



Driver & Vehicle
Licensing
Agency

Sustainability report



Interactive document
September 2018

Simpler | Better | Safer

20 17-18

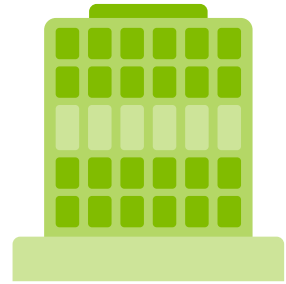
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Introduction



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This sustainability report covers the 2017 to 2018 financial year and it is intended to support the [DVLA annual report and accounts 2017 to 2018](#). It meets the requirements of HM Treasury public sector annual reports, sustainability reporting guidance 2017 to 2018. This aligns to DEFRA Greening Government Commitments overview of requirements from 2016 to 2020.

Boundary

The accounting boundary of this report matches the financial reporting boundaries of the annual report and accounts. It includes data related to our three Swansea sites.

Private Finance Initiative (PFI) contract

Our hard (engineering, mechanical and building services) and soft (cleaning and catering) facilities and estates management are outsourced through a PFI contract with Telereal Trillium. For business area activities, which are delivered under the contract (such as waste and energy management), we have taken direct reporting control.

Audit, scrutiny and verification

Our utilities and energy consumption are measured and reported through an energy bureau service through our PFI contract. We perform 100% audits on utility bills. The data we report against for our sustainability targets are also subject to audits by Government Internal Audit Agency (GIIA).

Omissions, estimates and amendments to prior periods

There are no known omissions in the data provided. Any estimates used or amendments that have been made to previously reported data, are noted in the accompanying text.

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**Who we are
and what
we do**

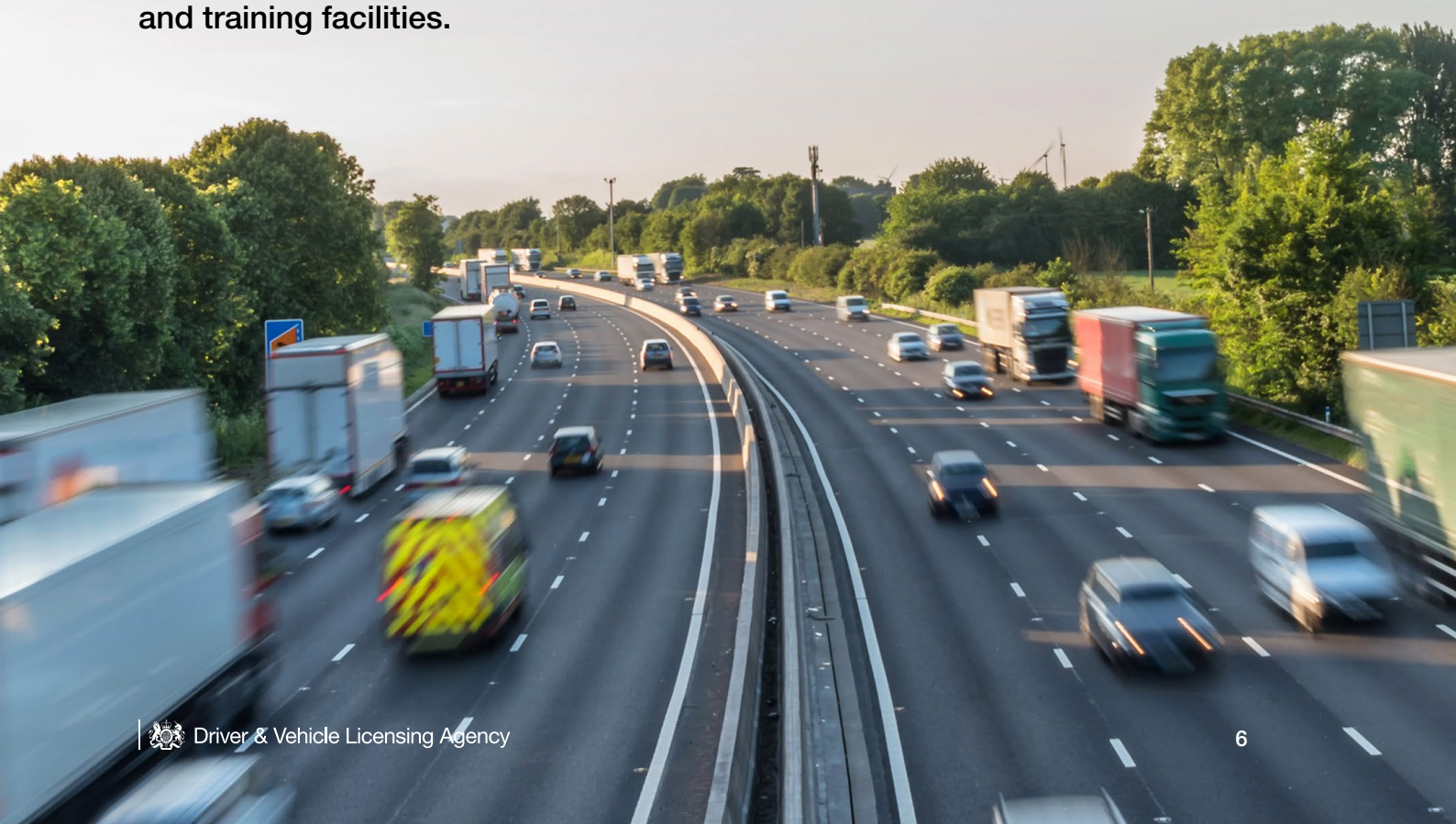


DVLA is an executive agency of the Department for Transport (DfT).

Our core responsibilities are to maintain over 48 million driver records, over 40 million vehicle records and to collect Vehicle Excise Duty (VED), currently around £6 billion a year.

Our goal is to get the right drivers and vehicles taxed and on the road, as simply, safely and efficiently as possible.

Our estate consists of three Swansea sites, covering around 61,000m² and employing around 5,400 full time equivalent staff. Our main Morrision site holds the majority of our staff, with the remaining 1,000 staff working at our printing facility, contact centre and training facilities.



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At a glance




DVLA's environmental impact 2017-2018

- 863 tonnes recycled or reused
- 247 tonnes incineration – energy from waste
- 11 tonnes donated to schools and charities avoiding waste route.
- 13,756,563 kWh of electricity purchased
- 26,434,399 kWh of gas purchased
- 256,134 kWh of oil purchased.

Travel mileage

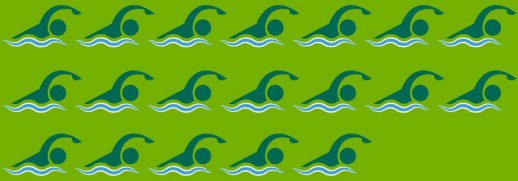
128,304
air miles =
half way to the moon.

702,378
road miles =
28 x the circumference
of the world.



Water


Used **47,878m³**
of water =



19 Olympic swimming pools.

Paper

Used **1,425**
tonnes of paper =

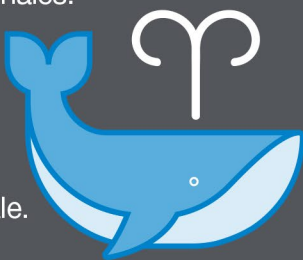


approximately 64,700
Christmas trees (6-7ft high).

Waste

1,193
tonnes of waste =
more than 11 blue whales.

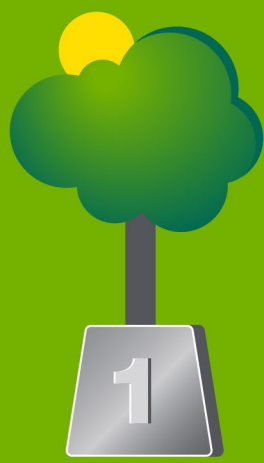
83
tonnes went
to landfill =
less than 1 blue whale.



Carbon

10,490
tonnes of carbon =

a sycamore tree 12m
high can store around
1 tonne of carbon,
approximately 50 trees
per acre, so we would
need 200 acres of
sycamores to store
that much carbon.



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Our sustainability targets and objectives are in line with the government's Greening Government Commitments. These UK Government Commitments contain a number of requirements directly related to our environmental impacts, procurement processes, and the transparency of our organisation.

The current targets to be achieved by the end of the 2019 to 2020 financial year are:

- cut greenhouse gas (GHG) emissions from the whole estate and UK business transport
- reduce the number of domestic business flights taken
- reduce the amount of waste generated, reduce waste sent to landfill and increase the proportion of waste which is recycled
- reduce administrative paper consumption
- reduce water consumption.

Most targets still use the 2009 to 2010 reporting year as a baseline.

How did we do in 2017-18?

Measure	Target towards the GGC	Outturn 2017 to 2018	Successful
Greenhouse gas emissions (tCO ₂ e)	Achieve a further 2% reduction in our greenhouse gas emissions against the 2009 to 2010 baseline (36% in 2016 to 2017).	42.6%	✓
	Maintain our reduction of domestic business travel flights of more than 90% from the 2009 to 2010 levels (number of flights).	88%	
Waste	Send no more than 10% of our waste to landfill.	7%	✓
	Maintain a reduction in waste generated at 52% against our 2009 to 2010 baseline.	46%	
	Recycle and compost at least 70% of our waste.	72%	✓
Water	Reduce water consumption year on year (50,972 m ³ in 2014 to 2015).	47,878m ³	✓
Paper	Reduce the amount of administrative paper used every year (66% reduction in 2016 to 2017).	71%	✓

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Greenhouse gas emissions from our estate and business travel

Following consultation with DfT and Department for Business, Energy and Industrial Strategy (BEIS) we have agreed to extend our greenhouse gases reduction target to 53% less the 2009 to 2010 baseline by 2019 to 2020.

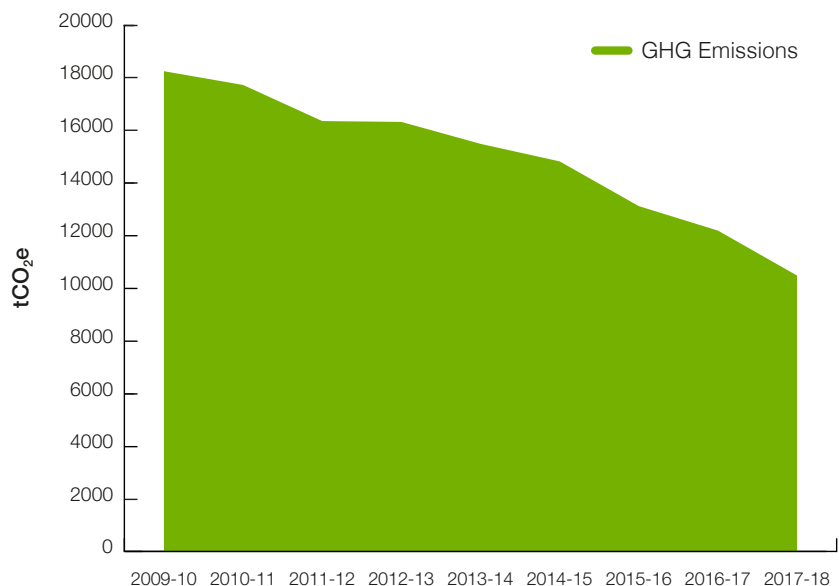
This achievement will help DfT as a whole reach their target, which in turn feeds in to the overall UK government target to reduce greenhouse gas emissions from its estates.

Our greenhouse gas consumption is measured in equivalent tonnes of carbon dioxide. This includes all six greenhouse gasses covered by the Kyoto Protocol (CO₂, SF₆, CH₄, N₂O, HFCs and PFCs).

Performance against our target is measured using emissions from our estate and business travel. Last year we recorded just under 4,800 journeys for business travel.

Using data from our buildings and travel we calculated emitting 10,490 tonnes of CO₂e during 2017 to 2018. This is 42.6% less than in 2009 to 2010 and 8.5% less than last year.

Greenhouse gas emissions



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We achieved this in three main ways:

- a favourable carbon factor for electricity, for further information see: www.gov.uk/government/collections/government-conversion-factors-for-company-reporting
- a refresh of our IT infrastructure, estimated as having saved around 500 tonnes of carbon in 2017 to 2018
- continuing with a sustainable approach to management of our heating, ventilation and air conditioning systems.

Our estate

Of our total estates related emissions, 790 tonnes of CO₂e can be attributed to our contact centre, whilst 1,043 tonnes was emitted by our print facility.

Main services

Contact centre	Print facility
790	1,043

We aim to have processes in place to determine the carbon emitted by our other main services during 2018.

The greenhouse gas emissions from our estate we measure are those emitted by our energy use. The main characteristics of our energy estate are our district heating, ventilation and air conditioning systems, two combined heating and power plants and office equipment.

Normalisation

DVLA office estate

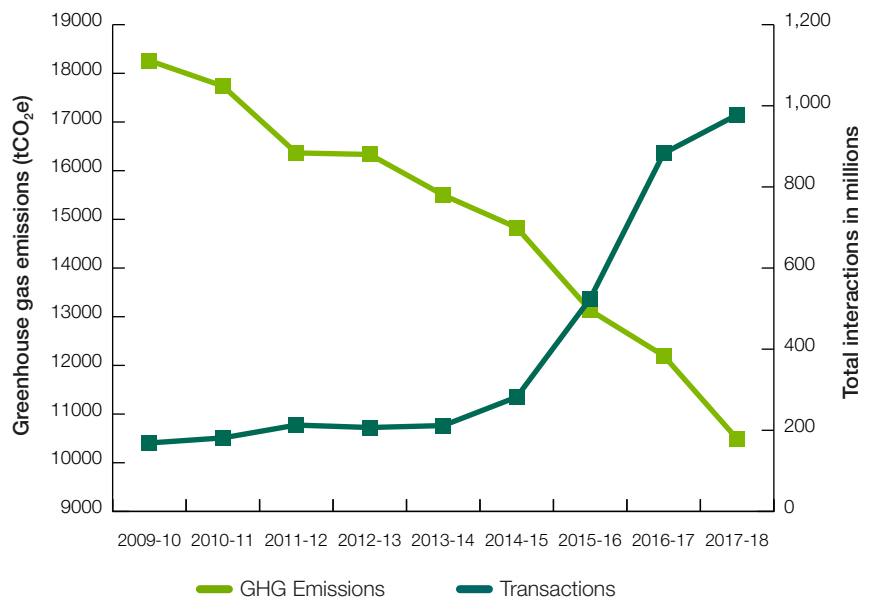
Office Greenhouse gas emissions (CO ₂ e) per FTE	2016 to 2017 1.5 tCO ₂ e	2017 to 2018 1.4 tCO ₂ e
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Using a normalisation method of emissions per full time equivalent employee, we found that the carbon emitted by each of our office based full time equivalent staff reduced by 0.1 tonnes of CO₂e in 2017 to 2018.

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We also continued the trend of increasing our transactions with customers (we now call these ‘interactions’) whilst simultaneously reducing our carbon emissions. Demonstrating our overall strategy of increasing the efficiency of the services we deliver.

Total greenhouse gas emissions v interactions



Travel

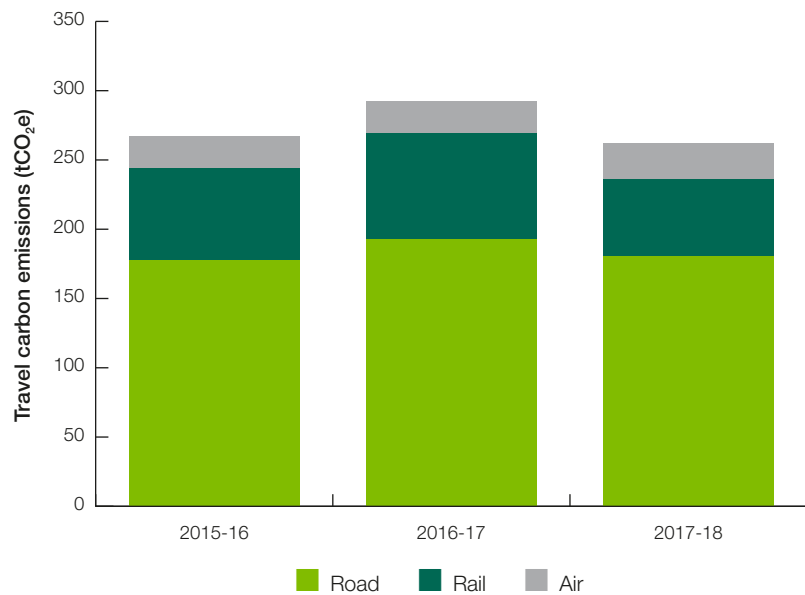
Our emissions from travel account for around 2.5% of our total. We reduced these by 30 tonnes last year from the previous year, to 262 CO₂e, our lowest travel emissions level to date.

Most of our travel emissions come from car use, nearly 69% of the total.

We experienced a general reduction in travel emissions which can be mostly attributed to our road miles. Emissions from our rail travels tell the same story, air travel was the only mode where the emissions increased. Further details can be found overleaf.

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Carbon emissions from travel per mode



Flights in the UK

We have increased the number of domestic flights taken in 2017 to 2018 compared with 2016 to 2017, although we have still achieved an 88% reduction in these flights over the last eight years.

There were just 100 domestic flights taken over the course of the year (counted as approximately 200 return flights) amongst our 5,400 full time equivalent staff. Each application to fly is considered on an individual basis, only approved when necessary and the decision is based on cost and efficiency.

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Waste minimisation and management



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Our waste management targets consist of:

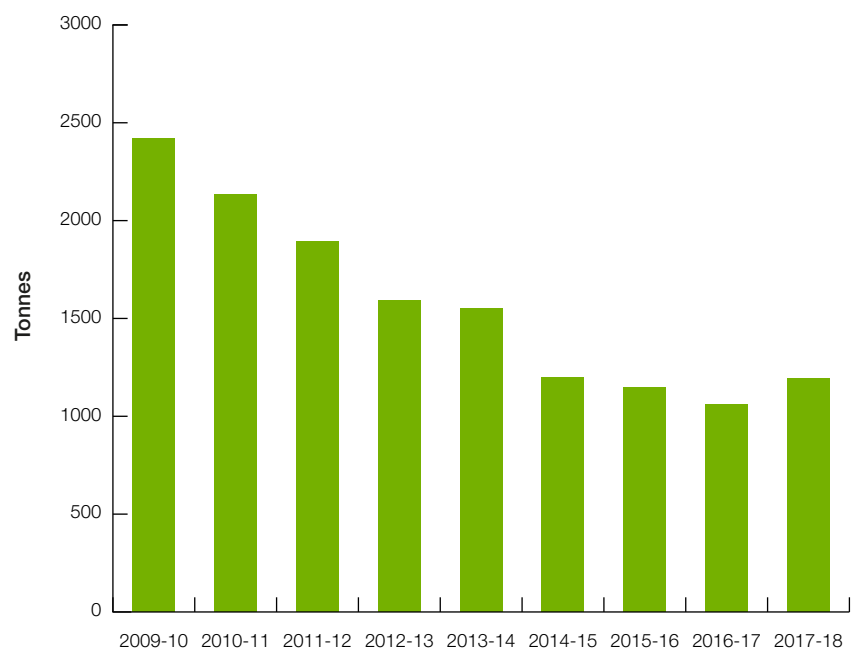
- reducing the amount of waste we generate year on year (waste generated)
- increasing the amount we recycle year on year (recycling rate)
- sending less than 10% of the waste we produce to landfill (landfill rate).

Waste generated

We generated 1,193 tonnes of waste in 2017 to 2018 which is 46% less than in 2009 to 2010. Although a slight increase of 132 tonnes, more than in 2016 to 2017. Nearly 100 tonnes of this increase resulted from a number of modernisation projects including renovation and demolition of buildings and a storage clearance. The remaining increase came from general and food waste.

Paper waste decreased by over 30 tonnes over the course of the year, demonstrating our digital strategy continues to see benefits.

Total waste



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Actions to reverse this increase include the introduction of new processes, and capitalise on the new waste management contract brought in by the PFI supplier during this year. There is now even closer monitoring of non-standard sources of waste, such as projects and accommodation moves to find alternative use where possible. We also plan to continue waste reduction communication campaigns and introduce initiatives to remove disposable items particularly in the area of single use plastics.

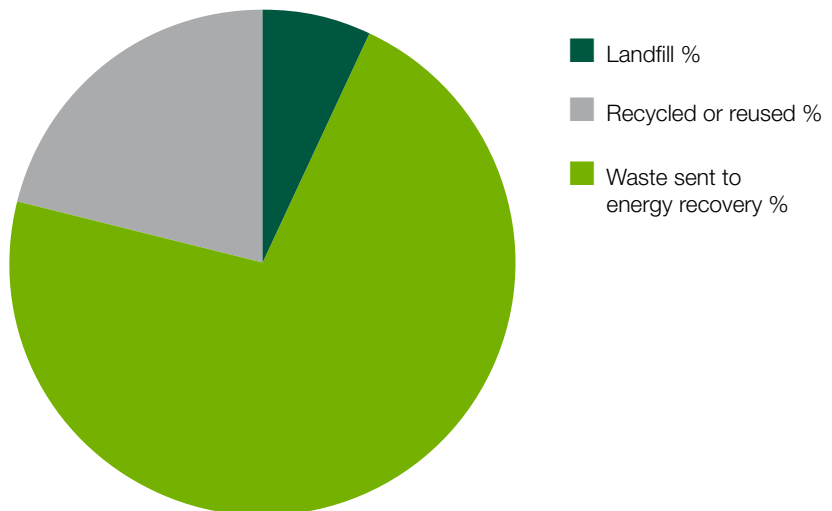
Recycling rate

We recycled or reused 72% of our waste this year. We improved this rate against last year. We expect to improve further with the introduction of a comprehensive change to the staff-facing waste management across all of our sites. In January 2018 we introduced new segregation bins in our office, rest, kitchen and catering areas for recycling.

Waste to landfill

We sent 7% of our waste to landfill last year. This is well within our target of 10%, (it increased by 1%, due to miscommunication with our waste service chain which was quickly fixed).

The remainder of our waste (21%) was incinerated, all but 30kg of medical and clinical waste was with energy recovery.



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Last year through our established waste avoidance policy, the Agency diverted 11 tonnes of items from becoming waste. Two examples of diverting items from waste were:

- 7.4 tonnes of redundant IT equipment as part of our modernisation and efficiency drive, instead of disposing of this through waste processes was donated to the local community
- waste receptacles replaced by the new segregation bins were donated and distributed to local organisations including schools and community centres.

We do not include these items in our waste figures as they are being used for their original purpose. This policy not only benefits our local community but reduce our costs for waste disposal by keeping items and equipment in circulation and in use for longer.

Normalisation

DVLA office estate

	2016 to 2017	2017 to 2018
DVLA office estate waste (tonnes) per FTE	157kg	190kg

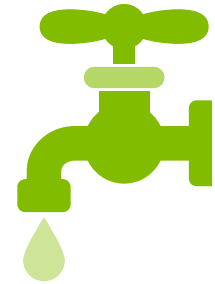
Due to the increases described, the level of waste per full-time equivalent employee has increased to 190kg.

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Finite resource consumption



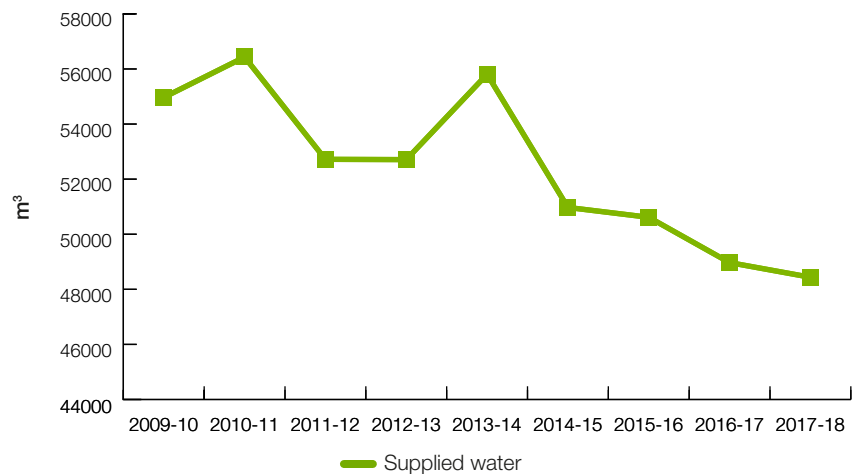
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Water

We aim to reduce our water consumption year on year. We used 47,878 m³ in 2017 to 2018 which was 1% less than in 2016 to 2017.

Water consumption



We continue to monitor our water sub-meters to analyse how we are using water. We have used a communication campaign amongst staff for ‘Water Week’ in August. This highlighted water saving initiatives currently in place and invited our water regulator in to explain how they make safe drinking water available and manage the resultant waste water.

We also spent time investigating the possibility of increasing our rainwater harvesting capability and plan to increase the amount of sub-meters in our highest use building to provide further analysis for action.

Normalisation

DVLA office estate

DVLA office estate waste (m ³) per FTE	2016 to 2017	2017 to 2018
	8m ³	8m ³

In 2017 to 2018 each one of our full-time equivalent employees used 8m³ of water.

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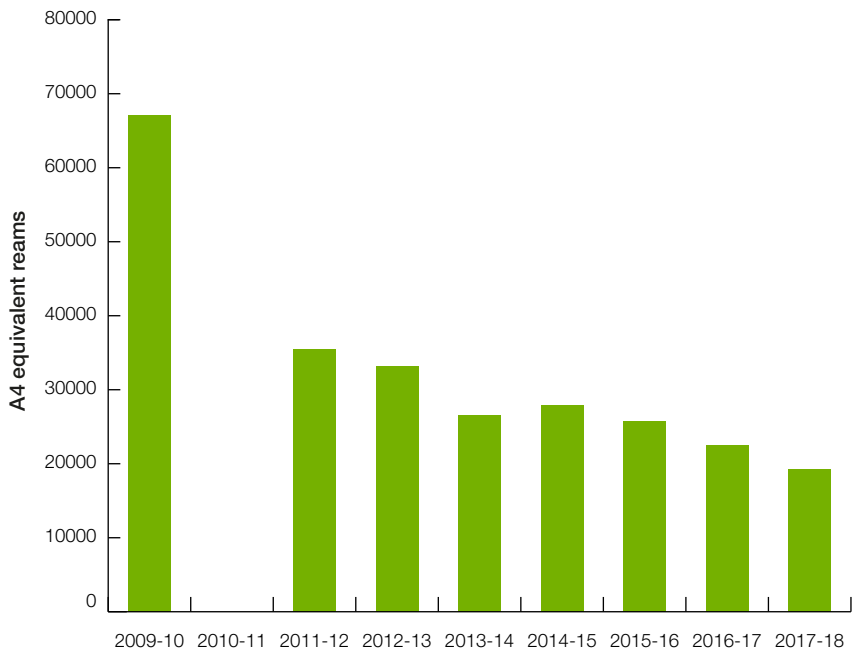
Paper

In 2017 to 2018 we ordered the equivalent of 19,262 reams of A4 paper for use within our administrative areas. This is 71% less than in 2009 to 2010 and represents a continued year on year decrease since the start of the target. The annual decrease is attributed to a review conducted into the use of paper and what we consider operational and administrative use and continued best practice use of administrative paper.

This equates to 1,425 tonnes of paper, an increase of 57 tonnes from last year. This increase was as a result of contingency deliveries before a paper contract change and operational changes in preparation for the implementation of the General Data Protection Regulations (GDPR).

For operational purposes, such as our services to customers we used 1,377 tonnes of paper.

Administrative paper (A4 reams equivalent)



Data not available for 2010-2011 (see page 38).

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Sustainable procurement



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Sustainable procurement

During 2017 to 2018 we continued to identify processes and organisational improvements and set delivery milestones and timescales for actions. We also achieved the Chartered Institute of Procurement and Supply (CIPS) reaccreditation in December 2017. CIPS is an in-depth assessment that measures our procurement function against world class standards. It also assesses our sustainability compliance against the accreditation standard.

We are members of a government-wide Sustainable Procurement Group and continue to be committed to using the Government Buying Standards (GBS) best practice specifications. We also form part of the Department for Transport Virtual Policy Team, which puts sustainability at the forefront of considerations, policies and procedures.

We have increased the level of awareness of our commercial staff relating to sustainability within the procurement process through:

- compulsory ethical procurement training for senior management
- commercial advisors in designated roles undertaking a professional Diploma in Procurement and Supply (MCIPS) study a module with compulsory sustainability elements.

Sustainability also plays a role within our strategic supplier relationship model, where our strategic contracts are continually assessed.

Contracts over a certain value are also assessed by the sustainability team at specification build stage and there are plans to extend this to all value contracts this year.

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Transparency commitments



**We are committed
in being open and
transparent in the
steps we are taking
to address the
following areas:**

- climate change adaptation
- biodiversity and the natural environment
- procurement of food and catering services
- sustainable construction
- our community
- our staff.

08



Climate change adaptation

Our only identified risk in relation to climate change is the possible flooding of our Swansea Vale sites which house our contact centre and training and event facilities. Swansea Council completed mitigating actions around the area which has reduced this risk, it is no longer being managed formally through our risk management process. We continue to ensure adequate business continuity plans are in place and regularly tested.

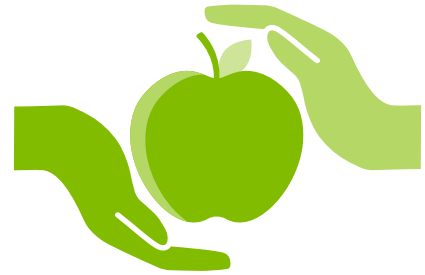
Biodiversity and the natural environment

In 2017 we published our [biodiversity action plan: April 2017 to March 2020](#). We are looking forward to implementing the commitments we have made in this document to increase biodiversity. In 2017 we recruited an ecologist into our environmental team to provide expert advice on practical ways to enhance the natural environment across our estate. They are monitoring our current activities and working with our service partners to ensure compliance and raising awareness in line with our obligations under The Environment (Wales) Act 2016.

Over the past year we have continued to engage with staff keeping them up to date with biodiversity information and organising activities.

We have maintained a positive working relationship with our service partners, helping to create management plans which meet the needs of some of the 162 recorded species of flora and fauna across the estate.

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Food and catering services

Our catering service is provided through our PFI contract with Telereal Trillium. In April this year Sodexo was appointed the new service provider. We will undertake an annual audit of their sustainability performance and we will report the results in the next annual report. However Sodexo have provided the following contribution for this report:

- Sodexo does not use palm oil within its kitchens and sources alternatives such as rapeseed oil for cooking and virgin olive oil for salad dressings
- Where palm oil is contained within products, for example margarine, our procurement team has worked hard with suppliers to ensure this is RSPO certified to continue reducing the impact we have on the environment
- Environmental responsibilities, including sustainability, are taken into account in all procurement decisions, suppliers are actively encouraged to demonstrate they control and reduce any negative impact on the environment caused by their processes, products and packaging
- Sodexo's policy is to obtain the best quality food at the best price. In the UK, fruit and vegetables are sourced from British suppliers wherever possible
- Sodexo's desire to buy ethically is as strong as the dedication to obtaining best value, recognising the Ethical Trading Initiative, which is working to improve pay and conditions for workers in farms and factories around the world
- Sodexo also have a range of products certified by the Rainforest Alliance, including coffee and tea

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- Sodexo is certified by the Marine Stewardship Council (MSC) and has committed to using sustainable fish and seafood, identifying 16 species of fish listed on the IUCN Red List which will not be sourced, due to over exploitation, whilst promoting underutilised species
 - Sodexo do not knowingly use genetically modified ingredients or food, and suppliers commit to ensuring the supply chain remains GM free
 - Sodexo's suppliers must conform to procedures intended to eliminate GM ingredients in all meals
 - No mechanically reclaimed meat is used in any food products and Sodexo aims to eliminate hydrogenated vegetable oils in products
 - All key suppliers sign the Sodexo Supplier Code of Conduct which sets out Sodexo's desire to do business with suppliers who conduct their activities based on responsible ethical, social and environmental practices.



Sustainable construction

We started three construction projects this year to update our estate, these included renovation works, demolition, rebuild and repurposing. All were carried out by our PFI contractor Telereal Trillium. Sustainability is considered in the design phases and input is welcomed from our Sustainability team, who are involved throughout the whole project lifecycle.

Ideas incorporated into the projects included a rain water harvesting system, photovoltaics, and LED lighting.

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Our community

Charitable giving and community outreach

Our approach to charitable giving encourages staff to vote annually for a charity of their choice, a selected charity that all fundraising for the year will be dedicated to. In 2017 our Charity of Choice was Mind and in total we raised £56,159.27.

Our Charity of Choice 2018 is Maggie's Swansea, a cancer support charity. We have already raised £11,000 from January to March. Staff have raised this through various activities including sponsorship for taking part in half marathons, running local tuck shops, cake sales, sporting sweeps, raffles and other activities.

As described in the waste management section of this report, we continue to engage with local schools, voluntary and charitable services and community groups in our area. Donating items and equipment that would become waste.

We participated in National Inclusion Week 2017, where we encouraged volunteering in community programmes linked to our staff networking groups. Our outreach work continued through our Employability Skills Programme. This targets under-represented groups in our local community and in schools to boost their skills and help them become the workforce of tomorrow.

We engage with our community by collecting regularly for local food banks and collecting clothing for donation to local charities.

08



Apprenticeships and work placements

We are committed to supporting staff in the pursuit and completion of work based apprenticeship programmes across a range of areas. In the period 2017 to 2018, 230 individuals started apprenticeship programmes. A tailored approach to subject areas, such as within digital services, will allow us to align apprenticeships to future skills and capability of staff.

We are working with work-based learners and stakeholders to understand, support and contribute to the design and delivery of future apprenticeships at degree level. In particular we have worked with the Tech Partnership in relation to the development of a new suite of IT options. This wider view will support our internal development in our Centre of Digital Excellence in enhancing IT skills of our staff.

DVLA's apprenticeship programme was recognised in the DfT Apprenticeship of the Year awards in April 2017 where a member of our staff won Apprentice of the Year.

To continue supporting these events, during National Apprenticeship Week in March, we held an event to announce the winners of the DVLA Apprentice of Year awards. We have been nominated again for our current apprentices in the DfT awards.

Our work placement programme offers flexible, paid and unpaid placements. We work with support agencies, local schools and universities to support individuals within our community who are in long-term unemployment, underrepresented groups and students. In 2017 to 2018, we supported 37 individuals, including 21 students from Cardiff University.

Following on from the work placement programme, our Diversity team launched the Employability Skills Programme to provide support agencies and schools with CV, applications and interview skills workshops, which are also offered to those on placements.

Through relationships with disability specialist agencies such as Remploy and the Shaw Trust, we have supported placements for seven individuals. This supports our vision of creating a more inclusive workplace with sustainable employment and be an employer of choice within the community.

08



Our staff

Diversity

Diversity and inclusion is important to us. Our staff networks, championed by our Executive Team, provide support to staff by engaging with local community groups and schools.

Our staff networks include support for disability, gender equality, LGBT, ethnic minorities and carers with executive level champions for each.

In 2018 we have also achieved Disability Confident (Leader) status and have received silver status award regarding our work in transgender awareness.

Staff self-development and training

In 2017 to 2018 we ran development programmes for staff on topics such as leadership, management and programmes targeting under-represented groups such as crossing thresholds and positive pathways. We have also offered specific programmes to work areas including Operational Delivery, Policy and Strategy, Human Resources, Estates Management and Finance. 650 staff members successfully completed the programmes last year.

We also continued to coordinate a large scale event for Adult Learners Week to communicate and offer opportunities to staff to develop their skills.

Welcoming staff

In September 2017 we relaunched our induction for new entrants. By working with our Staff Networking Groups we ensured that this would cater for all new staff.

The changes made have influenced wider government, who are now observing our corporate induction experience.

08



General support

With almost 45% of our workforce aged 45 and over, we have targeted this area of our workforce with health initiatives.

Females make up 60% of our workforce, with women over 50 making up 30% of the workforce. This means that a third will be going through or approaching menopause. Menopause is a natural phase in a women's life and we recognise it can have a significant impact on their health and wellbeing. As a result, work has been done around this area including the delivery of menopause awareness workshops. Swansea University will conduct research into the impact of menopause in the DVLA.

We organised a health screening programme for staff aged 40 and over. The findings from the screening programme will help us to develop our health initiatives.

Through a health promotion calendar, we continue to provide managers and staff access to resources and information. We support staff with challenges they may face with NHS Cymru workshops aimed at those with a long term health conditions, those in a caring role, a stress control programme and one to one money advice.

We ensure the renewal of our Employee Assistance Programme contract which continues to offer staff across DfT a free and confidential support service.

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Greenhouse gas emissions Scope 1*

		2009-10		2010-11		2011-12		2012-13		2013-14		2014-15		2015-16		2016-17		2017-18		
		kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	
Fuel combustion and fugitive emissions*	Gas	30,143,865	5,545	27,715,449	5,127	19,765,094	3,629	25,553,712	4,732	17,316,345	3,186	21,226,114	3,927	33,469,655	6,173	23,556,858	4,438	26,434,399	4,868	
	Oil	120,142	33	120,142	39	120,137	33	120,138	33	119,956	32	171,603	47	189,287	51	375,681	104	256,134	71	
	Fugitive emissions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Total tCO₂e	5,579	5,166	3,662	4,766	3,218	3,974	6,225	4,542	4,939										
	Transport we own	251	437	370	140	129	112	98	292	129										
Total tCO₂e	5,830	5,603	4,032	4,906	3,347	4,086	6,323	4,834	5,068											

Notes *Scope 1 – Direct greenhouse gas emissions. These occur from sources we own or directly control.
 *Fugitive emissions are emissions from leaks or other unintended releases of gases, for example from refilling air conditioning units.
 Figures may differ from previously reported due to reconciliation and amended conversion factors.

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Greenhouse gas emissions Scope 2*
 2009-10 2010-11 2011-12 2012-13 2013-14 2014-15 2015-16 2016-17 2017-18

Purchased electricity*		kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e
	Mains standard grid electricity	5,905,240	2,916	5,927,347	2,877	6,236,144	2,819	6,710,672	3,087	1,133,713	505	0	0	0	0	15,634,961	6,442	13,756,563	4,836
Mains green tariff electricity	15,634,130	7,720	16,385,913	7,952	16,046,086	7,254	12,776,521	5,878	23,170,114	10,322	19,692,825	9,733	13,269,324	6,133	0	0	0	0	
Good Quality CHP purchased electricity	437,657	216	421,285	204	2,493,512	1,127	2,647,699	1,218	226,743	101	0	0	0	0	0	0	0	0	
Total tCO₂e		10,852		11,033		11,200		10,183		10,928		9,733		6,133		6,442		4,836	
Purchased heat, steam and cooling (CHP)	0		0		0		0		0		0		0		0		0		
Total tCO₂e		10,852		11,033		11,200		10,183		10,928		9,733		6,133		6,442		4,836	

Notes *Scope 2 – Indirect greenhouse gas emissions from energy. These results from energy consumed which is supplied by another party.
 *Carbon for purchased electricity includes only that captured under Scope 2. A proportion (transmission and distribution losses from the grid) is reported under Scope 3.
 Figures may differ from previously reported due to reconciliation and amended conversion factors.

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Greenhouse gas emissions Scope 3*	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Direct emissions from electricity losses (tCO ₂ e)	859	889	956	804	934	851	506	583	452
Business travel (non fleet) (tCO ₂ e)	720	217	196	450	265	149	154	292	133
Total tCO₂e	1,579	1,106	1,152	1,254	1,199	1,000	660	875	585
Other* (unknown scope or international air or rail travel)	-	13	12	13	30	7	12	8	17

Notes *Scope 3 – Official business travel emissions (excluding those from our fleet) and transmission and distribution losses. This only includes official business travel which we directly pay for.

*Other emissions that do not fall or is explicitly excluded from the scopes for example international air or rail travel.

Figures may differ from previously reported due to reconciliation and amended conversion factors.

09



Waste		2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Non-financial indicators	Landfill	611	607	375	317	320	28	52	60	83
	Recycled or reused	1,585	1,517	1,513	1,269	1,231	1,113	1,028	759	863
	Incinerated or energy from waste	–	–	–	–	–	56	65	243	247
	Other	0	0	7	6	3	3	3	–	–
	Total waste	2,196	2,124	1,895	1,592	1,554	1,200	1,148	1,062	1,193

Finite resource consumption			2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Non-financial indicators	Water (m ³)	Supplied	54,967	56,432	52,719	52,709	55,807	50,972	50,615	48,970	47,878
		Harvested	630	1530	763	583	618	1,309	2,084	–	–
		Consumption per FTE	–	–	4	3.62	3.77	3.76	3.84	8.60	8.20
	Administrative paper (A4 reams equivalent)		67,065	–	35,464	33,144	26,549	27,890	25,728	22,528	19,262

09



Financial indicators	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Total expenditure									
Energy	£3,985,523	£2,223,140	£3,287,732	£3,270,133	£3,603,472	£3,465,093	£2,645,033	£2,668,875	£2,565,649
CRC gross	–	–	£196,980	£194,150	£202,632	£221,139	£192,356	£196,742	£123,351
Water and sewerage	£123,438	£138,237	£159,794	£174,043	£186,073	£146,783	£152,818	£153,982	£147,884
Business travel								£ 602,436	£594,063
Emissions reduction projects or low emissions solutions									£215,148
Total revenue									
waste	£38,694	£53,115	£61,685	£28,002	£0	£0	£0	£13,148	

Notes Expenditure on waste disposal is included under DVLA's PFI contract. This includes disposal costs and purchase and management of licences.
2016 to 2017 CRC cost of £196,742 included unused allowances of 1,748 tCO₂e that will be used to offset the required allowances for 2017 to 2018.

Human Resources and Estates

Sustainability Report 2017-18

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