



HM Government

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# **Greening Government Commitments**

## **Annual report April 2014 to March 2015**

**November 2015**



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Figures for financial savings on pages 4, 7 and 10 were corrected in January 2017.

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## Ministerial foreword

The Greening Government Commitments encapsulate an unprecedented level of ambition for reducing the UK government's environmental impacts within a 5-year period. The results reported here reveal that those ambitions have led to impressive results in most areas. Greenhouse gas emissions and waste arisings have both been reduced by 22% across the whole of government; paper use by 38% and water consumption by 11%. Domestic flights have also been cut by 18%.

While these headline achievements may fall slightly short of the targets set for 2014-15, the picture at department-level shows that many departments are meeting and exceeding targets, while others are recording valiant reductions in face of significant operational challenges.

Overall, the reductions outlined here are estimated to have saved the government £139m<sup>1</sup> in energy, waste and water costs in 2014-15 compared to 2009-10. The government is currently considering future Greening Government arrangements.

Oliver Letwin, Chancellor of the Duchy of Lancaster

Rory Stewart, Parliamentary Under Secretary of State for Environment and Rural Affairs

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<sup>1</sup> This figure was corrected from £185million in January 2017.

# Introduction to the Greening Government Commitments

The Greening Government Commitments form an ambitious framework of targets for reducing the UK government's environmental impacts by 2014-15 against a 2009-10 baseline. This includes cutting Greenhouse Gas emissions, domestic flights, waste, paper and water. The targets also aim to improve how government procures its goods and services to ensure they deliver the best full-life value for money, whilst reducing environmental impacts, and improve transparency in areas including climate change adaptation and biodiversity on the government estate.<sup>2</sup> This fourth annual report represents the culmination of the initial framework.

While there is still some work to do to meet all targets across government, it is clear that there have been considerable achievements in all areas.

The GGC targets apply to 22 central government departments and non-ministerial Government departments in England and many of their arm's length bodies (ALBs) (See Annex 2 for bodies in scope).

Under the 2010-2015 Coalition Government, the Home Affairs Greening Government Cabinet Sub Committee, chaired during 2014-15 by Oliver Letwin, Minister for Government Policy, and Dan Rogerson, Parliamentary Under Secretary of State for [Water, Forestry, Rural Affairs and Resource Management](#), scrutinised performance and urged further improvement. Policy support was provided by a group of experts from the Department for Environment, Food and Rural Affairs (Defra), the Department for Energy and Climate Change (DECC), the Cabinet Office (CO), HM Treasury (HMT) and the Department for Transport (DFT), with Defra providing day-to-day support to sustainability practitioners across government and coordinating performance reporting. A Sustainability Practitioners' Forums helps share experience and best practice.

All departments are responsible for the collection, and processing of their own data. Consultants from Carbon Smart provide additional quality assurance and in-depth reviews to ensure data consistency. Defra collates data on procurement, transparency and Arm's Length Bodies (ALBs) exempted from the targets but not reporting (chapters 9 and 10 and Annex 3).

This report enables readers to compare 4 years of consecutive performance and to see what each department contributed to the government's environmental footprint. The case studies help to illustrate individual departments' commitment and the innovative approaches taken to delivering the GGCs.

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

Greening the government's estate and operations remains a priority for the 2015-2020 government. Departments are expected to continue their efforts under the original GGC framework during 2015-16, closing the gap where targets were missed and striving for continued improvement where they were met. The government is currently considering future Greening Government arrangements.

## Summary of 2014-15 performance

### **GHG Emissions target: by 2015, reduce GHG emissions by 25% compared to a 2009-10 baseline from the whole estate and UK business-related transport**

- The government as a whole reports a 22% reduction in its emissions
- However, if MOD, which reports a 19% reduction despite its considerable challenges, is excluded, government as a whole reports a 25% reduction
- 17 out of 22 departments met or exceeded the target, compared to 16 in 2013-14
- Savings worth an estimated £118<sup>3</sup>m were achieved through reduced energy consumption<sup>4</sup>

### **Domestic Flights target: by 2015 cut domestic business travel flights by 20% compared to 2009-10 baseline**

- Government as a whole reduced the number of domestic flights it took by 18% compared to the baseline – no change on 2013-14 levels
- 8 out of 22 departments met or exceeded the target for a 20% reduction in flights.
- 4 departments reported an increase in the number of flights they made against the baseline

### **Waste target: by 2015 reduce the amount of waste we generate by 25% compared to 2009-10 baseline**

- Government as a whole reports a 22% reduction in total waste generated – the same level as 2013-14
- 16 out of 22 departments met or exceeded the 2015 reduction target, up from 13 in 2013-14 and 8 in 2012-13
- Government as a whole diverted 83% of its waste from landfill in 2014-15, up from 75% in 2013-14
- Savings worth an estimated £12.5m were achieved through reduced waste<sup>5</sup>

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<sup>3</sup> This figure was corrected from £139million in January 2017.

<sup>4</sup> Estimated savings across government in 2014-15 compared to the 2009-10 baseline. Energy savings from buildings have been calculated using the average of the previous two years' unit prices from DUKES 2014 Table 1.7 for public administration (electricity) and 'other' (gas), with the latter applied to Gas oil and LPG as well as natural gas.

<sup>5</sup> Based on the mid-point of gate fee plus landfill tax for non-hazardous waste from the 2013 Wrap report (£102 median) plus additional £70 assumed for transportation fees (based on increase from figures used for last 2 years). This gives a total of £172 /tonne. Actual costs could vary significantly depending on type of waste and distance to landfill site.

### **Paper consumption target: cut paper use by 10% in one year in 2011-12**

- The Government as a whole reports a 38% reduction in paper consumption, up from 31% in 2013-14
- All 21 departments which submitted data report lower paper consumption than in the 2009-10 baseline year
- 16 departments report improved reductions from the previous year.

### **Water Consumption target: by 2015, reduce water consumption from 2009-10 baseline and report on office water use against best practice benchmarks**

- The Government reports an 11% reduction in water consumption against the 2009-10 baseline
- 6 out of 22 departments met the challenging good practice benchmark for water use in offices
- 2 departments reported an increase in water consumption against the baseline
- An estimated £8.5million savings were achieved through reduced water consumption<sup>6</sup>

### **Procurement target: ensure Government buys more sustainable and efficient products and engages its suppliers to understand and reduce the impacts of its supply chain**

- Widespread incorporation of sustainability into departmental procurement guidance was reported
- Most departments now monitor the impact of their supply chains
- The majority of major refurbishment and construction projects demonstrated compliance with the sustainable timber policy and included the sustainable timber clause within contracts
- All reporting departments now have a policy in place to refurbish or recycle furniture where it is possible to do so.
- All departments now provide training to procurement staff in sustainability matters
- The cross-Government Sustainable Procurement Working Group was re-established, encouraging sharing of good working practices across government

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<sup>6</sup> Estimate based on Southern Water, Thames Water and SouthWest water charges for large users



**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; and people**

- All departments have published information against at least one of the transparency commitments in their Annual Report and Accounts
- 6 departments also make this information available via a dedicated web page
- 12 out of 22 departments have covered all 5 transparency commitments – up from 8 in 2013-14
- Most departments continue to report on climate change adaptation and biodiversity

# Greenhouse gas emissions

## Target: by 2015, reduce GHG emissions by 25% compared to 2009-10 baseline from the whole estate and UK business-related transport

### 2014-15 Headlines

- The Government as a whole reports a 22% reduction in its emissions
- However, if MOD, which reports a 19% reduction despite its considerable challenges, is excluded, Government as a whole reports a 25% reduction
- 17 out of 22 departments met or exceeded the target, compared to 16 in 2013-14
- Savings worth an estimated £118m<sup>7</sup> were achieved through reduced energy consumption<sup>8</sup>

### The target

The target of reducing Greenhouse Gas emissions (GHGs) from Government buildings and UK business-related travel by one quarter in a 5 year period is an ambitious goal. The target is seen as a crucial means of increasing Government efficiency as well as reducing its environmental impacts.

### Performance

Government has made good progress against this stretching goal, although performance in the target year has fallen a little short of the 25% target, with data showing a 22% reduction cross Government.

The scale and complexity of MOD's estate and operations means that GHG reduction not only poses a considerable problem, but significantly affects the Government total. Nevertheless, MOD reports a 19% reduction in emissions – an important achievement and the result of substantial effort and investment. With MOD's contribution excluded from the total, emissions from Government as a whole were cut by 25%, meaning that the target was met across the sum of 21 out of 22 departments.

MOJ too faces unique challenges in reducing emissions from its prisons estate, arising from the age of a large proportion of its buildings; security requirements, and the fact that it

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<sup>7</sup> This figure was corrected from £139million in January 2017.

<sup>8</sup> Estimated savings across government in 2014-15 compared to the 2009-10 baseline. Energy savings from buildings have been calculated using the average of the previous two years' unit prices from DUKES 2014 Table 1.7 for public administration (electricity) and 'other' (gas), with the latter applied to Gas oil and LPG as well as natural gas.

comprises both 24-hour residential facilities and industrial functions. For this reason, in addition to reporting its total emissions as a department, MOJ reports its administrative and custodial estates separately, which reveals that while the overall MOJ estate has achieved a not insignificant 14% reduction in emissions, the administrative estate has exceeded the target with a 26% reduction.

This level of reduction has required departments to change their approach to wide range of operations and to the way they occupy buildings, from offices to job centres, courts, prisons, military establishments, laboratories and listed buildings. In many cases, the result has been achieved through streamlining the Government estate, although increasing the energy efficiency of buildings has clearly played an important part. Energy savings in 2014-15 year are estimated to be worth £164m compared to the 2009-10 baseline<sup>9</sup>.

## Case studies – GHG reductions

Departments face a wide variety of challenges in reducing their GHG emissions.

MOJ's massive prisons estate comprises a large proportion of historic buildings where extensive modernisation is required to effect improvement. At HMP Wayland, a new biomass boiler (operating as the baseload with gas as top up fuel) has provided savings of 2,648 tCO<sub>2</sub> a year and £320,000 a year in operating costs. The biomass fuel is available from a local supplier 15 miles from the prison, and it has been suggested that the prison could grow its own willow crop as biomass fuel, managed by prisoners, thus reducing costs by a further £65,000 a year.

Many other departments are finding that as their buildings become more and more energy efficient, it becomes increasingly difficult to identify cost effective and technically feasible energy and carbon saving measures that can be retro-fitted.

Uniquely, policy priorities have led to DECC increasing the size of its estate, making further absolute energy reduction even more difficult. DECC used the Mayor of London's RE:FIT programme which provides a framework for the public sector to retrofit existing buildings with energy saving measures. Improvements made fell into 2 categories: Building Management System modifications and upgrades, including reducing the minimum speed settings for supply and extract fans whilst maintaining planned airflow and temperatures; and installing a variable speed drive for boiler house ventilation fan; and an LED lighting upgrade, replacing modular fittings with LED technology. Energy savings from the lighting upgrade were optimised by a new localised control system which not only automatically turns lights off in an unoccupied room but also dims them on in response to the levels of

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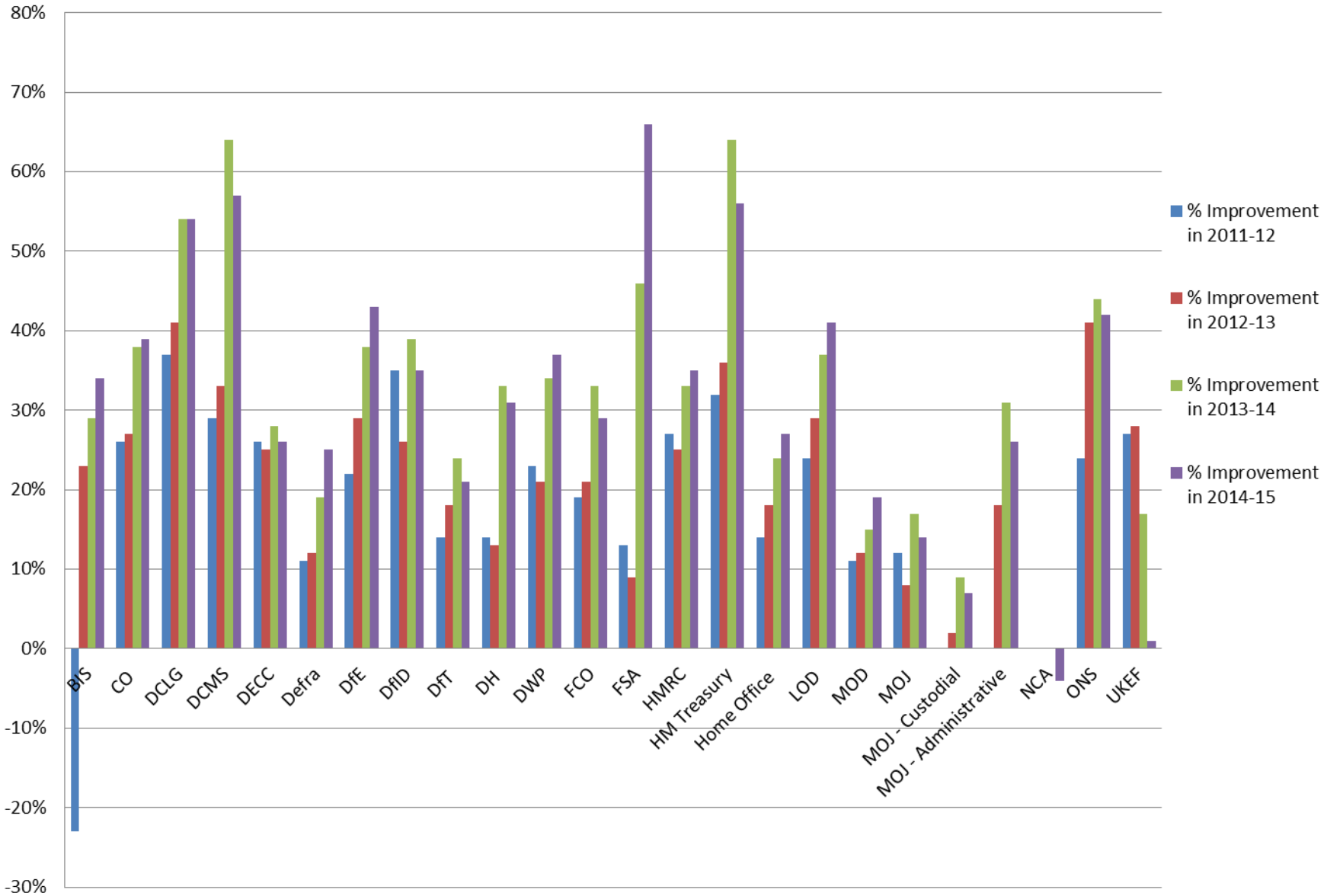
<sup>9</sup> Estimated savings across government in 2014-15 compared to the 2009-10 baseline. Energy savings from buildings have been calculated using unit prices from DUKES Table 1.7 for public administration (electricity) and 'other' (gas), with the latter applied to Gas oil and LPG as well as natural gas.

daylight. The lighting improvements alone are estimated to save 183,596 kWhs which represents 14% of the electricity used at DECC's HQ building in 2013-14.

The Home Office's facilities management company for the North and the West (Interserve FM) has been commissioned to provide specialist technical support for the implementation of an effective Energy Management System (EnMS) on 7 key buildings. The metering and monitoring system – including such measures as effective same day monitoring – is expected to save approximately of 10% in utilities costs and provide an in-year payback. This follows on from an ongoing shared-savings approach to energy management with Amey and British Gas in London and the South East since 2010 reducing billed utility expenditure by over £1.6 million in energy costs and carbon reductions.

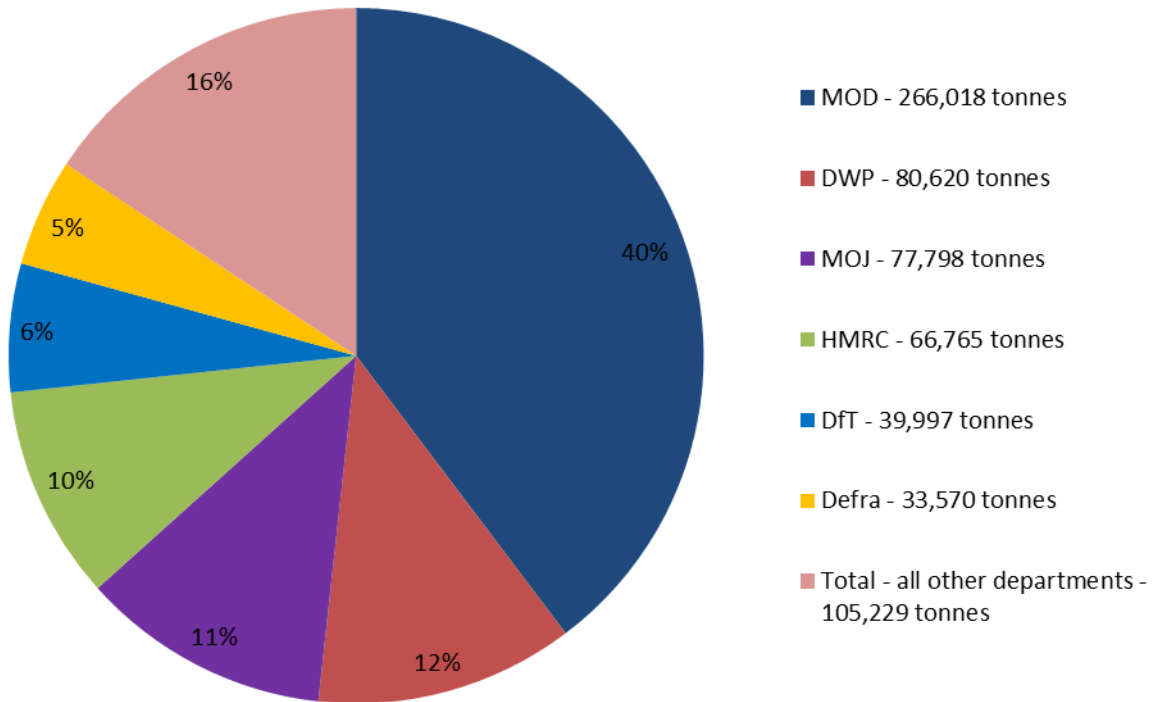
GHG Emissions (tonnes CO2e) - Target: 25% reduction by 2014-15 compared to 2009-10 (NO DATA = data not available)								
Department	Baseline 2009-10	Target 2014-15	Performance 2014-15	% improvement reported in 2011-12	% improvement reported in 2012-13	% improvement reported in 2013-14	% improvement reported in 2014-15	% of total emissions in 2014/15
BIS	63,539	47,654	41,829	-23%	23%	29%	34%	1.76%
CO	11,733	8,800	7,172	26%	27%	38%	39%	0.30%
DCLG	23,482	17,612	10,807	37%	41%	54%	54%	0.45%
DCMS	1,333	999	570	29%	33%	64%	57%	0.02%
DECC	3,103	2,327	2,309	26%	25%	28%	26%	0.10%
Defra	133,940	100,450	100,364	11%	12%	19%	25%	4.21%
DfE	22,313	16,735	12,821	22%	29%	38%	43%	0.54%
DfID	4,309	3,232	2,806	35%	26%	39%	35%	0.12%
DfT	190,170	142,628	150,173	14%	18%	24%	21%	6.31%
DH	56,774	42,207	39,086	14%	13%	33%	31%	1.64%
DWP	217,904	163,428	137,284	23%	21%	34%	37%	5.76%
FCO	19,234	14,425	13,682	19%	21%	33%	29%	0.57%
FSA	2,052	1,539	695	13%	9%	46%	66%	0.03%
HMRC	190,857	143,143	124,092	27%	25%	33%	35%	5.21%
HM Treasury	4,216	3,162	1,843	32%	36%	64%	56%	0.08%
Home Office	63,376	47,640	46,103	14%	18%	24%	27%	1.94%
LOD	16,063	12,047	9,405	24%	29%	37%	41%	0.39%
MOD	1,432,006	1,074,004	1,165,988	11%	12%	15%	19%	48.96%
MOJ	567,009	425,257	489,211	12%	8%	17%	14%	20.54%
<i>MOJ - Custodial</i>	<i>370,317</i>	<i>277,738</i>	<i>342,930</i>	<i>No data</i>	2%	9%	7%	14.40%
<i>MOJ - Admin</i>	<i>196,692</i>	<i>147,519</i>	<i>146,281</i>	<i>No data</i>	18%	31%	26%	6.14%
NCA	18,884	14,163	19,722	No data	No data	No data	-4%	0.83%
ONS	9,952	7,464	5,743	24%	41%	44%	42%	0.24%
UKEF	486	364	481	27%	28%	17%	1%	0.02%
TOTAL	3,051,402	2,289,281	2,382,188	12%	14%	20%	22%	100%
TOTAL EXCL MOD	1,619,396	1,215,277	1,216,200				25%	

## GHGs - % yearly reduction compared to 2009-10 baseline



# GHGs saved in 2014-15 (tonnes) compared to 2009-10 baseline

Proportion of GHGs saved attributed by department



# Domestic flights

## Target: by 2015 cut domestic business travel flights by 20% compared to 2009-10 baseline

### 2014-15 Headlines

- Government as a whole reduced the number of domestic flights it took by 18% compared to the baseline – no change on 2013-14 levels
- 8 out of 22 departments met or exceeded the target for a 20% reduction in flights.

### The target

This target is intended to provide a supplementary milestone in achieving the overall GHG reduction target. It aims to encourage departments to re-think their approach to business travel for routine business by focusing their attention on domestic flights, giving more consideration not only to less carbon intensive travel options, but also eliminating the need for travel altogether by using teleconferencing or videoconferencing options.

### Performance

An 18% reduction in domestic flights represents a reduction of almost one in 5 flights taken by Government employees. All departments but 4 (DCMS, DfID, Defra and UKEF) recorded a reduction compared to the baseline year, with DfT, DH, LOD and ONS recording reductions of over 40%. The split between MOD's administrative flights and front-line command (military) flights is shown to demonstrate the difficulty in reducing domestic flights required for core business. Reductions shown in the pie chart represent overall savings with both sides of the department taken into account.

### Case study – DVLA travel reduction programme

The DfT-sponsored Driver and Vehicle Licensing Authority (DVLA) reported an 87% reduction in domestic flights in 2014-15 compared to 2009-10, within the context of lowering business travel miles across the board; effecting a shift from car to rail for business travel purposes and hiring and procuring lower-emissions vehicles.

A change in culture led from the top was key to achieving these changes with the chief executive making a decision in 2006 that significant carbon savings could be linked to financial savings from reduced travel. Procedures were introduced requiring director-level approval for all travel. The subject of business travel was raised by the CEO in one-to-one meetings with all his directors, resulting in much more careful consideration of the need to travel.



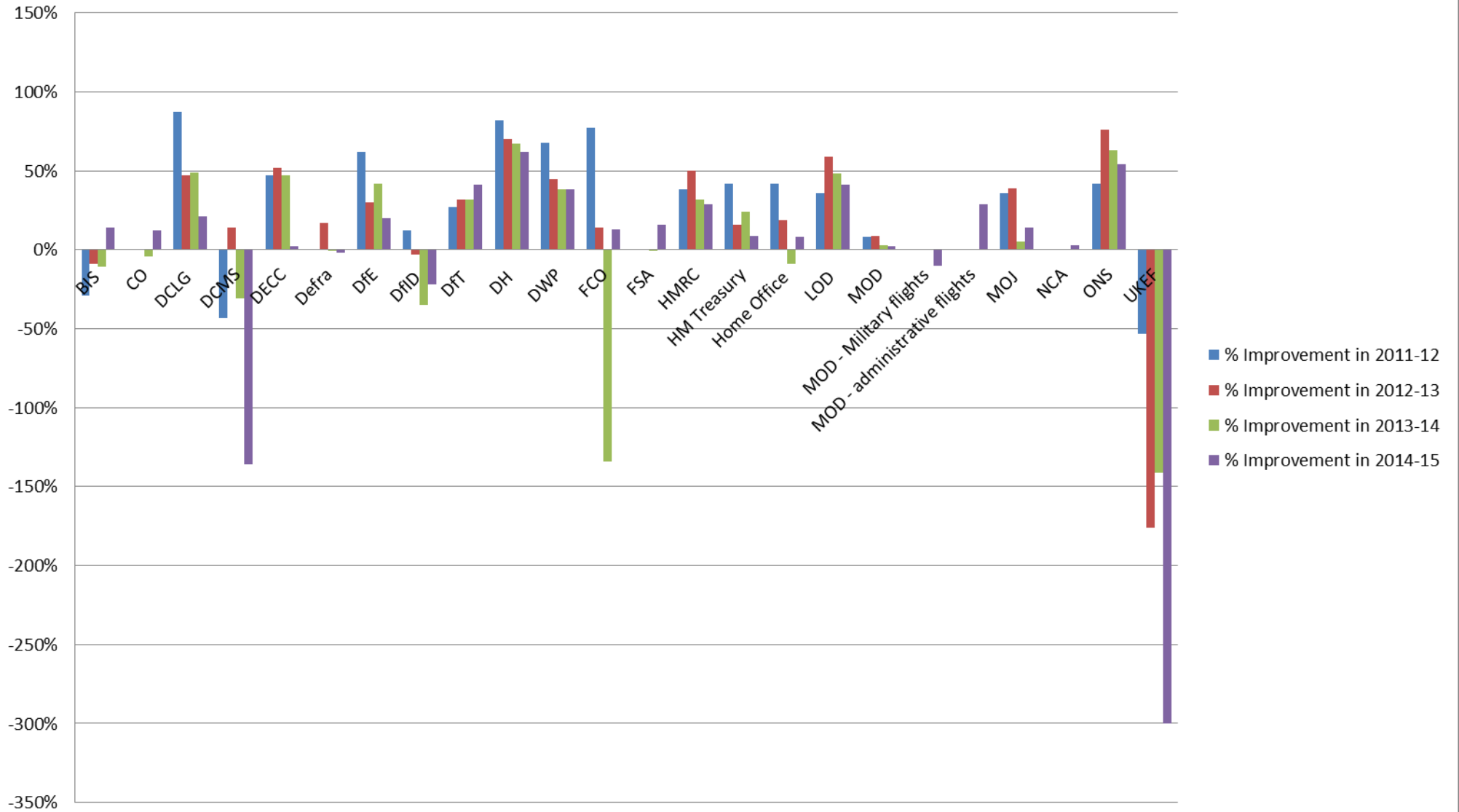
The centralisation of travel and accommodation bookings and fleet management under the sustainability team has also contributed. This ensured that travel options were considered with a keener eye for carbon savings than they may otherwise have been. The sustainability team were then not only able to produce the organisation's travel policies, but also to enforce them through their control over bookings. These policies included a travel hierarchy where staff must always consider public transport as the first option, and prohibiting staff from using their own car for journey longer than a 70 mile round trip. As the vehicles in the pool car fleet came to the end of their life, they were refreshed with lower emissions vehicles and the size of the fleet was rationalised from 25 vehicles down to 9. The team also worked with the hire car company to ensure that the lowest emission vehicles available are provided where possible.

The closure of 41 network offices has also been a significant factor, with lower travel requirements between offices. All telephones at DVLA have an audio conferencing function and there are many video-conferencing facilities across the whole estate, providing an alternative to travelling to meetings

**Flights (number of domestic flights - Target: 20% reduction by 2014-15 compared to 2009/10 (No data = data not available))**

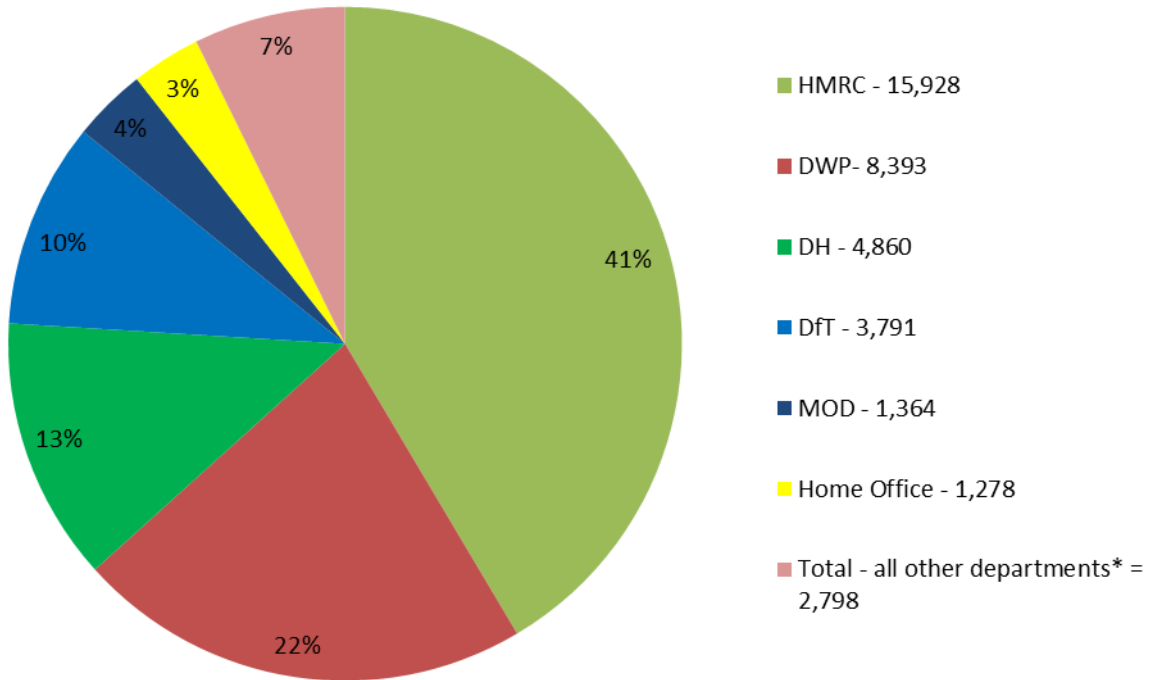
Department	Baseline (2009-10)	Target (2014-15)	Performance (2014-15)	% improvement in 2011-12	% improvement in 2012-13	% improvement in 2013-14	% improvement in 2014-15	% of total domestic flights in 2014-15
BIS	5,885	4,708	5,065	-29%	-9%	-11%	14%	3%
CO	2,306	1,845	2,034	No data	No data	-4%	12%	1%
DCLG	542	434	427	87%	47%	49%	21%	0%
DCMS	169	135	398	-43%	14%	-31%	-136%	No data
DECC	2,193	1,754	2,143	47%	52%	47%	2%	1%
Defra	3,351	2,582	3,412	No data	17%	-0.40%	-2%	2%
DfE	727	582	581	62%	30%	42%	20%	0%
DfID	3,610	2,888	4,390	12%	-3%	-35%	-22%	3%
DfT	9,169	7,335	5,378	27%	32%	32%	41%	3%
DH	7,893	6,314	3,033	82%	70%	67%	62%	2%
DWP	21,931	17,545	13,538	68%	45%	38%	38%	2%
FCO	735	588	636	77%	14%	-134%	13%	0%
FSA	1,718	1,374	1,439	No data	0%	-1%	16%	1%
HMRC	54,741	43,793	38,813	38%	50%	32%	29%	23%
HM Treasury	411	329	372	42%	16%	24%	9%	0%
Home Office	15,241	12,193	13,963	42%	19%	-9%	8%	8%
LOD	568	454	336	36%	59%	48%	41%	0%
MOD	66,274	53,019	64,910	8%	9%	3%	2%	38%
MOD - Front-line command flights	46,467	37,174	50,920				-10%	30%
MOD - administrative flights	19,807	15,846	13,990				29%	8%
MOJ	4,621	3,572	3,976	36%	39%	5%	14%	2%
NCA	3,692	2,954	3,598	No data	No data	No data	3%	2%
ONS	1,517	1,214	696	42%	76%	63%	54%	0%
UKEF	27	14	108	-53%	-176%	-141%	-300%	0%
<b>TOTAL</b>	<b>207,152</b>	<b>165,857</b>	<b>169,246</b>	<b>36%</b>	<b>30%</b>	<b>18%</b>	<b>18%</b>	<b>100%</b>

## Domestic Flights - % yearly reduction compared to 2009-10 baseline



# Domestic flights saved in 2014-15 (single flights) compared to 2009-10 baseline

Proportion of flights saved attributed by department



# Waste

## Waste target: by 2015 reduce the amount of waste we generate by 25% compared to 2009-10 baseline

### 2014-15 Headlines

- The Government as a whole reports a 22% reduction in total waste generated – the same level as 2013-14
- 16 out of 22 departments met or exceeded the 2015 reduction target, up from 13 in 2013-14 and 8 in 2012-13
- Government as a whole diverted 83% of its waste from landfill in 2014-15, up from 75% in 2013-14
- Savings worth an estimated £12.5m were achieved through reduced waste<sup>10</sup>

### The target

The GGC waste target focuses on waste prevention in line with the waste hierarchy<sup>11</sup>. A subsidiary target for HMRC go to market on behalf of the Government with a requirement for closed loop recycled paper was achieved in 2011.

The waste target also commits to ensuring that redundant Information and Communication Technology (ICT) equipment is reused within Government, the public sector, wider society, or responsibly recycled. For this reason, the split between ICT waste reused and recycled by departments is reported here (none is sent to landfill).

For the purposes of the GGC target, waste reused outside a department is still classified as waste. This means that although items such as surplus furniture may have been re-used by other organisations, this is still recorded under waste totals for the purposes of this report. However, the proportion of departments' waste sent to landfill is being reported in order to increase transparency and demonstrate the efforts being made by departments to prioritise reuse, recycling and energy recovery over disposal.<sup>12</sup>

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<sup>10</sup> Based on the mid-point of gate fee plus landfill tax for non-hazardous waste from the 2013 Wrap report (£102 median) plus additional £70 assumed for transportation fees (based on increase from figures used for last 2 years). This gives a total of £172 /tonne. Actual costs could vary significantly depending on type of waste and distance to landfill site.

<sup>11</sup> 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.

<sup>12</sup> More information on how government is managing its ICT waste can be found in the Green ICT Delivery Unit's reporting on the Greening Government ICT strategy at <https://www.gov.uk/government/collections/ict-strategy-resources#greening-government-ict>. The two strategies were formed at different times but are now being more closely aligned, with ICT providing essential services for helping departments meet their GGCs, including waste and

## Performance<sup>13</sup>

Waste levels remained static in 2014-15 at 2013-14 levels. This does represent, however, a significant reduction on 2009-10 baseline levels – a noteworthy achievement when it is considered that the majority of departments have been undertaking significant reorganisation and rationalisation programmes, potentially generating large volumes of waste from reducing the size of their operations. Savings are estimated to be worth £12.5m across Government (see footnote 7).

### Case study – Environment Agency Waste Reduction

Since 2008-09 the Defra-sponsored Environment Agency has reduced its office waste by 50%, reducing both costs and impacts on the environment. The reduction of 375 tonnes is equivalent to over 7,400 household wheelie bins of waste. The amount of office waste sent to landfill was also reduced by 96% since 2005-06. This means the agency sends only 8 tonnes of waste to landfill each year, equivalent to less than 1 kilogram per full-time-equivalent staff member, with an aim to send zero waste to landfill. The reductions have been achieved through a number of initiatives including staff awareness programmes, increasing source segregation, changing waste supplier contracts and ensuring life cycle is considered during procurement processes, such as for a new flooring contract.

Paper contributed significantly to the overall total waste produced. Measures taken to reduce paper use include print-less campaigns, increased digital storage, secure print to prevent unwanted printing and the introduction of scanning to all printer devices. The National Customer Contact Centre recruitment team took paper saving on board by going digital with all job applications, saving a ream of paper per role advertised. The remaining waste paper is recycled into new printer paper. This closed loop system prevented 115 tonnes of paper waste, saving 1,955 trees.

Where waste can't be recycled it is recovered as a resource. For example, each year 83.6 tonnes of Environment Agency food waste is sent to anaerobic digestion, producing 42 MWh of electricity – enough to power 10 average homes for 1 year.

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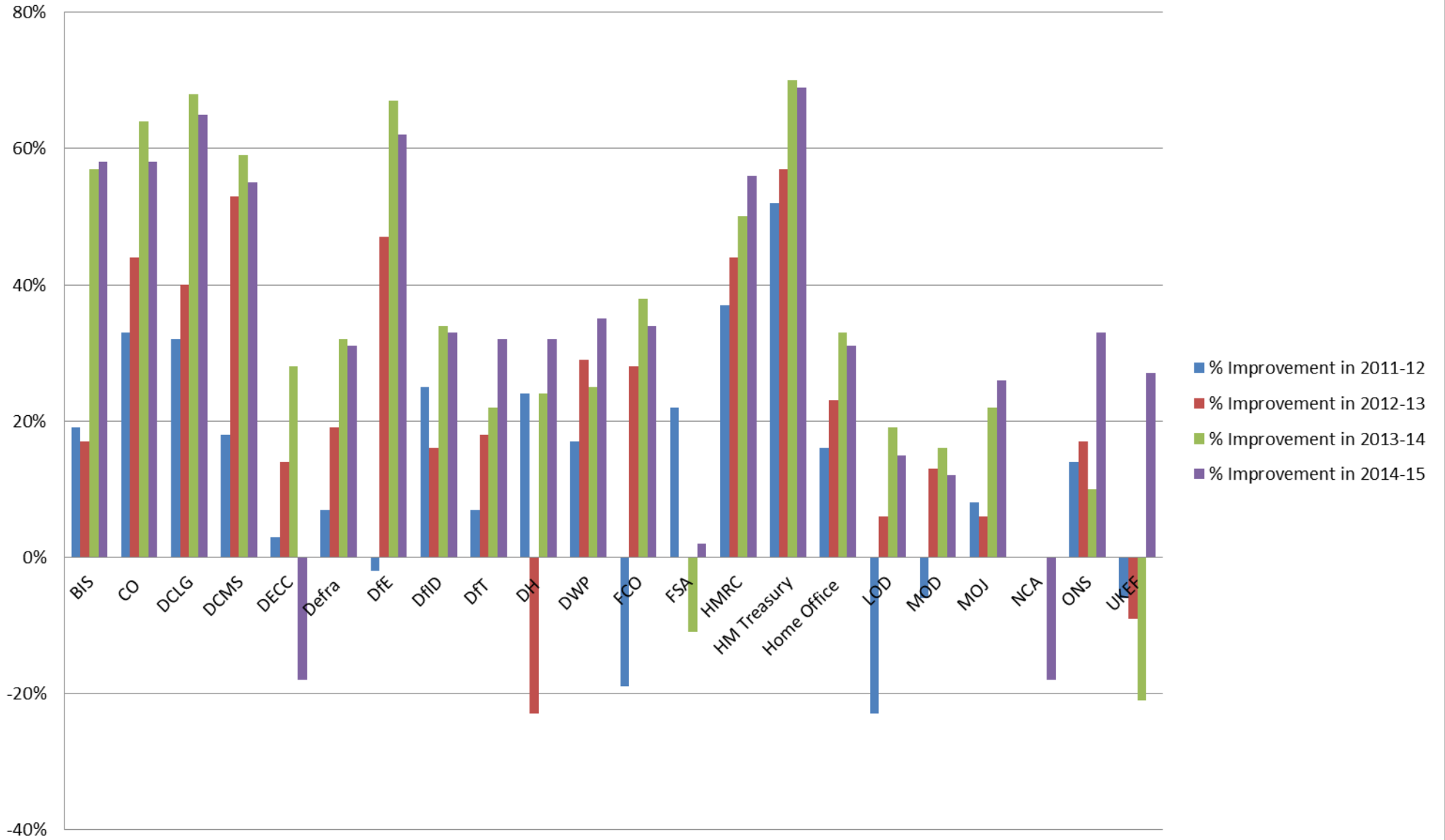
travel commitments. However readers will need to be bear in mind that it uses a different reporting methodology and does not cover the same departments in all its assessments.

<sup>13</sup> More information on how government is managing its ICT waste can be found in the Green ICT Delivery Unit's 2014 report on the Greening Government ICT strategy which is due to be published shortly at <https://www.gov.uk/government/collections/ict-strategy-resources#greening-government-ict>. The two strategies were formed at different times but are now being more closely aligned, with ICT providing essential services for helping departments meet their GGCs, including waste and travel commitments. However readers will need to be bear in mind that it uses a different reporting methodology and does not cover the same departments in all its assessments.

Waste reduced compared to 2009-10 baseline – Target 25%											
Department	Baseline (2009/10)	Target (2014/15)	Performance (2014/15)	% ICT waste recycled externally	% ICT waste reused externally	% Waste to Landfill	% improvement in 2011-12	% improvement in 2012-13	% improvement in 2013-14	% improvement in 2014-15	% of total government waste in 2014-15
BIS	7,673	5,755	3,228	100%	0%	21%	19%	17%	57%	58%	1.23%
CO	1,226	919	511	100%	0%	4%	33%	44%	64%	58%	0.20%
DCLG	2,103	1,577	728	39%	57%	20%	32%	40%	68%	65%	0.28%
DCMS	88	66	39	No data	No data	45%	18%	53%	59%	55%	No data
DECC	228	171	269	45%	55%	7%	3%	14%	28%	-18%	0.10%
Defra	8,454	6,341	5,798	47%	52%	15%	7%	19%	32%	31%	2.22%
DfE	2,080	1,560	782	62%	36%	21%	-2%	47%	67%	62%	0.30%
DfID	317	238	213	69%	31%	0%	25%	16%	34%	33%	0.08%
DfT	5,647	4,235	3,816	89%	11%	39%	7%	18%	22%	32%	1.46%
DH	3,513	2,634	2,395	76%	24%	22%	24%	-23%	24%	32%	0.92%
DWP	17,133	12,850	11,209	9%	91%	36%	17%	29%	25%	35%	4.29%
FCO	1,298	947	861	28%	0%	3%	-19%	28%	38%	34%	0.33%
FSA	35	26	34	100%	0%	0%	22%	0%	-11%	2%	0.01%
HMRC	18,650	13,447	8,199	31%	69%	7%	37%	44%	50%	56%	3.14%
HMT	485	364	153	No data	No data	0%	52%	57%	70%	69%	0.06%
HO <sup>14</sup>	5,685	4,259	3,902	58%	42%	29%	16%	23%	33%	31%	1.50%
LOD	3,121	2,341	2,648	3%	97%	4%	-23%	6%	19%	15%	1.01%
MOD	185,437	139,078	163,339	73%	26%	12%	-6%	13%	16%	12%	62.48%
MOJ	70,767	53,075	52,432	No data	No data	27%	8%	6%	22%	26%	20.05%
NCA	358	269	423	58%	11%	25%	No data	No data	No data	-18%	0.16%
ONS	657	493	442	71%	29%	16%	14%	17%	10%	33%	0.17%
UKEF	79	59	57	66%	34%	0%	-6%	-9%	-21%	27%	0.02%
TOTAL	335,032	250,702	261,385	42%	57%	17%	5%	15%	22%	22%	

<sup>14</sup> Home Office – Office and catering waste only

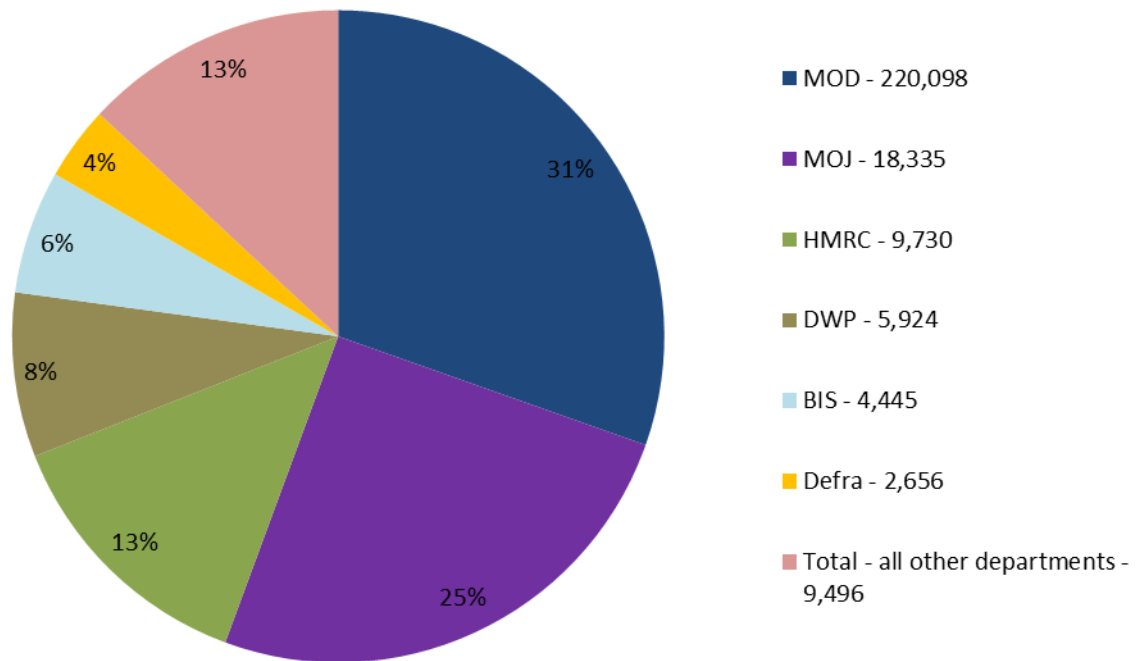
## Waste - % yearly reduction compared to 2009-10 baseline





## Waste saved in 2014-15 (tonnes) compared to 2009-10 baseline

Proportion of waste saved attributed by department



# Paper

## Target: cut paper use by 10% in one year in 2011-12

### 2014-15 Headlines

- The Government as a whole reports a 38% reduction in paper consumption, up from 31% in 2013-14.
- All 21 departments which submitted data report lower paper consumption than in the 2009-10 baseline year
- 16 departments report improved reductions from the previous year.

### The target

The 10% paper reduction target was set as a one-year exercise to focus minds and galvanise efforts across Government for the first reporting year of the GGCs in 2011-12 and is a subsidiary to the overall waste reduction target.<sup>15</sup> Cutting paper consumption contributes to reduced waste, expenditure and the environmental impacts of paper production. Although the formal target expired in 2011-12, paper consumption continues to be measured and reported, with departments expected to make ongoing reductions.

### Performance

The ongoing process of digitalisation across Government, along with reductions in the size of Government operations and efforts around behaviour change, have led to impressive results in cutting paper use in departments. The 38% reduction reported this year almost quadruples the original one-year target. 7 departments (BIS, CO, DCLG, DECC, DfT, DWP, and UKEF) more than halved their baseline paper use in 2014-15.

### Case study - Reducing paper usage in HMRC

Between 2010 and 2015, HMRC has used a wide range of communications techniques to reduce its paper usage significantly, in both service delivery and internal communication.

Through a series of media campaigns, HMRC persuaded half of the 11 million people who file Self-Assessment tax returns to receive correspondence electronically; the first step in cutting 31 million pieces of Self-Assessment paper each year. HMRC's 2014 media campaign, *'I found inner peace when I did my Tax Return online ...'* incorporated UK-wide print, radio, online and digital outdoor advertising to encourage taxpayers to interact with the

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<sup>15</sup> It was set 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 and produced excellent results.

department electronically. This included innovative Digital Escalator Panels and weather responsive displays that showed characters in the rain, snow or sun, dependent on the weather at the time. Another campaign, targeted at small businesses, resulted in one million businesses signing up to HMRC's outbound email service, massively reducing paper-based correspondence. A postal campaign to encourage businesses to file their VAT returns electronically also reduced the number of VAT returns HMRC prints each month by 85 per cent, from 200,000 to just over 30,000.

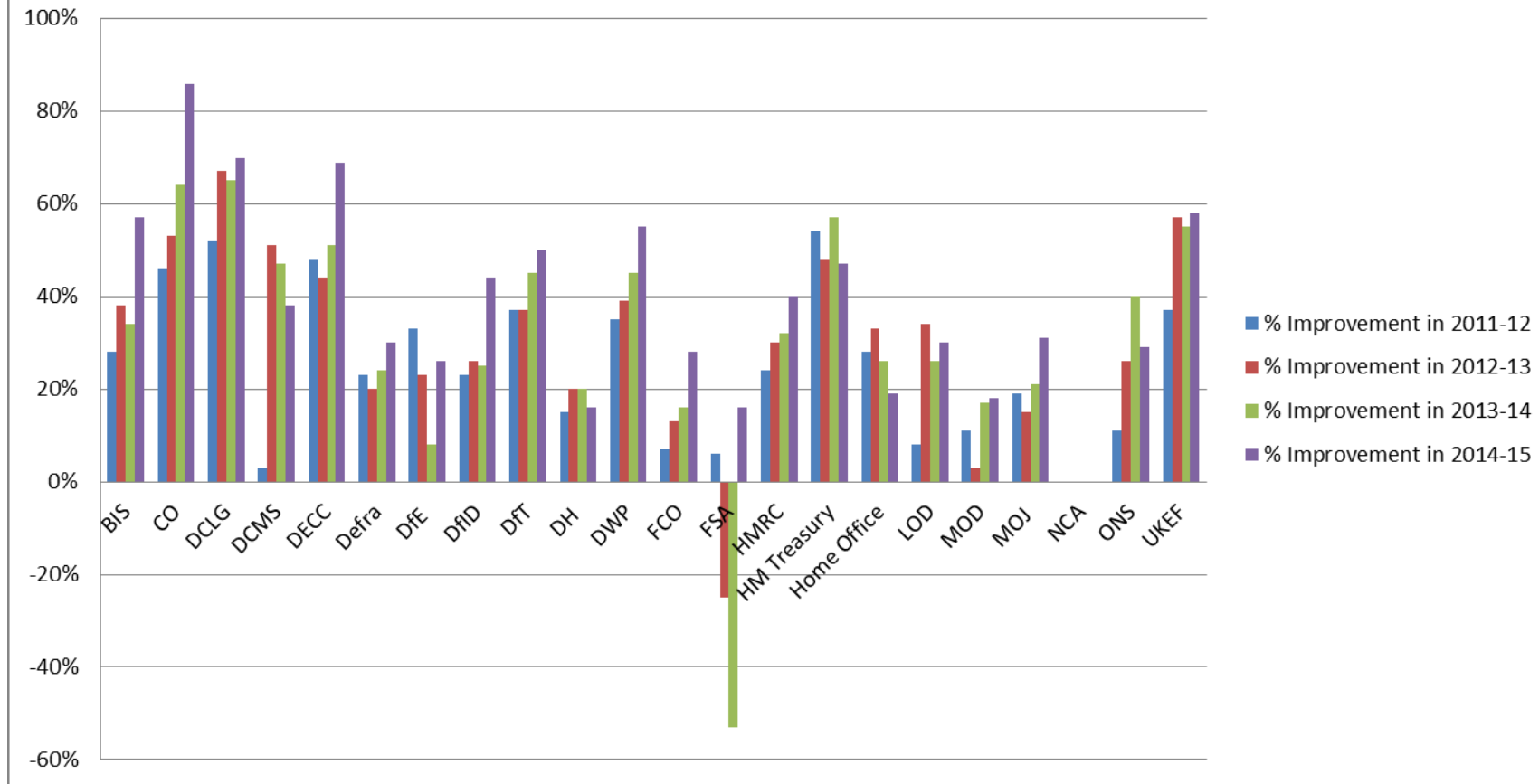
To reduce office paper usage, HMRC harnessed the influence of 500 'Green Volunteers' across to the UK to spread the *'think before you print'* and *'share papers at meetings'* messages with their colleagues. Other communications included a staff poll to find out why people print, combined with well-publicised 'print cold-turkey weeks' on HMRC's intranet, where teams pledged to go print-free.

HMRC communicated performance against print targets using interactive hub slides, internet messages and articles in its staff magazine. As a result of these communications, the department saved more than 19 million sheets of photocopier paper in 2014-15.

**Paper (reams A4 equivalent) - Target: 10% reduction by 2014-15 compared to 2009-10**

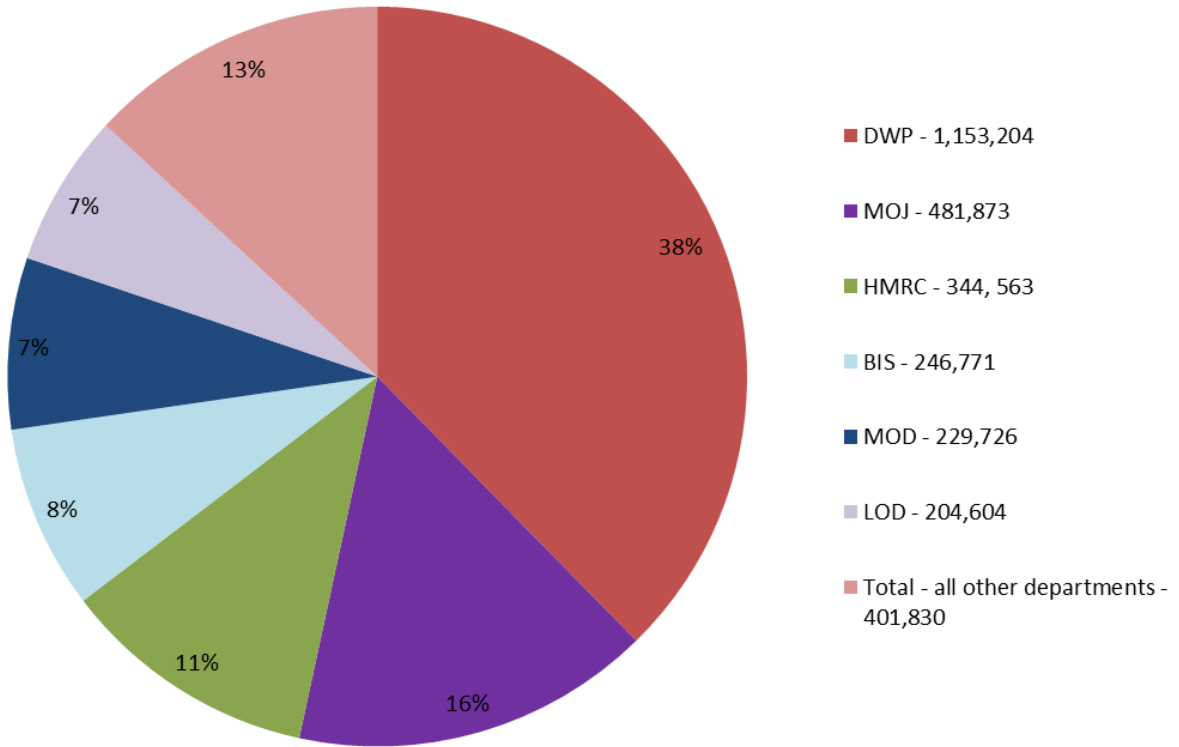
Department	Baseline (2009-10)	Target (2014-15)	Performance (2014-15)	% improvement in 2011-12	% improvement in 2012-13	% improvement in 2013-14	% improvement in 2014-15	% of total government paper in 2014-15
BIS	433,941	390,546	187,170	28%	38%	34%	57%	3.73%
CO	56,396	50,756	8,124	46%	53%	64%	86%	0.16%
DCLG	87,486	78,737	26,052	52%	67%	65%	70%	0.52%
DCMS	5,102	4,592	3,140	3%	51%	47%	38%	0.04%
DECC	7,193	6,474	2,256	48%	44%	51%	69%	0.04%
Defra	151,529	136,376	106,643	23%	20%	24%	30%	2.13%
DfE	69,014	62,113	51,252	33%	23%	8%	26%	1.02%
DfID	16,003	14,403	8,980	23%	26%	25%	44%	0.18%
DfT	159,090	143,181	80,155	37%	37%	45%	50%	1.60%
DH	150,215	135,194	126,898	15%	20%	20%	16%	2.53%
DWP	2,078,897	1,871,007	925,693	35%	39%	45%	55%	18.45%
FCO	38,930	35,037	28,040	7%	13%	16%	28%	0.56%
FSA	3,755	3,380	3,163	6%	-25%	-53%	16%	0.06%
HMRC	852,831	767,548	508,268	24%	30%	32%	40%	10.13%
HMT	27,030	24,327	14,330	54%	48%	57%	47%	0.29%
HO	398,001	358,201	322,182	28%	33%	26%	19%	6.42%
LOD	680,081	612,073	475,477	8%	34%	26%	30%	9.47%
MOD	1,242,363	1,118,127	1,012,637	11%	3%	17%	18%	20.18%
MOJ	1,544,145	1,389,731	1,062,272	19%	15%	21%	31%	21.17%
NCA	19,572	17,615	26,607	No data	No data	No data	-36%	0.53%
ONS	57,109	51,398	40,345	11%	26%	40%	29%	0.80%
UKEF	4,124	3,712	1,730	37%	57%	55%	58%	0.03%
TOTAL	8,082,806	7,274,526	5,021,413	24%	26%	31%	38%	

## Paper - % yearly reduction compared to 2009-10 baseline



# Paper saved in 2014-15 (reams A4 equivalent) compared to 2009-10 baseline

Proportion of paper saved attributed by department



# Water

## Target: by 2015, reduce water consumption from 2009-10 baseline and report on office water use against best practice benchmarks

### 2014-15 Headlines

- The Government reports an 11% reduction in water consumption against the 2009-10 baseline – up 2% from 2013-14
- 6 out of 22 departments met the challenging good practice benchmark for water use in offices
- 2 departments reported an increase in water consumption against the baseline
- An estimated £8.5million savings were achieved through reduced water consumption<sup>16</sup>

### The target

Reducing water consumption is a vital element of reducing environmental impacts. However, the GGC framework recognises that achieving this can be a costly, disruptive and complex challenge to departments. For this reason, no specific percentage reduction target was set for water, but efforts are required of all departments to make a reduction. The water target also uses a good practice benchmark to measure departments' office water efficiency performance against their number of full-time employees. The benchmark – steering organisations to aim to use less than 6m<sup>3</sup> per full-time equivalent employee - was set by CIRIA (the Construction Industry Research and Information Association), and is intended for use in both new and existing buildings. It nevertheless remains a challenging benchmark for most organisations, and this is particularly the case with Government departments and their broad range of demanding functions.

### Performance

The Government has steadily cut its water usage over the 5 years of the GGC framework, recording an impressive 11% reduction this year. However, the majority of departments are still finding it challenging to meet the good practice benchmark, with only 6 (DCLG, Defra, DfID, DfT, DH and ONS) reporting good practice. The reduction reported in 2014-15 represents a reduction of over 4million m<sup>3</sup> – over 1,600 Olympic sized swimming pools<sup>17</sup> – compared to the baseline year. While reductions in the size of the Government estate have

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<sup>16</sup> Estimate based on Southern Water, Thames Water and SouthWest water charges for large users

<sup>17</sup> An Olympic swimming pool holds 2,500m<sup>3</sup> of water -

[https://en.wikipedia.org/wiki/List\\_of\\_unusual\\_units\\_of\\_measurement#Olympic-size\\_swimming\\_pool](https://en.wikipedia.org/wiki/List_of_unusual_units_of_measurement#Olympic-size_swimming_pool)

clearly contributed to the reduction, major renovations and behaviour change have also been instrumental in effecting change.

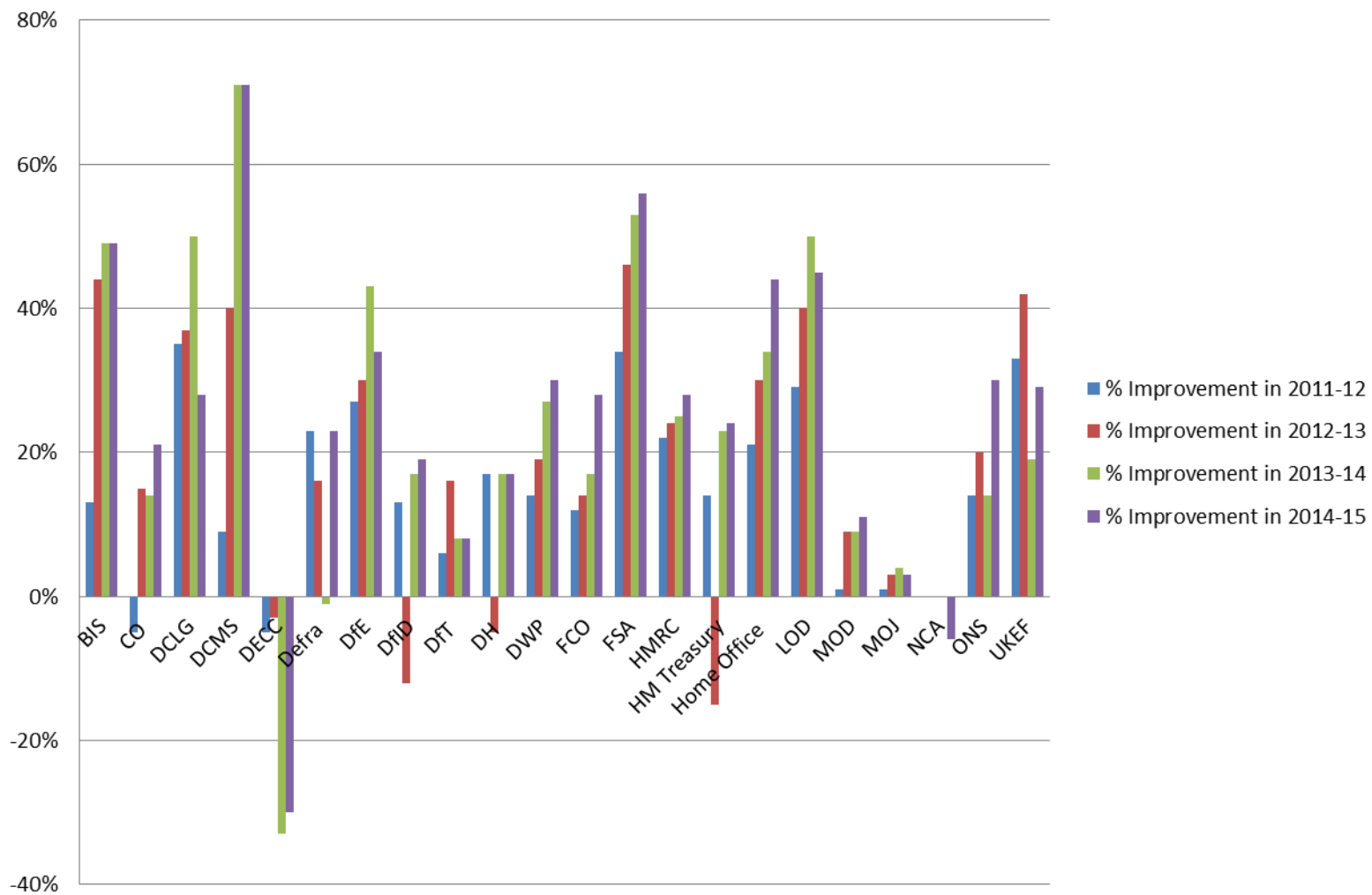
### **Case study – Home Office water reduction**

Water wastage is often ignored in the rush to reduce energy costs and save carbon. Working with Interserve FM the Home Office has targeted 7 sites that together account for 73% of the estate utility consumption. By installing remote monitoring on all the utility services, water wastage valuing more than £30,000 has been identified outside of office hours when buildings are not occupied. Several sites are now under investigation and savings are being realised, with learning shared across the estate. On one site a faulty valve was found to be responsible for 500 litres of water being used to flush urinals more frequently than necessary. Fixing this single issue reduced water use by over 400 litres per hour, saving 4,100m<sup>3</sup> and £9,200 in annual water costs.



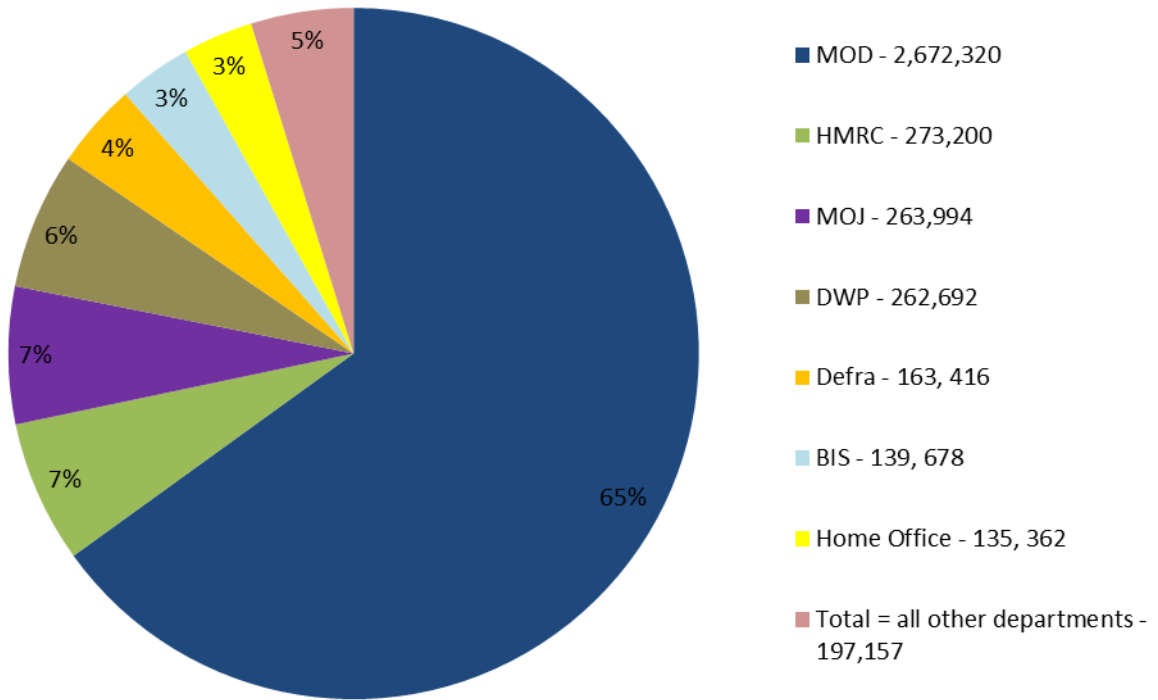
Dept	Water (m3)										
	Baseline (2009-10)	Performance (2014-15)	% improvement reported in 2011-12	% improvement reported in 2012-13	% improvement reported in 2013-14	% improvement in 2014-15	Office water (m <sup>3</sup> /FTE) in 2011-12	Office water (m <sup>3</sup> /FTE) in 2012-13	Office water (m3/FTE) in 2013-14	Office water (m3/FTE) in 2014-15	% of total Government water in 2014-15
BIS	283,495	143,817	13%	44%	49%	49%	7.2	10.2	7	8.3	0.42%
CO	52,388	41,639	-5%	15%	14%	21%	11.6	13.9	12.2	13.2	0.12%
DCLG	99,358	71,340	35%	37%	50%	28%	8.2	5.2	4.6	5.7	0.21%
DCMS	7,328	2,159	9%	40%	71%	71%	13.4	9	4.7	4	0.01%
DECC	11,108	14,482	-5%	-3%	-33%	-30%	7.2	6.5	8	8.4	0.04%
Defra	711,610	548,194	23%	16%	-1%	23%	6.3	5.6	6	5	1.60%
DfE	91,225	59,915	27%	30%	43%	34%	8.2	7.7	5.9	7.7	0.17%
DfID	8,459	6,842	13%	-12%	17%	19%	5.6	5.5	4.6	4.2	0.02%
DfT	201,196	184,279	6%	16%	8%	8%	6.2	5.7	5.9	6	0.54%
DH	283,469	235,949	17%	-5%	17%	17%	8.3	7.6	6.8	5.5	0.69%
DWP	883,617	620,925	14%	19%	27%	30%	7.8	7.5	7.2	7.6	1.81%
FCO	66,366	47,504	12%	14%	17%	28%	14.6	9.9	8.7	8.6	0.14%
FSA	8,275	3,630	34%	46%	53%	56%	15.2	12.6	12.1	9.9	0.01%
HMRC	961,843	688,643	22%	24%	25%	28%	10.2	11	7.7	7.8	2.01%
HM Treasury	14,810	11,327	14%	-15%	23%	24%	9.3	13.1	13	10.3	0.03%
Home Office	310,338	174,976	21%	30%	34%	44%	13.4	9.7	9.1	8.3	0.51%
LOD	69,068	37,950	29%	40%	50%	45%	9	8	7.1	7.8	0.11%
MOD	24,973,623	22,301,303	1%	9%	9%	11%	12.3	11.8	12.1	13.5	65.07%
MOJ	9,285,981	9,022,037	1%	3%	4%	3%	4.9	8.6	10.5	10.9	26.33%
NCA	38,943	41,208	No data	No data	No data	-6%	No data	No data	No data	11.5	0.12%
ONS	18,526	12,923	14%	20%	14%	30%	5.6	5.8	6.3	5	0.04%
UKEF	2,762	1,967	33%	42%	19%	29%	1.8	7.5	9.6	7.9	0.01%
TOTAL	38,383,787	34,273,010	3%	9%	9%	11%					

## Water - % yearly reduction compared to 2009-10 baseline



# Water saved in 2014-15 (m<sup>3</sup>) compared to 2009-10 baseline

Proportion of water saved attributed by department



# Procurement

## Target:

- Ensure Government buys more sustainable and efficient products and engages its suppliers to understand and reduce the impacts of its supply chain:
- Embed the Government Buying Standards (GBS) in departmental and centralised procurement contracts within the context of Government's overarching priorities of value for money and streamlining procurement processes
- Improve and publish data on our supply chain impacts, initially focussing on carbon, but also water and waste, setting detailed baselines for reducing these impacts.

## Headlines

- Widespread incorporation of sustainability into departmental procurement guidance was reported
- Most departments now monitor the impact of their supply chains
- The majority of major refurbishment and construction projects demonstrated compliance with the sustainable timber policy and included the sustainable timber clause within contracts
- All reporting departments now have a policy in place to refurbish or recycle furniture where it is possible to do so.
- All departments now provide training to procurement staff in sustainability matters
- The cross-Government Sustainable Procurement Working Group was re-established, encouraging sharing of good working practices across government

## The Target

A focus on sustainable and efficient products is vital to meeting targets on carbon, water and waste. It supports a healthy economy by providing a market for sustainable products and services, which save money over the lifetime of a product or service. The Government Buying Standards, developed by Defra, seek to make it easy for procurers to buy products of a high standard and stimulate investment in new technology and innovation through the guidance on best practice. By engaging with the supply chain, additional environmental and cost savings relating to energy, waste and water costs are made. As approximately 75% of the Government's total GHG emissions relate to supplier emissions, managing this impact is particularly important in terms of risk reduction, cost reduction and reputation. Working with suppliers magnifies the impacts of the sustainable procurement approach by impacting on supply to others as well.

The GGCs use a quantitative approach to reporting, focusing on compliance with the Government Buying Standards. Departments report on 7 key product groups: construction,

timber used in construction, furniture, paper, ICT, vehicles, and food and catering (the latter introduced in 2012-13). In 2013-14, departments were asked to report on progress on monitoring and managing their supply chain impacts using the SID4GOV supplier information database.

## **Performance**

Data provision from departments has greatly improved over the course of the GGC framework. There are, however, instances where full reporting is not possible. These include the cases where Total Facilities Management (TFM) contracts have been put in place; and cases of specialist goods and services required for operational reasons which are not covered by GBS standards – such as FCO's and MOD's purchase of armoured vehicles, which are not covered by the vehicles GBS; or DVLA's specialist paper supplies for vehicle ownership documentation, which fall outside of GBS paper categories. For these reasons it can sometimes prove difficult to determine compliance of spend in individual GBS categories. However, it is clear that there has been an increase in awareness in this area resulting in a higher proportion of Government spending taking sustainability into account than ever before. Sustainability training and guidance for procurers is now in place in all reporting departments, and departments are actively sharing best practice via a newly-revived cross-Government Sustainable Procurement Working Group.

Supply chain reporting has expanded considerably over the last 5 years, with the vast majority of reporting departments utilising the available portal to monitor the impacts of their own supply chains.

### **Case study – DWP Sustainable Procurement Risk Assessment Methodology**

DWP developed a tool which commercial staff use to drive the sustainable procurement agenda, known as the DWP Sustainable Procurement Risk Assessment Methodology (SPRAM). This methodology is embedded within the procurement process and is a continually evolving tool, focussing on Social, Economic and Environmental aspects. It has been updated to take into account Article 6 of the EU Directive on Energy Efficiency and to support the government's SME agenda by making all contracts more accessible to SMEs either directly or within the supply chain. It directs buyers to make sustainable procurement decisions by completing a mandatory assessment of their requirement against each aspect within the SPRAM as part of the e-procurement process. The risk assessment is then used to inform the specification. SPRAM also sets a schedule for on-going reviews against mitigation action identified, in order to embed sustainability within the standard contract performance review schedule.

# 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; and people.**

## Headlines

- All departments have published information against at least one of the transparency commitments in their Annual Report and Accounts
- 6 departments also make this information available via a dedicated web page
- 12 out of 22 departments have covered all 5 transparency commitments – up from 8 in 2013-14
- Most departments continue to report on climate change adaptation and biodiversity

## The target

The Greening Government Commitments note that the Government's impacts go beyond just the headline commitments, while accepting that the wide variety of functions undertaken by departments mean that departments should be given the freedom to tackle issues in the way most suited to their operations. As a result commitments also include a requirement to be transparent about the steps that departments are taking in 5 key areas: climate change adaptation; biodiversity on their estates; food procurement; the sustainability standards set for construction projects; and action to promote staff wellbeing.

## Performance

Requirements for Government departments to produce a sustainability report as part of their annual report and accounts have now been in place since 2011-12. As these arrangements have bedded in, with departments required to publish their environmental information in addition to traditional financial reporting data, they have also led to more departments using the Annual Report and Accounts as the vehicle for publishing the transparency information required under the Greening Government Commitments. This year, all departments included at least one of the transparency commitments areas in their annual report, with 12 departments covering all 5.

Sustainable food and catering was the least reported area in Annual Reports, although as this is now a requirement of GGC procurement reporting, it is covered by the GGC annual report.

Full tables showing compliance with transparency reporting are included in Annex 4.

### **Case study – MOD Sanctuary magazine**

Since 1975, long before the GGC transparency requirements were introduced, MOD has been publishing the Sanctuary Magazine, an annual publication that highlights advances in sustainability programmes in the Ministry of Defence and the sustainable management of the natural and built assets across the Defence estate. Produced by the Defence Infrastructure Organisation, the magazine is aimed at providing MOD employees, members of the MOD Conservation Groups and statutory bodies, as well as the wider community, a clearer idea of how seriously the department takes the stewardship of its vast and varied estate. Available online at [www.gov.uk/government/publications/sanctuary](http://www.gov.uk/government/publications/sanctuary), it provides an insight into the department's actions in relation to the biodiversity of its estate - from conserving owls and raptors on the Salisbury Plain to environmental auditing of army training grounds in Kenya in the latest issue, clearly demonstrating why a 'one size fits all' approach to estates is not appropriate. The magazine is also distributed to over 4,500 stakeholders annually. It provides a historical archive of conservation and sustainability achievements across the MOD estate. Later this year MOD will be publishing the 40th edition of the magazine.

## Annex 1 – ALBs exempted from targets

For GGC purposes, all departments report on their own activity and that of their Arm's Length Bodies (ALBs), although exemptions from reporting may be permitted to ALBs whose operations occupy less than 1,000m<sup>3</sup> of floor space or employ fewer than 250 staff; where there are no safe, feasible or environmentally sound options for meeting the commitments; where delivery of the commitments might create a perverse outcome; or where an organisation has a dual status and it is officially classified as a business under the National Greenhouse Gases Inventory.

However, 4 ALBs – the BIS-sponsored Medical Research Council (MRC), Science and Technology Facilities Council (STFC) and UK Atomic Energy Agency (UKAEA); and the Health and Safety Laboratory (HSL) wing of the DWP-sponsored Health and Safety Executive – have been granted an exceptional exemption from the requirement to meet the GGC targets, although not from reporting. This is on the basis that there are no safe, technically feasible, and environmentally friendly options available for meeting their objectives without preventing them from delivering the service they are intended to provide; but that efforts should nonetheless be made to reduce their environmental impacts. In each of these cases, the reason for their exemption is that the laboratory work for which they exist would be compromised by restrictions on energy or water use or waste produced.

Data from all 4 has once again proved patchy, with fields missing and in some cases baselines not supplied.

GHG emissions (tonnes CO <sub>2</sub> e)					
	Baseline (2009-10)	Performance (2014/15)	% Improvement in 2012-13 compared to baseline	% Improvement in 2013-14 compared to baseline	% Improvement in 2014-15 compared to baseline
HSL	6,520	5,287	21%	0%	19%
MRC	34,737	39,048	70%	-20%	-12%
STFC	67,068	64,854	72%	9%	3%
UKAEA	28,096	64,931	13%	-38%	-131%



## Domestic flights (single flights)

	Baseline (2009-10)	Performance (2014/15)	% Improvement in 2012-13 compared to baseline	% Improvement in 2013-14 compared to baseline	% Improvement in 2014-15 compared to baseline
HSL	84	No data	6%	0	No data
MRC	500	624	68%	-17%	-25%
STFC	586	1,097	60%	-12%	-87%
UKAEA	55	57	57%	No data	-4%

## Waste (tonnes)

	Baseline (2009-10)	Performance (2013-14)	ICT waste recycled in 2014-15	ICT waste re- used externally in 2014-15	% to landfill in 2014-15	% Improvement reported in 2012-13	% Improvement reported in 2013-14	% Improvement reported in 2014-15
HSL	125	116	No data	No data	22%	No data	-8%	7%
MRC	No data	868	78%	0%	20%	No data	No data	No data
STFC	1,117	2,687	100%	0%	51%	25%	-20	-141%
UKAEA	714	666	100%	0%	10%	2%	78%	7%

Paper (reams A4 equivalent)					
	Baseline (2009-10)	Performance (2014/15)	% Improvement in 2012-13 compared to baseline	% Improvement in 2013-14 compared to baseline	% Improvement in 2014-15 compared to baseline
HSL	4,620	No data	No data	30%	No data
MRC	No data	6,674	No data	No data	No data
STFC	2,400	2,400	0%	75%	0%
UKAEA	14,000	8,200	57%	79%	41%

Water (m <sup>3</sup> )						
	Baseline (2009-10)	Performance (2014/15)	% Improvement in 2012-13 compared to baseline	% Improvement in 2013-14 compared to baseline	% Improvement in 2014-15 compared to baseline	Office water (m <sup>3</sup> /FTE) in 2013/14
HSL	28,616	17,804	0	30%	38%	No data
MRC	334,556	201,521	No data	No data	40%	19.2
STFC	162,478	144,560	0%	75%	11%	No data
UKAEA	150,836	94,546	57%	79%	37%	35.4

## Annex 2 – Procurement tables

### Procurement table 1: Procurement of Office ICT, Paper, and Food and Catering Services by Department

A: total value (£) of relevant products procured by or on behalf of Department 2014/15. B: total value (£) of relevant products procured by or on behalf of Department 2013/14. C: % by total value of those products known to meet or exceed mandatory GBS level 2014/15. D: % by total value of those products known to meet or exceed mandatory GBS level 2013/14.

Procurement table 1: Procurement of Office ICT, Paper, and Food and Catering Services by Department																
Dept.	Office ICT products (1)				Paper(2a)				Other paper 2b				Food and Catering Services (4)			
	A	B	C	D	A (3)	B (3)	C	D	A	B	C	D	A	B	C	D
BIS	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
CO	£2,440,862	£206,000	100%	0%	£25,592	£48,000	52%	100%	No data	N/K	No data	No data	£245,916	£240,000	N/K	0%
DCLG	£28,695.89	£92,000	100%	100%	£25,592	£75,000	100%	100%	No data	No data	No data	No data	£90,358	£42,000	No data	0%
DCM S	No data	£75,000	No data	100%	No data	£5,450	No data	100%	No data	N/K	No data	N/K	No data	N/K	No data	0%
DECC	£794,520	£2,021,000	100%	100%	£35,862	£47,000	80%	100%	£17,881.34	£40,644	100%	100%	£168,852	£171,000	100%	100%



HMR C	£5,111,110	£11,981,000	100%	100%	£1,350,610	£5,598,532	80%	94%	£6,482,353	£4,107,521	5%	51%	£1,946,039	£1,200,622	95%	98%
HMT	£335,885	£365,642	100%	100%	£42,058	£59,000	100%	99%	N/K	No data	N/K	N/A	N/K	£817,451	N/k	33%
HO	£543,965	£1,116,000	100%	100%	£576,727	£698,000	86%	75%	£67,126	N/K	23%	N/K	£1,416,379	£951,505	67%	89%
LOD	£637,014	£390,893	98%	0%	£18,801	£1,515,013	77%	67%	£ 5,127	£65,634	100%	100%	N/A	£64,468	N/A	N/A
MOD	£913,200,000	No data	No data	No data	£2,448,835	£5,940,730	87%	100%	£2,136,312	£3,395,179	64%	N/K	£32,000,000	£58,000,000	46%	30%
MOJ	£55,466	£963,381	100%	100%	£3,071,636	£2,902,662	50%	100%	£95,400	N/K	71%	N/K	£54,679,377	£55,035,932	95%	100%
NCA	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
ONS	£9,367,451	No data	No data	0%	£74,126	£146,000	No data	No data	No data	No data	No data	No data	£896,221	£875,450	No data	0%
UKEF	£42,397	No data	100%	No data	£4,736	£6,767	100%	100%	£11,335	N/K	100%	N/K	N/K	£18,200	N/A	100%

## Procurement table 2: Procurement of vehicles; procurement of furniture by Department

A: total value of relevant products procured by or on behalf of Department 2014/15. (£000). B: total value of relevant products procured by or on behalf of Department 2013/14 (£000). C: % by total value of those products known to meet or exceed mandatory GBS level 2014/15. D: % by total value of those products known to meet or exceed mandatory GBS level 2013-14. E: Did dept have a furniture re-use/refurb/recycling policy in 2014/15. F: Did Dept have a furniture re-use/refurb/recycling policy in 2013/14.

Procurement table 2 - Procurement of vehicles; procurement of furniture by Department										
Dept.	Vehicles (5)				Furniture (6)					
	A	B	C	D	A	B	C	D	E	F
BIS	No data	No data	No data	No data	No data	No data	100%	No data	Yes	Yes
CO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes	Yes
DCLG	No data	N/A	No data	N/A	£67,000	N/A	100%	N/A	Yes	Yes
DCMS	No data	N/A	No data	0%	No data	£30,000	No data	100%	No data	No data
DECC	N/A	N/A	N/A	N/A	£37,941	£189,077	N/A	4%	Yes	Yes
Defra	£6,405,474	£3,203,514	100%	12.1%	£504,734	£898,455	100%	47%	Yes	Yes

DfE	N/A	N/A	N/A	N/A	£3,407	£8,790	100%	100%	Yes	Yes
DfID	No data	N/A	No data	N/A	£79,399	£87,111	No data	100%	Yes	Yes
DfT	£7,305,535	£8,774,691.03	100%	100%	£2,015,389	£2,150,000	100%	87.5%	Yes	Yes
DH	£4,098,000	£3,043,600	100%	100%	£2,042,331	£3,300,790	99%	100%	Yes	Yes
DWP	£1,386,368	£5,305,723	100%	100%	£535,713	£553,192	100%	100%	Yes	Yes
FCO	£8,423,068	£75,405	N/A	100%	£769,704	£3,264,706	93%	97%	Yes	Yes
FSA	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
HMRC	£3,894,030	£4,733,539	100%	100%	£4,628,783	£2,337,102	99%	99%	Yes	No data
HM Treasury	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No data	Yes	Yes
Home Office	£419,971	£4,918,877	100%	53%	£1,400,000	£952,000	93%	100%	Yes	Yes
LOD	N/A	N/A	N/A	N/A	£139,562	£486,365	No data	65%	26%	Yes
MOD	£123,500,000	£118,000,000	100%	100%	£12,100,000	£10,060,000	100%	100%	Yes	Yes
MOJ	£2,568,371	£1,538,702	100%	N/A	£82,103	N/A	100%	N/A	Yes	Yes

NCA	No data	No data	No data	No data	No data	No data	No data	No data	No data	No data
ONS	N/A	N/A	No data	N/A	£275,668	No data	No data	No data	Yes	Yes
UKEF	N/A	N/A	N/A	N/A	N/A	N/A	N/A	No data	Yes	Yes



### Procurement table 3: procurement of construction (7)

A: total value of relevant construction projects procured by or on behalf of Department 2014/15 [number of contracts in brackets]

B: total value of relevant construction projects procured by or on behalf of Department 2013/14

C: total number of relevant construction projects known to meet or exceed mandatory GBS level 2014/15

D: % by total value of relevant construction projects known to meet or exceed mandatory GBS level 2013/14

E: Number of contracts 2014-15 including sustainable timber procurement clause

F: Number of contracts 2014-15 for which suppliers provided evidence of compliance with Sustainable Timber Policy

(No data = Data not available; N/A = Not applicable – no spend in this area; N/K = Some spend but not possible/cost effective to determine spend e.g. where completely under the control of contracted facilities managers.)

Procurement table 3: procurement of construction (7)						
Department	A	B	C	D	E	F
BIS	No data	No data	No data	No data	No data	No data
CO	0	0	N/A	N/A	N/A	N/A
DCLG	0	0	N/A	N/A	N/A	N/A
DCMS	No data	0	N/A	N/A	No data	No data
DECC	0	0	N/A	N/A	N/A	N/A
Defra	(1)£750,000	£12,700,000	1	1	1	1
DfE	(1) £616,661	0	1	N/A	1	1

DfID	0	0	N/A	100%	N/A	N/A
DfT	(6) £3,771,908	£1,798,000	6	£3,3771,908	5	1
DH	(11) £6,549,582	£7,390,299	10	100%	0	1
DWP	(1)£681,000	£3,474,000	1	N/A	1	1
FCO	0	£3,678,000	N/A	N/A	N/A	N/A
FSA	No data	No data	No data	No data	No data	No data
HMRC	0	0	N/A	N/A	N/A	N/A
HM Treasury	0	0	N/A	N/A	N/A	N/A
Home Office	0	£7,400,000	N/A	100%	N/A	N/A
LOD	£898,558	0	N/A	No data	1	1
MOD	No data	£301,000,000	No data	No data	No data	No data
MoJ	(18)£189,640,629	£17,064,046	18	100%	17	1
NCA	No data	No data	No data	No data	No data	No data
ONS	0	0	N/A	N/A	N/A	N/A
UKEF	0	0	N/A	N/A	N/A	N/A

## Annex 3 – Transparency table

Transparency Commitments									
Dept	Web page?	Transparency requirements included in ARA/ dedicated sustainability report?	Climate change adaptation	Biodiversity	Sustainable construction	Food procurement and catering	People	Weblink for reference	Additional weblink
BIS		✓	✓					<a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/329057/BIS_annual_report_and_accounts_2013_-_2014.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/329057/BIS_annual_report_and_accounts_2013 - 2014.pdf</a>	-
CO		✓	✓	✓	✓	✓	✓	<a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/325328/41432_HC_Cabinet_Office_annual_report_2013-14_accessible.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/325328/41432_HC_Cabinet_Office_annual_report_2013-14_accessible.pdf</a>	-
DCLG		✓	✓	✓	✓	✓	✓	<a href="https://www.gov.uk/government/publications/dclg-annual-sustainability-report-2013-to-2014">https://www.gov.uk/government/publications/dclg-annual-sustainability-report-2013-to-2014</a>	2014-15 report yet to be published.

DCMS		✓	✓				✓	<a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/368276/DCMS_Annual_Report_and_Accounts_2013-14_-_WEB_BOOKMARKED.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/368276/DCMS_Annual_Report_and_Accounts_2013-14_-_WEB_BOOKMARKED.pdf</a>	
DECC		✓	✓	✓			✓	<a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/324013/40681_DECC_ARA_Accessible_pdf_for_DECC_website_26_June_2014.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/324013/40681_DECC_ARA_Accessible_pdf_for_DECC_website_26_June_2014.pdf</a>	-
Defra	✓	✓	✓	✓	✓	✓	✓	<a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/336100/defra-year-end-accounts-2013-14.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/336100/defra-year-end-accounts-2013-14.pdf</a>	<a href="https://www.gov.uk/government/organisations/Department-for-environment-food-rural-affairs/about/our-energy-use">https://www.gov.uk/government/organisations/Department-for-environment-food-rural-affairs/about/our-energy-use</a>
DfE		✓	✓	✓	✓	✓	✓	<a href="https://www.gov.uk/government/publications/dfc-consolidated-annual-report-and-accounts-2013-to-2014">https://www.gov.uk/government/publications/dfc-consolidated-annual-report-and-accounts-2013-to-2014</a>	2014-15 report yet to be published.
DfID	✓	✓	✓	✓	✓	✓	✓	<a href="https://www.gov.uk/government/publications/dfid-progress-update-greening-government-transparency-commitments">https://www.gov.uk/government/publications/dfid-progress-update-greening-government-transparency-commitments</a>	-

DfT		✓	✓	✓				<a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/440269/dft-annual-report-and-accounts-2014-to-2015-web-version_.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/440269/dft-annual-report-and-accounts-2014-to-2015- web-version_.pdf</a>	
DH		✓	✓	✓	✓	✓		<a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/335166/DH_annual_accounts_2013-14.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/335166/DH_annual_accounts_2013-14.pdf</a>	
DWP		✓	✓	✓	✓	✓	✓	<a href="https://www.gov.uk/government/publications/dwp-annual-sustainable-development-report-2013-to-2014">https://www.gov.uk/government/publications/dwp-annual-sustainable-development-report-2013-to-2014</a>	<a href="https://www.gov.uk/government/organisations/department-for-work-pensions/about/procurement#sustainable-procurement">https://www.gov.uk/government/organisations/department-for-work-pensions/about/procurement#sustainable-procurement</a>
FCO		✓	✓	✓	✓	✓	✓	<a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/439043/Sustainability_Report_2_.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/439043/Sustainability_Report_2_.pdf</a>	
FSA		✓	✓					<a href="https://www.food.gov.uk/sites/default/files/fsa-consolidated-accounts-2014-2015.pdf">https://www.food.gov.uk/sites/default/files/fsa-consolidated-accounts-2014-2015.pdf</a>	

<b>HMRC</b>	✓	✓	✓	✓	✓	✓	✓	<a href="https://www.gov.uk/government/publications/hmrc-annual-report-and-accounts-2014-to-2015">https://www.gov.uk/government/publications/hmrc-annual-report-and-accounts-2014-to-2015</a>	
<b>HMT</b>		✓	✓					<a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/330634/HMT_annual_report_2014_online.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/330634/HMT_annual_report_2014_online.pdf</a>	
<b>Home Office</b>	✓	✓	✓	✓	✓	✓	✓	<a href="https://www.gov.uk/government/publications/home-office-annual-report-and-accounts-2014-to-2015">https://www.gov.uk/government/publications/home-office-annual-report-and-accounts-2014-to-2015</a>	<a href="#">Sustainability Report 2014 to 2015</a>
<b>LOD</b>		✓	✓	✓	✓	✓	✓	<a href="http://www.cps.gov.uk/publications/docs/annual_report_2014_15.pdf">http://www.cps.gov.uk/publications/docs/annual_report_2014_15.pdf</a>	-
<b>MOD</b>	✓	✓	✓	✓	✓	✓	✓	<a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/350437/20140807-sustainable-mod-annual-report-2013-14.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/350437/20140807-sustainable-mod-annual-report-2013-14.pdf</a>	<a href="https://www.gov.uk/government/publications/sanctuary">https://www.gov.uk/government/publications/sanctuary</a>

<b>MOJ</b>		✓	✓	✓	✓			<a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/434016/moj-annual-report-and-accounts-2014-15.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/434016/moj-annual-report-and-accounts-2014-15.pdf</a>	
<b>NCA</b>		✓			✓		✓	<a href="http://www.nationalcrimeagency.gov.uk/publications/444-national-crime-agency-annual-report-and-accounts-201314/file">http://www.nationalcrimeagency.gov.uk/publications/444-national-crime-agency-annual-report-and-accounts-201314/file</a>	
<b>ONS</b>	✓	✓	✓	✓	✓	✓	✓	<a href="http://www.ons.gov.uk/ons/about-ons/business-transparency/organisation-declarations/energy-consumption/index.html">http://www.ons.gov.uk/ons/about-ons/business-transparency/organisation-declarations/energy-consumption/index.html</a>	
<b>UKEF</b>		✓	✓	✓			✓	<a href="https://www.gov.uk/government/publications?departments%5B%5D=uk-export-finance">https://www.gov.uk/government/publications?departments%5B%5D=uk-export-finance</a>	

## Annex 4 – List of departmental acronyms

List of Acronyms	
BIS	Department for Business, Innovation and Skills
CO	Cabinet Office
CCS	Crown Commercial Services
DCLG	Department for Communities and Local Government
DCMS	Department for Culture, Media and Sport
DECC	Department of Energy and Climate Change
Defra	Department for the Environment, Food and Rural Affairs
DfE	Department for Education
DfID	Department for International Development
DfT	Department for Transport
DH	Department of Health
DWP	Department for Work and Pensions
FCO	Foreign and Commonwealth Office
FSA	Food Standards Agency
HMRC	HM Revenue and Customs
HMT	HM Treasury
HO	Home Office
HSL	Health and Safety Laboratories
LOD	Law Officers' Department
MOD	Ministry of Defence
MOJ	Ministry of Justice
MRC	Medical Research Council
NCA	National Crime Agency
ONS	Office for National Statistics
STFC	Science and Technology Facilities Council
UKAEA	UK Atomic Energy Authority
UKEF	UK Export Finance



## Annex 5 – ALBs included in reporting

Department and ALB	Reporting status
<b>BIS</b>	
Advisory, Conciliation & Arbitration Service (ACAS)	Full
Companies House	Full
Government Office for Science	Full within BIS core
Higher Education Funding Council for England (HEFCE)	Full
HM Land Registry	Full
Insolvency Service	Full
Intellectual Property Office	Full
Low Pay Commission	Full within BIS core
Medical Research Council (MRC)	Exempt from targets but reports separately
National Measurements Office	Full
Natural Environment Research Council	Partial
Ordnance Survey	Full
Science and Technology Facilities Council (STFC)	Exempt from targets but reports separately
Skills Funding Agency (incl. National Apprenticeship Service)	Full
Student Loans Company Ltd	Full
UK Atomic Energy Authority (UKAEA)	Exempt from targets but reports separately
<b>CO</b>	
Advisory Committee on Business Appointments	Full within Cabinet Office core
Boundary Commission for England	Full within Cabinet Office core
Boundary Commission for Wales	Full within Cabinet Office core
Civil Service Commission	Full within Cabinet Office core
Commissioner for Public Appointments	Full within Cabinet Office core
Committee on Standards in Public Life	Full within Cabinet Office core
Deputy Prime Minister's Office	Full within Cabinet Office core

Government Property Unit	Full within Cabinet Office core
Crown Commercial Service	Full within Cabinet Office core
House of Lords Appointments Commission	Full within Cabinet Office core
Office of the Leader of the House of Commons	Partial (Palace of Westminster functions not covered)
Office of the Leader of the House of Lords	Partial (Palace of Westminster functions not covered)
<b>DCLG</b>	
Homes and Communities Agency	Partial
Planning Inspectorate	Full
Queen Elizabeth II Conference Centre	Full
<b>DCMS - no ALBs reported, although some of these may be in scope</b>	
Arts Council England	May be in scope but not reported
British Film Institute	May be in scope but not reported
British Library	May be in scope but not reported
British Museum	May be in scope but not reported
English Heritage	May be in scope but not reported
Equality and Human Rights Commission	May be in scope but not reported
Gambling Commission	May be in scope but not reported
Geffrye Museum	May be in scope but not reported
Government Equalities Office	May be in scope but not reported
Heritage Lottery Fund	May be in scope but not reported
Big Lottery Fund	May be in scope but not reported
Horniman Public Museum and Public Park Trust	May be in scope but not reported
Imperial War Museum	May be in scope but not reported
Museum of Science and Industry in Manchester	May be in scope but not reported
National Gallery	May be in scope but not reported
National Heritage Memorial Fund	May be in scope but not reported
National Maritime Museum	May be in scope but not reported
National Museums Liverpool	May be in scope but not reported
National Museum of Science and Industry	May be in scope but not reported
National Portrait Gallery	May be in scope but not reported

Natural History Museum	May be in scope but not reported
Olympic Delivery Authority	May be in scope but not reported
Royal Armouries Museum	May be in scope but not reported
Royal Museums Greenwich	May be in scope but not reported
Science Museum Group	May be in scope but not reported
Sport England	May be in scope but not reported
Tate	May be in scope but not reported
UK Anti-Doping	May be in scope but not reported
UK Sport	May be in scope but not reported
Victoria and Albert Museum	May be in scope but not reported
Visit Britain	May be in scope but not reported
<b>DECC</b>	
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
<b>Defra</b>	
Animal Health and Veterinary Laboratories Agency	Full within Defra core
Board of Trustees of the Royal Botanic Gardens Kew	Full within Kew
Centre for Environment, Fisheries and Aquaculture Science	Full within Defra core
Defra – Agriculture and Horticulture Development Board	Not reporting in GGC, will begin reporting post GGC
Environment Agency	Full
Food and Environment Research Agency (Fera)	Full
Forest Enterprise England	Full
Forest Research	Not reporting in GGC, will begin reporting post GGC
Forestry Commission	Partial (England offices only)
Marine Management Organisation	Full
Natural England	Partial (Nature reserves not in scope)

Plant Varieties and Seeds Tribunal	Full within Defra core
Royal Botanic Gardens, Kew	Full
Rural Payments Agency	Full within Defra core
Veterinary Laboratories Agency	Full within Defra core
Veterinary Medicines Directorate	Full within Defra core
<b>DfE</b>	
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
<b>DfID - No qualifying ALBs</b>	
<b>DfT</b>	
Air Accidents Investigation Branch	Full within DfT core
British Transport Police Authority	Full
Driver and Vehicle Licensing Agency	Full
Driving Standards Agency	Full
Government Car Service	Full within DfT core
High Speed Two (HS2) Ltd	Full
Highways Agency	Full
Marine Accidents Investigation Branch	Full within DfT core
Maritime and Coastguard Agency	Full
Rail Accidents Investigation Branch	Full within DfT Core
Traffic Commissioners	Full within VOSA
Vehicle and Operator Services Agency	Full
Vehicle Certification Agency	Full
<b>DH</b>	
Health and Social Care Information Centre (Special Health Authority)	Full

Care Quality Commission	Full
National Institute for Health & Care Excellence	Full
NHS Business Services Authority (Special Health Authority)*	Full
Public Health England	Full
<b>DWP</b>	
Equality 2025	Full within DWP
Health & Safety Executive	Full within DWP
Health & Safety Laboratories (HSL) (Executive Agency of HSE)	Exempt from targets but reports separately for first time in 2013/14
Pensions Regulator	Full within DWP
Social Security Advisory Committee	Full within DWP
<b>FCO</b>	
FCO Services	Full (except for FCO Services wider market impacts which are exempt)
Wilton Park	Full
<b>FSA - No qualifying ALBs</b>	
<b>HMRC</b>	
The Adjudicator's Office	Full within HMRC core
Valuation Office Agency	Full
<b>HM Treasury</b>	
UK Debt Management Office	Partial (travel only)
<b>Home Office</b>	
Advisory Council on the Misuse of Drugs	Full
Animals In Science Committee	Full
Anti-Slavery Commissioner	Full
College of Policing	Full
Gangmasters Licensing Authority	Full
HM Passport Office	Full (not an ALB)
Office of the Surveillance Commissioners	Full
Security Industry Authority	Full

Animal Scientific Procedures Division	Full (not an ALB)
HM Inspectorate of Constabulary and 15 other Arm's length Bodies sponsored by the Home Office <sup>18</sup>	Full
Home Office Centre for Applied Science and Technology	Full (not an ALB)
Independent Police Complaints Commission	Full
Investigatory Powers Tribunal	Full
Migration Advisory Committee	Full
National DNA database Ethics Group	Full
Police Advisory Board for England and Wales	Full
Police Arbitration Tribunal	Full
Police Discipline Appeals Tribunal	Full
Police Negotiating Board	Full
Security Industry Authority	Full
Technical Advisory Board	Full
<b>LOD</b>	
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
<b>MOD</b>	
Defence Academy of the United Kingdom	Full within MOD core
Defence Equipment and Supply	Full within MOD core
Defence Science and Technology Laboratory	Full within MOD core

<sup>18</sup> Anti-Slavery Commissioner; Appointed person under the Proceeds of Crime Act 2002; Biometrics Commissioner; Forensic Science Regulator; HM Inspectorate of Constabulary; Independent Chief Inspector of Borders and Immigration; Independent Family Returns Panel; Independent Monitor of the Disclosure and Barring Service; Independent Reviewer of Terrorism Legislation; Intelligence Services Commissioner; Interception of Communications Commissioner; National Crime Agency Remuneration Review Body; Police Remuneration Review Body; Police ICT Company; Surveillance Camera Commissioner; Wimbledon and Putney Conservator.

(DSTL)**	
Defence Support Group (DSG)	Full within MOD core
Service Personnel and Veterans Agency (SPVA)	Full within MOD core
UK Hydrographic Office (UKHO)	Full within MOD core
<b>MOJ</b>	
Criminal Injuries Compensation Authority	Full
HM Courts and Tribunals Service	Full
HM Inspectorate of Prisons	Full
HM Inspectorate of Probation	Full
HM Prison Service	Full
Information Commissioner's Office	Full
Judicial Appointments and Conduct Ombudsman	Full within MOJ core
Judicial Appointments Commission	Full
Law Commission	Full within MOJ core
Legal Aid Agency	Full
National Offender Management Service (NOMS)	Full
Office of the Public Guardian	Full
Parole Board for England and Wales	Full
Prison Services Pay Review Body	Full within MOJ core
Prisons and Probation Ombudsman	Full
Probation Trusts x 35	Full
The National Archives	Full
Victims Commissioner	Full within MOJ core
<b>NCA - No qualifying ALBs</b>	
<b>ONS - No qualifying ALBs</b>	
<b>UKEF - No qualifying ALBs</b>	