Border Force
- Home Office Science
- College of Policing
- Capabilities and Resources including communications, HR and commercial
- Home Office Technology
- HM Passport Office
- International Immigration Policy Group
- UK Visas and Immigration / Immigration Enforcement

Stakeholder Engagement



We work with numerous stakeholders to achieve sustainable outcomes wherever possible as collaboration is an important aspect of our work. Here are some examples:

External

- Home Office representatives participate in the Cross Whitehall SD Forum, influencing sustainability across government
- We became an initial member of the new Whitehall wide recycling portal, Warp It
- We work with DECC and Defra to set the new 2016 -2020 Greening Government Commitment targets
- We attend the National Police Estates Group (NPEG) Environment Team meetings and have contributed to DECC discussions to consider setting formal greenhouse gas reduction targets for police forces as part of the wider public sector
- We support corporate charity partnerships. For 2015-16 Border Force have a charity partnership with Help for Heroes and Corporate Services have chosen the Charity for Civil Servants. All staff are encouraged to fund raise or use their 5 days volunteering leave
- We have contributed to the Climate Change Risk Assessment (CCRA) process as part of the Climate Change Act requirements

Internal

Save it!



The Save It Campaign for 2015 was launched in January, with a series of special events and workshops attended by over 350 staff aimed at encouraging staff to find innovative and effective ways to make savings. Examples of best practice were highlighted on posters displayed in Home Office buildings and this was followed by publicising advice on ways of saving money on booking travel, venues and hotels.

Staff travel guidance

In January 2016 we renewed our contract with our travel provider, Redfern. We negotiated better value for money by eliminating transaction fees for rail travel and hotels booked online. Guidance for staff is included within the booking portal and encourages booking advance tickets where possible, use of oyster cards and railcards where appropriate, and adhering to the policy that first class travel is only permitted in exceptional circumstances.

Home Office Excellence pledges

This year we launched the Home Office Excellence Campaign and encouraged staff to pledge ways of improving and helps us understand necessary changes we must make so that we can all improve the way we work to keep citizens safe.



Research in sustainability



As part of our commitment to exploring the wider impacts of our operations, for the last three years the Home Office has hosted an Engineering Doctoral student from the University of Surrey, Helen Skudder (jointly sponsored by Secured by Design and the Engineering and Physical Sciences Research Council). Helen has been researching the 'Carbon Cost of Crime' and her recent peer-reviewed publication on the research can be found online [here](#).

The key findings of this publication indicate that:

- Crime committed in 2011 in England and Wales gave rise to over 4 million tonnes CO₂e, equivalent to emissions of around 900,000 UK homes
- Burglary resulted in the largest proportion of the total footprint (30%) due to large volume of offences and the carbon associated with replacing stolen or damaged goods
- Criminal justice system services accounted for a large proportion of the total footprint (21% of all crime and 49% of police recorded offences)
- The estimated carbon footprint of different offences is detailed in the table below. Personal offences result in more emissions from the police investigation and prison time served, whereas property offences result in more emissions from the replacement of goods that are stolen or damaged

	Homicide	Assault	Vehicle theft	Sexual offences	Burglary	Robbery	Criminal damage	Shoplifting
Carbon Footprint (tonnes CO ₂ e)								
Per incident	71	5	2	1.4	1.3	1.1	0.15	0.05
Total in England and Wales (2011)	39,000	670,000	300,000	265,000	1,100,000	146,000	437,000	214,000

Using the research

A range of stakeholders may find this research interesting. For example, policy makers and analysts can now take into account an environmental cost of crime alongside the social and economic costs as part of crime prevention policy appraisals. Local Police and Crime Plan's (responsibility of Police and Crime Commissioners) may wish to detail the carbon impact of crimes, alongside potential savings made from reductions of crime. Crime prevention specialists may now also consider the potential added benefits in terms of carbon reduction of safer places.

Businesses can also use the information as an opportunity to address security and crime prevention concerns as part of their environmental strategies as these estimates can be used as a communication tool to engage security and sustainability staff to improve the overall added value to customers.

Limitations






Like all research there are limitations to the findings, predominantly associated with the carbon footprinting methodology. These are detailed more fully in the research article. For any questions about the research project or future research contact Helen.Skudder@homeoffice.gsi.gov.uk.



In this section we outline our progress against the [Greening Government Commitment \(GGC\) targets](#). These targets signal Government's ambition to address the key material environmental impacts of its operations (i.e. [greenhouse gases](#), [travel](#), [water](#), [waste](#), [paper](#) and wider [transparency targets](#)). They also aim to drive efficiencies and cost savings, reflect the policy agenda and hence provide credibility when pursuing policy ambitions on these topics.

Greening Government Commitments

The first GGC target reporting period ended in 2014-15. For 2015-16 Government set interim targets for "all Departments to work to maintain performance, based on the 2009-10 baseline and strive to improve on their outturn". Overall progress against these targets is detailed below.

Target	2009-10 to 2014-15 targets	2009-10 to 2014-15 reduction achieved	2015-16 performance
	25% reduction	-27%	-34%
	20% reduction	-8%	-31%
	10% reduction (by 2010-11)	-19%	-27%
	Reduce consumption	-43%	-47%
	25% reduction	-31%	-43%

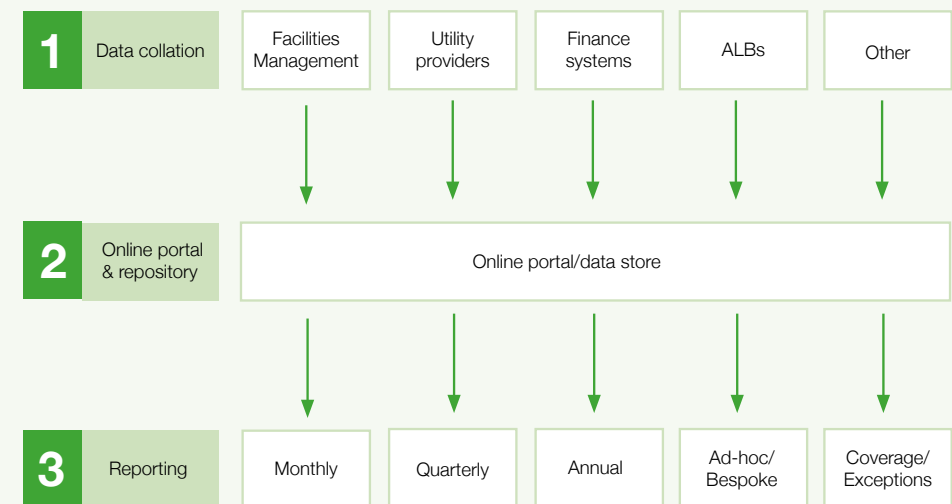
Achievements

We have continued to decrease the amount of greenhouse emissions we produce, the amount of water we consume and the amount of waste we generate.

Some progress

Although we have continued to reduce the amount of paper we use and the number of domestic flights we take, progress in 2013-14 and 2014-15 was variable and so we need to focus on these areas going forward to continue our overall downward trend.

During 2015-16 our GGC data was collated and assured by Carbon Smart using Greengauge, their online tool. This assures that the data being collected is accurate and as complete as possible. The data is collected from a range of stakeholders, such as facilities management companies, finance systems and others across the organisation. This is uploaded onto the online portal and is able to be interpreted and provided in various formats for reporting and analysis. Use of this tool allows the Home Office sustainability team to make a greater impact on GGC targets through concentrating efforts on improvements and projects rather than data analysis.



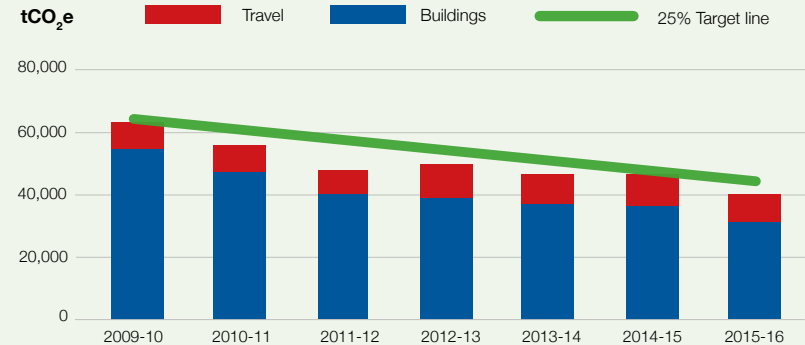
Greenhouse gas emissions



GGC Target:

25% reduction from 2009-10 baseline by 2014-15 (from buildings and travel)

In 2015-16 we achieved a 34% reduction against baseline



How was this achieved?

Working with our estate facilities management companies across the country, we have continued to reduce the amount of energy we use in our buildings by capital investment, rigorous use of monitoring daily energy use and utilising more efficient technology where possible. The fall in greenhouse gas emissions in the last year in particular were due to a fall in the conversion factors for 2015-16 and a milder winter meaning we consumed less gas.

Display Energy Certificates

Public [Display Energy Certificates](#) (DECs) show how efficiently public service organisations use energy in their buildings open to the public. DECs were required in 29 of our buildings in 2015-16, the ratings of which compared to previous years are shown below.

Year	DEC Rating							Total
	A	B	C	D	E	F	G	
2015-16	1		1	6	8	5	8	29
2014-15			2	5	9	2	8	26
2013-14				4	11	2	8	25
2012-13				4	4	3	7	18

Small changes – working with facilities management

In our London headquarters, **Bouygues Energies** and Services helped us introduce several small changes that have contributed to the overall reduction in the site’s carbon footprint. For example, retro-fitting LED lighting in our foyer is projected to save approximately 1,534 kWh (kilowatt hours) per annum and turning off the air-conditioning after 5pm has saved £50,000 during 2015-16.



Interserve have been helping us to drive an estate-wide heating strategy to more closely match occupancy on weekdays, weekends and public holidays. Careful consideration has been given to visits by the public, staff comfort and seasonal temperature ranges in different parts of the country.



In Vulcan House, Sheffield, site Facilities Managers adjusted the operational hours of the heating and our Automatic Metering Technology measured annual savings of over 160,000 kWh and £5,500.

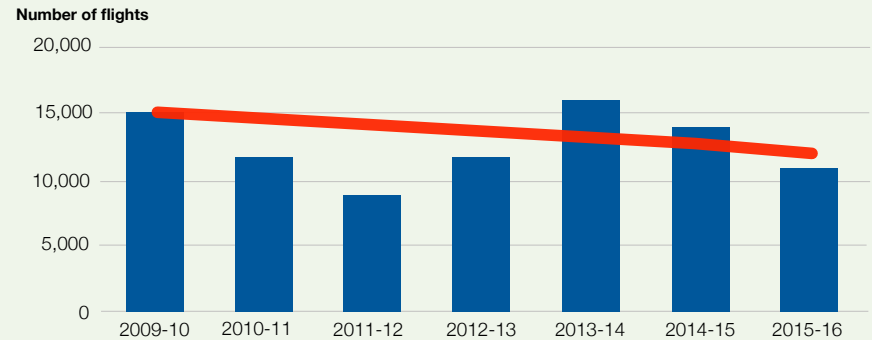
Travel (domestic flights)



GGC Target:

20% reduction of the number of domestic flights from 2009-10 by 2014-15

In 2015-16 we delivered a 31% reduction in domestic flights against baseline



How this was achieved?

To make the way we travel more sustainable we took advantage of the [Office for Low Emission vehicle](#) scheme to procure 16 vehicles for our fleet. We also ran a range of targeted communications on our intranet to stress the importance of cutting travel costs. We have also emphasized the need for staff to purchase “advance” or “two single” tickets to maximise savings wherever possible.

In 2015-16, we renegotiated our travel contract with Redfern, our travel provider. This has led to reduced booking fees and big savings.



Small changes

In April 2016 a revised travel manual was published. This is simpler for users to follow and will promote use of video and teleconferencing as an alternative to travel and ensure that only essential travel is undertaken. The focus of this manual will be on reduction of carbon and cost savings.

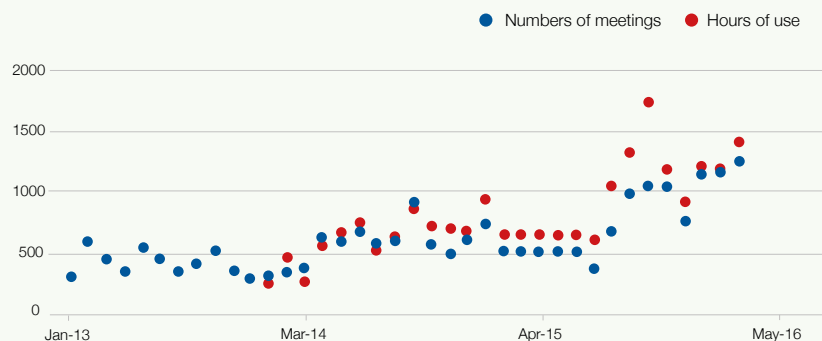
Several savings initiatives are being taken forward in 2016-17 including:

- Using our travel provider for all bookings so that we can utilise special offers, advance bookings, non flexible tickets and make sure that we book standard rather than first / business class for all rail and flights
- Ensuring that essential travel has prior approval of line manager and budget holder
- Providing reports to the business to review and challenge all travel especially any bookings made in first class or out of policy

Alternatives to travel

To reduce the amount we travel, we continue to increase the use of videoconferencing throughout the Department.

2015-16 saw a 53% rise in usage (hours) across the estate.



Paper

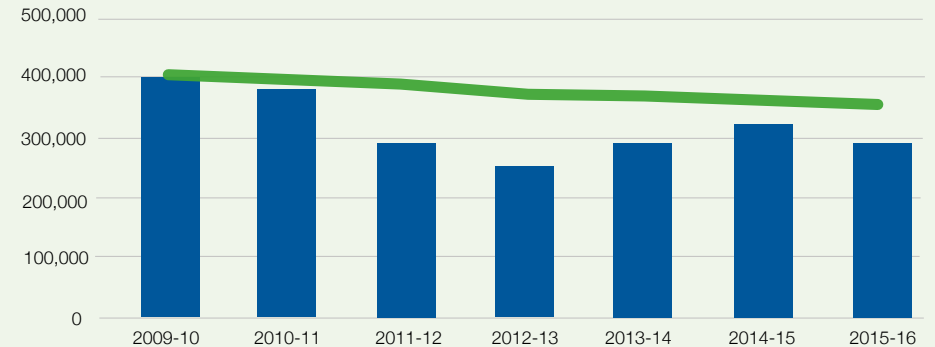


GGC Target:

Reduce paper consumption from 2009-10 baseline
(10% by 2010-11)

In 2015-16 we delivered a 27% reduction in paper purchased against baseline

Reams



How was this achieved?

Our reported use of paper is now on a downward trajectory after last year's rise, which was in part due to the transfer of work from overseas. New digital processes for fast tracking visas from China and Kuwait have reduced the need for paper applications.

Going digital

Much of the success in reducing paper purchased has been achieved by making more of our services online. The public rightly expect Home Office services to be as easy, accessible and non-bureaucratic as making a purchase online, while staff expect digital technology such as joined-up systems and databases and automated processes to make their work more effective.

Her Majesty's Passport Office have plans to move to fully digital customer services and aim to have 95% of all passport applications being made digitally by 2020. They achieved 75% online take-up (from 0%) in just 5 weeks when they introduced their online counter booking service in February 2016. Over 85% of overseas customers now apply for a visa online.

Through our [Digital by Default](#) strategy and a cross Home Office Digitisation Programme, we are:

- Moving services into virtual and shared cloud environments where possible
- Moving to a Managed Print service to reduce wasted printing and paper use
- Reducing the use of paper based interactions by re-engineering processes both within the Home Office and in our engagements with external stakeholders

Small changes

In November 2015 Bouygues introduced digital media boards in their catering facilities, significantly reducing the volume of paper and toner that was required on a daily basis to display menus and catering notices.

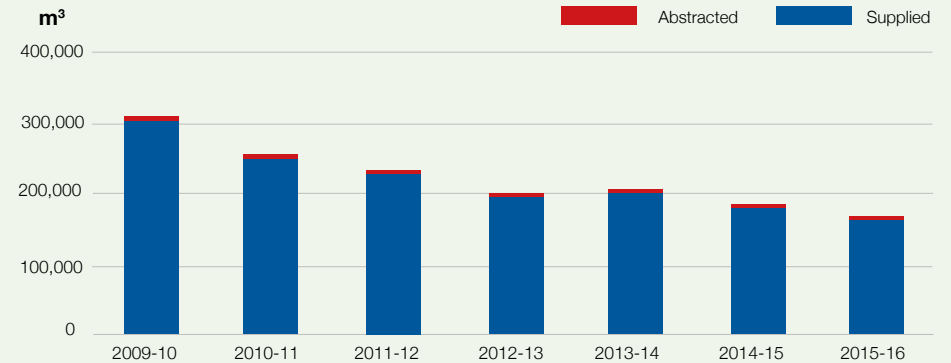
Water



GGC Target:

To reduce consumption from 2009-10 baseline

In 2015-16 we delivered a 47% reduction against baseline



How was this achieved?

During 2015-16, we ran a water saving campaign with posters across our local offices to encourage saving water behaviour.

Small changes – across the estate

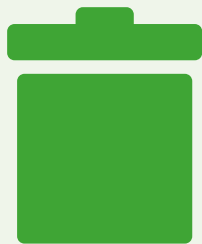
In Festival Court, Glasgow, an unusual spike in water use day and night was identified. A local engineer was called in to shut off the water flow feeding the urinals and reduce the number of flushes per hour (used for cleaning). This has saved approximately £600 per year, whilst still ensuring that hygiene levels were maintained.

On our Croydon estate, and by working with our facilities management, Amey, we focussed on three quick wins:



- Cistern Displacement Devices were placed in 50 cisterns during 2015-16 to displace around 1 litre of water every time a toilet was flushed. Saving 250,000 litres of water per annum, at no cost to the Department
- Small leaks were detected by adding a simple food colouring dye to toilet cisterns and leaving them for 30 minutes. Saving the equivalent of 100,000 litres of water per annum
- Water consumption advice was not working in our public areas of Lunar House as taps were frequently left running, wasting over 6 litres of water per minute. By installing single feed, infrared sensor taps with a low energy/flow rate, we were able to provide a 70% water reduction in this area. Saving over 12,000 litres per day in the building, at an outlay cost of £10,000

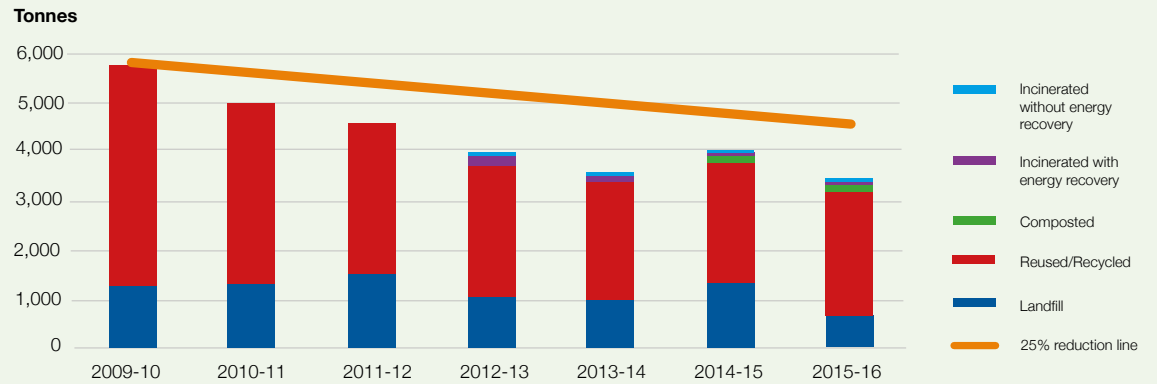
Waste



GGC Target:

25% reduction from a 2009-10 baseline, by 2014-15

In 2015-16 we delivered a 43% reduction against baseline



How was this achieved?

Throughout 2015-16, we improved recycling facilities in our offices in Leeds and ran an information campaign alongside aimed at making recycling relevant to staff.

As part of our efforts to avoid waste we ensure that all unwanted Border Force uniforms are disposed through the Defence Services Authority, with less than 1% going to landfill.

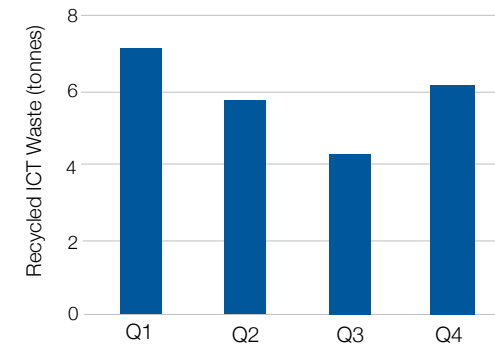
In some of our locations we were provided with better and targeted reports on our waste throughout the last year, which have enabled us to identify opportunities to improve our waste collection.

Food waste

Our work in reducing food waste and packaging across the estate has been recognised as by the Hospitality and Food Service Committee, part of the [Waste Reduction Action Plan](#) from 2012-2015 which achieved a 5% reduction in food waste and packaging, measured from a 2012 baseline. This equated to a 80,000 tonne reduction and a 3.9% reduction in carbon emissions. This is due to be replaced by the [Courthold Commitment 2025](#).

ICT waste

Our main ICT supplier, Fujitsu, provides us with information about our outsourced recycled waste. Throughout the last year we recycled or re-used over 9,000 items of computer and electrical equipment, amounting to 23.5 tonnes.



Our data



Our data comes from several sources, detailed in the illustration below, including facilities management providers, our arms length bodies (ALBs) and non-departmental public bodies (NDPBs), our internal finance system (Adelphi) and others. This data is all collated and assured by our external data service handlers Carbon Smart. We continue to provide live energy, water and waste data on our [Eco-driver site](#).

The data provided within this sustainability report, and all other sustainability related statements is considered true and correct as of 31st May 2016.



Normalised data

Normalising our raw data with the number of staff or area of a building enables more meaningful comparisons to be made.

Normalised Data			2011-12	2012-13	2013-14	2014-15	2015-16
Energy 	Carbon	Tonnes CO ₂ e per person	2.26	2.13	2.14	2.12	1.81
		Tonnes CO ₂ e per square metre	0.12	0.12	0.12	0.12	0.11
	Energy (kWh)	Energy used per person	5,678	5,553	5,612	5,018	4,496
		Energy used per square metre	294	317	309	282	262
Cost (£)	Cost per person	474	473	502	467	449	
	Cost per square metre	24.56	26.98	27.64	26.21	26.1	
Water 	Water (m ³)	Water used per person (office)	12.2	8.6	9.4	7.6	8.8
		Water used per person (office and non-office)	15.7	12.6	13.2	10.6	10.1
	Cost (£)	Cost of water per person	24.7	21.5	24.5	23.5	24.1
Waste 	Weight (kg)	Waste per person	230	200	180	200	170
	Cost (£)	Cost of waste per person	26.26	23.19	19.55	N/A	15.08

Transparency target

The Greening Government Commitments also require that Departments are open and transparent on the steps they are taking to address other key areas which we detail here.

Biodiversity and the natural environment



We are in the process of implementing Local Biodiversity Action Plans (LBAPs) and Site Management Agreements (SMAs) at designated sites, including our Sites of Special Scientific Interest (SSSIs), to support our statutory and mandatory obligations to the natural environment.

We have installed bee hotels at our Langhurst site and the planting of new flower beds and installation of bird boxes at our Hendon office. In the coming months there are further projects planned for several Immigration Removal Centres (IRCs), including wildlife gardening, to incorporate more native species and a bird, bat and invertebrate box programme.



The Verne, one of our IRCs, hosts a SSSI and is being jointly managed with the neighbouring prison HMPYOI Portland. We are also working with Carillion, the FM provider, to manage the protected species on the site. We have conducted species surveys over the site and uploaded these onto the National Biodiversity Network (NBN) data-hub which assists towards reporting against Biodiversity 2020.

Climate Change Adaptation



The Department ensures that its policies reflect the demands made by the impact of climate change. The Public Order Unit leads on police resilience and the police's critical national infrastructure, in order to react to changing demands. Border Force policy looks at the effects of migration and how to deal with surges caused by events abroad.

We contributed to the Climate Change Risk Assessment (CCRA).

Protecting ourselves against the impact of climate change is important. A major risk for our estate is flooding. Winter 2015 saw the closure of one of our reporting office in Leeds because of flooding and this was mitigated by re-locating to other nearby centres to continue with business operations.



Sustainable construction



Sustainability throughout our supply chain is an important priority, and in particular in any construction projects. We ensure the Government Buying Standards (GBS) are enforced including the Central Point of Expertise on Timber guidance.

The construction contractors are required under the terms of the contract to provide the project management consultant with evidence that timber provided has been obtained from a legal and sustainable source. In the last year we refurbished Soapworks, our new Manchester hub, and are pleased that it will achieve a B rating EPC, and a BREEAM rating “Very Good”.



Operational travel



Border Force cutters play a key role to achieve our objectives related to migration and throughout the last year it has been instrumental in operations in the Mediterranean working with the Royal Navy, Royal Marines and other agencies. Border force vessels were deployed for five months around Italy and saved 1,650 lives and intercepted 26 suspected people smugglers. The diesel fuel use of our cutters has been dropping in recent years, saving several thousand tonnes CO₂e each year.

Year	Diesel Fuel Use	% change (year on year)
2013	5,153	
2014	4,024	-22%
2015	2,864	-29%

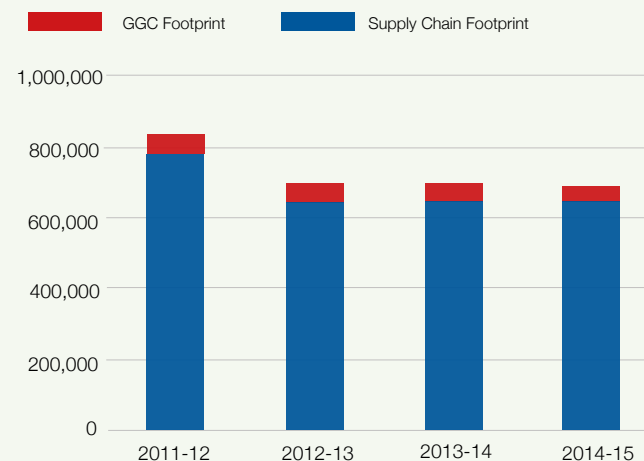
Our Supply Chain



We ensure that sustainability is factored into how we buy goods and services and ensure that value for money is reflected over the lifetime of the contract. Government Buying Standards (GBS) are incorporated throughout the procurement process. When asked by Defra about the percentage of British Dairy products, we were able to say that at least 80% were sourced from British manufacturers for example.

The Department has an internal target to increase the amount we spend with Small and Medium Enterprises (SMEs) to 33% of all spend by 2020. In 2015-16 we had achieved 20%, a rise of 1% from last year.

We continue to monitor the carbon footprint arising from spending on suppliers. This has been falling over recent years and reflects the reduced budget allocated to the Department as shown below.



People



Building the capability of our staff remains central to our ability to deliver better as an organisation. The Home Office Skills Plan for 2015-16 set out ten priority areas where learning and development can be translated into improved performance and productivity and delivery of Home Office objectives. The priority areas identified were:

- Leadership of Operations and Change
- Management Skills
- Operational Skills
- Working with Ministers
- Policy Making
- Commercial and Finance
- Project Delivery
- Digital
- Leadership Development Programme
- Data Analytics

The Home Office has in place a consultative framework for engaging trade union representatives. There are four recognised Trade Unions and facility time is provided to allow union representatives to take part in industrial relations duties.

The Home Office recognises that staff who undertake voluntary work not only benefit the communities in which they live and work, but also gain skills and experience that may be useful in the workplace

Staff can apply for special leave with pay of up to five working days a year to work outside the Home Office as a volunteer. More days are available for staff who undertake specific community work such as being a special constable, magistrate or school governor. Links to a wide range of volunteering opportunities are advertised on our intranet.

People Survey

Every year the Cabinet Office commissions the Civil Service People Survey to be conducted across all government departments. This survey is a great opportunity for staff across the Civil Service to voice concerns or celebrate improvements in their individual organisations.

The survey includes questions related to

- Everyday work
- Organisational objectives and purpose
- Management and teams
- Learning and development
- Inclusion and fair treatment
- Resources and workload
- Pay and benefits
- Leadership and change management

Every year the Department works to improve scores across these areas and engage staff more through this process.



In this section we are able to demonstrate how directorates around the Department make varying contributions across all three pillars of sustainability: social, economic and environmental. We make a valuable contribution to wider social issues, like social justice and cohesion, feeling safe and supporting the community and we do this whilst measuring and reducing our environmental impacts where possible and supporting our own staff and the wider economy.



Sustainability around the Department

Crime and Policing



The Home Office [Modern Crime Prevention Strategy](#) was launched in March 2016 at the [International Crime and Policing Conference](#). It outlines the actions we are taking to prevent crime and the research it is based on.

Our new approach to crime prevention is based on targeting what the evidence suggests are the six key drivers of crime:

- Opportunity
- Character
- Effectiveness of the Criminal
- Criminal Justice System (CJS)
- Profit
- Drugs
- Alcohol

The Home Office has an important enabling role in encouraging modern crime prevention to become second nature at national, regional and local level. But others, including law enforcement, industry and members of the public, will also play a key part in ensuring that we can all respond to the crime prevention challenge ahead. Reducing crime helps increase community safety and social cohesion – a key part of social sustainability.

Gang related violence



In the last year we introduced new policies to reduce violence and prevent the exploitation of vulnerable people by gangs. Nine new areas of the UK will receive targeted support through the Home Office and experts to better understand the nature of gang-related violence and exploitation, identify opportunities for collaborative working and share effective ways of overcoming local challenges.

Drugs Policy



A landmark law to end the trade in harmful psychoactive substances and protect young people in the UK from the risks posed by these drugs received Royal Assent on 28 January 2016.

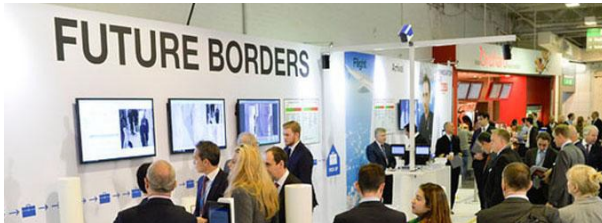
The [Psychoactive Substances Act](#) will create a blanket ban on the supply of psychoactive substances. It will criminalize the supply, production, importation and exportation of psychoactive substances and give police and other law enforcement agencies greater powers to challenge this trade. The Act came into force on 26 May 2016, and will complement and be used alongside the existing [Misuse of Drugs Act 1971](#).

Border Force



We have demonstrated our latest thinking at the Transport Security Expo in December 2015, with the Future Border Experience. This included a demonstration of how we use future technology for detection and screening, such as biometrics, behavioural analysis, and advanced data analytics, can help smooth the experience of border crossing for legitimate purposes.

Advances in data and digital technology will allow frontline officers to focus fully on combating criminality and enhancing border security, whilst saving the Department money and potentially reducing our impact on the environment with technology enhancements.



Our Border Force detector dogs also play a major part in the Home Office's fight against crime at the border as they have the ability to screen large amounts of passengers and their baggage with minimal disruption.

It is not only drugs that detector dogs are trained to detect. A six-year-old Springer Spaniel, Ruby, based at Heathrow, has made hundreds of finds and in her career, to date, she has detected £10.5 million being transported through the airport. Her largest single haul was £200,000 in cash and banker's drafts she found in hand luggage heading for Thailand. Detecting the special ink used to print bank notes is a challenge because the smell of money varies more than drugs or explosives and most people carry cash on them when they travel.

Detecting fake and counterfeit goods is also a key part of Border Force work. The Anti-Counterfeiting Group (ACG), which represents the voice of business in shaping an effective deterrent to counterfeiting in the UK, presented a certificate 'For Excellence in Anti-Counterfeiting Enforcement' to the Border Force Team Whybrow for seizing £10 million worth of fake goods.

The team intercepted a Dutch-registered lorry containing a consignment of cosmetic gift sets which included products purportedly from Dior, Chanel, Bobbi Brown and Estée Lauder. Working with Kent Trading Standards the team were able to confirm that these goods were not genuine.

ACG also ran a campaign about fake goods, highlighting the true cost of counterfeit products as they fund criminal organisations around the world which cost the community money, and compromise security and safety. The campaign encourages the public to 'buy real', for more information see www.ibuyreal.org

Preventing extremism and radicalisation



A new website was launched which aims to help parents, teachers and school leaders understand how to protect young people from extremism and radicalization. The [Educate against hate website](#) provides advice, support and resources that help explain the threat that extremist organisations pose, how radicalization happens, how parents and teachers can spot the signs of radicalization, and where they can get further support if they have concerns. The website is part of a wider package of measures designed to better protect children from extremism under the [prevent duty](#).

Fire & Rescue Services



Responsibility for fire and rescue services transferred to the Home Office in January 2016, and new legislation will enable Police and Crime Commissioners (PCCs) to take responsibility for their local fire and rescue services. The measure is part of a range of changes designed to bring about closer working between the police, fire and rescue and NHS ambulance services and improve efficiency and the way they serve communities, protect the public and provide value for money for taxpayers.

During the winter of 2015-16, the Home Office launched a new [Fire Kills campaign](#) that aims to make sure people test their smoke alarms to prevent fire deaths.

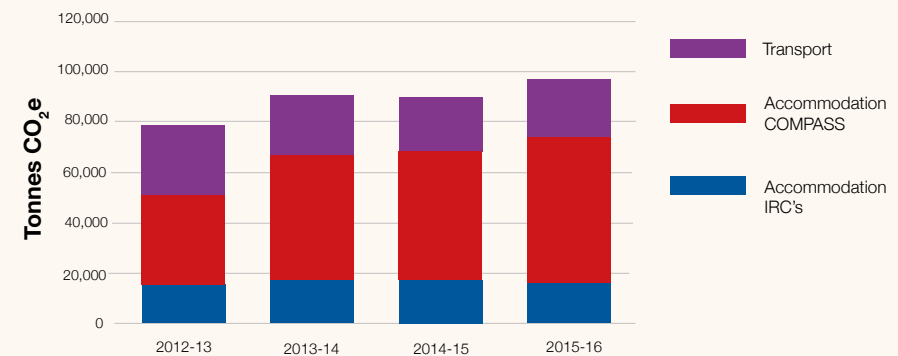
Immigration Enforcement



We appointed Carbon Smart to measure the emissions impact of the outsourced immigration accommodation and asylum support services for 2015-16. The graph below shows the emissions calculated per year. Improvements in data collection year on year have largely accounted for the increase in emissions.

Transportation is formed of escorting services within the UK and the use of chartered and scheduled flights for deportation and removal. These services account for 23% of the total emissions. The most frequented countries that scheduled flights were sent to in 2015-16 were India, Jamaica and Nigeria. The number of chartered flights, which have higher emissions due to lower number of passengers on board, continues to decrease year on year, from 52 in 2012 to 38 in 2015. Accommodation is formed of asylum accommodation and Immigration Removal Centres (IRCs) which hold people awaiting removal or deportation and asylum applicant housing. Asylum housing is all outsourced as part of the COMPASS programme. Accommodation continues to make up the majority of the emissions at 77% of the total.

Total annual emissions from immigration services



As part of the sustainability strategy, we introduced key performance indicators (KPIs) within our IRC contracts to ensure that we reduce energy, water and waste by 2% year on year over the lifetime of the contract and this is being reported on as part of the new GGC targets for 2016-17.

In this section we take a look at the future of sustainability in the Home Office. We show how we implement smarter working and technology, [save money](#) and deliver services more efficiently across the Department. We discuss how sustainability in the Home Office will be managed and reported on in the future and we explore the continuation of the Greening Government Commitments and other [targets](#) in the years to come.

Smarter working

Across our business we need to work smarter, and our ‘Smarter Working’ programme is the term used to refer to the new ways of working made possible by advances in technology and made essential by economic, environmental and social pressures.

The Home Office approach during 2015-16 has been to provide more collaborative working spaces, such as in Link House in Newcastle and the Seacole Atrium in our London Headquarters.

During the recent refurbishment at Link House, Newcastle, to facilitate the arrival of a new Immigration Enforcement team from Northumbria House we reconfigured underused meeting rooms to provide a public facing interview suite, locker rooms, a new shower room and store. The second floor was reconfigured to provide open working area. The installation of new efficient lighting gave the building a general uplift and was well received by staff.

In the future we need to continue this and take advantage of mobile technology where appropriate to enable greater flexibility and agility. We are currently planning a wider rollout of new tablets and laptops across various areas of the Department.

A greater range of working locations will help support a better work life balance for our staff.

Flexibility in the time and location of work





Reducing reliance on physical resources



New tools and work environments



Modernisation of Seacole Atrium

Over the next 4 weekends in July, work will commence on the modernisation of Seacole Atrium.


The aim is to create an environment that will alleviate pressures on meeting room availability whilst accepting some of the Agile concepts of the 4th Floor West area, providing an innovative and flexible area, allowing somewhere for staff to hold informal team meetings, presentations but also providing personal space for staff, with access to a public Wi-Fi for retrieving up on personal emails, or even just taking a moment to ‘catch-up’.

This area is currently a highly under-utilised space, which looks very cold and unconvincing. We want to create a more modern, dynamic and flexible area.


The design that has been created provides:

- A flexible space that will provide a balance for staff to use for both work and pleasure
- An area where staff can conduct small and medium sized meetings up to 200
- Ideal area for ‘Show and Tell’ and Presentations
- Consideration has been given to providing individual space where staff can either work in peace or just chill out
- The inclusion of a completed area will further improve noise and provide a greater overall level of comfort
- Public Wi-Fi access across the atrium
- Provide an information hub for DMS.


Chill-out & Social Area




Stimulate Productivity



Environment



Agile



Sustainability

Carpet & Fabric Samples

Financial management and future reporting

The way in which the [2015 Spending Review](#) (SR) settlement was agreed demonstrated how well our overarching finance strategy supports the Department. The SR settlement provides the clarity needed to develop transformation plans through to 2020, it also enables us to provide operational areas with their spend allocations. We have targeted:

- Transformation
- Measures to maximise income
- Staffing costs
- Strict restrictions on contract and estates spending

We have demonstrated effective cash management throughout the financial year. This included managing the cost pressures associated with the Syrian and Northern Europe migrant crisis as well as the Riot Damages Act consequential loss litigation (now resolved with Supreme Court judgment in our favour).

The creation of a **Shared Estates Service (SES)** is a strand of the Cabinet Office's [Functional Leadership Programme](#) which is driving the integration and sharing of government's expert corporate functions, including Legal, Communications, Internal Audit, IT, Commercial and HR. Managed by Ministry of Justice, SES will be responsible for providing property services across six departments. SES is about delivering property business requirements to 2020 and beyond.

Sustainability teams have been in the forefront of this transition, integrating to create a new Sustainable Operations Team. We started providing joint cluster reports to our clients in December 2015. Future reporting on sustainability within the Home Office will therefore fall to the responsibility of this new team who are reviewing the options for continuing to deliver a Home Office report and consider what opportunities there are to report collectively in the future. The new combined estate for GGC reporting comprises over 1300 buildings (Prisons, Courts, Probation, Headquarters buildings, Immigration Removal Centres, Immigration Reporting Centre's and the QEII Conference Centre) and 15 Sites of Special Scientific Interest.



Future sustainability targets

Greening Government

The Government has announced the continuation of the Greening Government Commitments, with new targets set to the year 2020. These include specific targets for individual departments. The targets set for the Home Office, compared to 2009-10 baseline include:

Overall greenhouse gas emissions to be reduced by 34%, this is made up of:

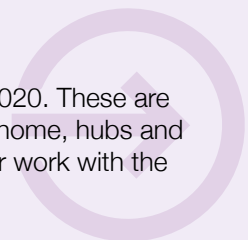
- Home Office central reduction of 40%
- Immigration Removal Centres reduction of 10% (previously excluded)
- Reduce the amount of waste going to landfill to less than 10%. Also continue to reduce the overall amount of waste generated and increase the proportion of which is recycled
- Reduce the number of domestic flights by 30%
- Reduce paper use by 50%
- Reduce water consumption (internal target)

In addition to the above targets, the Government also commits to buying “greener” products and services and being open and transparent about:

- Climate change adaptation
- Biodiversity and the natural environment
- Procurement of food and catering services
- Sustainable construction
- Other issues that departments consider to be most significant to reducing the environmental impact of their activities

Beyond 2020

As the Government sets a new Carbon Budget to deliver Paris 2015 commitments, we expect that a new set of GGC targets will be set post-2020. These are expected to cover the wider public sector and to encompass new reporting challenges including greater outsourcing and flexible working from home, hubs and other touchdown facilities. We plan to continue to report on our wider impacts and consider the merits of a Criminal Justice report to join up our work with the Ministry of Justice and the Crown Prosecution Service as part of the new Sustainable Operations Team under the Shared Estates Service.





We welcome your feedback: SustainabilityEnquiries@HomeOffice.gsi.gov.uk

Home Office energy use and sustainability activity can be found at: <https://www.gov.uk/government/organisations/home-office/about/our-energy-use>

See our energy and water use LIVE! <http://webview2.ecodriver.net/HomeOffice/>