



Department
for Environment
Food & Rural Affairs

Greening Government Commitments Annual Report April 2019 to March 2020

October 2021

We are the Department for Environment, Food and Rural Affairs. We're responsible for improving and protecting the environment, growing the green economy and supporting our world-class food, farming and fishing industries.

We work closely with our 33 agencies and arm's length bodies on our ambition to make our air purer, our water cleaner, our land greener and our food more sustainable. Our mission is to restore and enhance the environment for the next generation, and to leave the environment in a better state than we found it.



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Ministerial foreword

In 2011, UK government committed to embed sustainable development right across government, from how departments make policy to how they run their buildings and purchase goods and services. A decade on, our Greening Government Commitments continue to demonstrate that environmental sustainability is central to the way we manage our estates and operations.

Once again, the performance of UK government departments and their partner organisations outlined in this report demonstrates strong performance against the Greening Government Commitments. It demonstrates how departments are taking both the environment and the need for efficiency into account in the way they use energy and water, make travel decisions, handle waste and procure goods and services. It also establishes that we want to continue to move forward and improve. After the 2020 target for reducing greenhouse gas emissions (GHG) was met early in 2016/17, we set ourselves a more ambitious target to reduce emissions by 43% by 2020. This was surpassed, with the government reducing its GHG emissions by 50% compared to the baseline year of 2009/10; a significant achievement, and one we will continue to build on.

Since 2009/10, and pre-COVID-19, the government has also reduced its waste by 39%, taken 38% fewer domestic flights, used 12% less water, recycled 64% of waste and diverted 94% from landfill. The combined cost savings from reduced energy consumption, waste and water over this time is estimated at £182 million.

Government property and government estate continues to play a significant part in reducing GHG emissions and promoting the broader sustainability agenda. We are developing design standards guided by best practice and driven by operational needs, in order to reduce energy demand through passive design and smarter working practices. We are investing in improvements across the estate to enhance energy performance, through efficient Heating, Ventilation and Air Conditioning (HVAC) systems, LED lighting, low carbon District Heating Networks and renewable energy generation. All of the 14 new Government Hubs are being developed to at least BREEAM (Building Research Establishment Environmental Assessment Method) Excellent standard, aiming to improve on a range of areas including biodiversity, sustainable travel and resilience to climate change. This approach reflects our ambition for modern, well-maintained and fit for purpose facilities that are great places to work and enable the delivery of excellent public services.

The COVID-19 pandemic has led to significant disruption, and its impacts continue to be felt. The unparalleled scale of the challenge faced by the government to deliver public services and accommodate staff has meant fundamental changes in the way the Civil Service operates. The data presented in this report will not display these impacts. This will be included in the 2020/21 annual report.

I am delighted that alongside this report, we are also publishing a new Greening Government Commitments Framework for 2021 to 2025. This new framework will ensure the public estate continues to reduce its environmental footprint, align with commitments in our 25 Year Environment Plan and be consistent with a trajectory to achieving net zero greenhouse gas emissions by 2050. We are looking forward to seeing how this new framework will build upon the successes we've already achieved and make sure that we increase our ambition on this important area of environmental sustainability.

Rebecca Pow, Parliamentary Under Secretary of State for the Environment, Defra

Introduction to the Greening Government Commitments

The Greening Government Commitments (GGCs) set out the actions UK government departments and their agencies will take to reduce their environmental impact. They demonstrate how the UK government is working to improve the environmental performance of its own estate and operations, in line with our 25 Year Environment Plan commitments to improve the environment within a generation¹.

The GGCs set out targets for government to reduce greenhouse gas emissions, domestic flights, waste, paper consumption and water use by 2019 to 2020, compared to a 2009 to 2010 baseline. Departments must also demonstrate each year how they ensure the goods and services bought are as sustainable as possible. They must also report transparently on their actions on climate change adaptation, biodiversity, sustainable food and catering, sustainable construction, and any other significant aspects of their work which could have a negative effect on the environment².

The Autumn budget 2017 introduced the Government Fleet Commitment for 25% of the fleet to be Ultra-Low Emissions Vehicle by 2022 and 100% by 2030. Departments have been working to adjust their fleet as part of this commitment and progress against this is reported in this GGC annual report for the first time.

The targets recognise that departments carry out a wide variety of functions and activities and as such are designed to allow flexibility for departments to make appropriate improvements to their own estate and operations.

This report sums up the progress made during the financial year 2019 to 2020, against the GGC targets for 2016 to 2020. To allow comparison over time, tables and graphs presented in this report include comparative data for the 2018 to 2019 financial year. Data from before this date is available in previous annual reports³.

The coverage of the Greening Government Commitments

The GGC targets apply to 22 central government departments, non-ministerial government departments and their Arm's Length Bodies (ALBs) unless specifically exempted (see annex 5 for bodies covered by reporting).⁴

The GGC programme is overseen by Defra (Department for Environment Food, and Rural Affairs), with policy support from BEIS (Business, Energy and Industrial Strategy) which is responsible for the greenhouse gas (GHG) reduction target, Cabinet Office, HM Treasury (HMT), and the Department for Transport (DfT).

¹ See [25 Year Environment Plan](#)

² See [Greening Government Commitments annual reports](#)

³ See [Greening Government Commitments annual reports](#)

⁴ DExEU is not included this department ceased to exist on the 31 January 2020.

All departments are responsible for the collection, processing and quality of their own data.⁵ Consultants from DNV provide additional quality checking to ensure data consistency. Defra collates data on procurement and transparency. Defra also collates the data on the four ALBs which have been granted exemption from meeting the targets on operational grounds, but which are still required to report and make improvements to their environmental performance (see annex 1).

The Department for exiting the European Union (DExEU), was a ministerial department from 14 July 2016 and as such has 2017 to 2018 as its baseline. It then reported for the first-time during 2018 to 2019. DExEU ceased to be a department on 31 January 2020. Data for this department is available for greenhouse gas emissions and paper for the first half of the year; DExEU did not report on domestic flights, waste and water.

FCO (Foreign and Commonwealth Office) is, as of September 2020, FCDO (Foreign, Commonwealth and Development Office) following a merger with the Department for International Development (DfID). As this report covers the period to March 2020 it refers to them, respectively, as FCO and DfID.

The Consumer Single-Use Plastic (CSUP) elimination scheme was established by the Cabinet Office (CO) with the support of the Crown Commercial Service (CCS) and ended on 31 December 2019. Full reporting on progress against the elimination of CSUP from the central government estate will be conducted through the GGC annual report from 2020 to 2021 onwards.

Sustainable procurement

As part of the continued commitment to improve sustainable procurement practices, a consultation was published by the Cabinet Office on 11 March 2019, for evaluating and reporting social value in the award of central government contracts. The consultation concluded that the overarching objective for the government's commercial activities is to achieve the best commercial outcome and that government should apply its commissioning to support key social outcomes. It also stated that the public sector must maximise social value effectively and comprehensively through its procurement and that it must act: for the reason that a missed opportunity to deliver social value is a cost that has to be absorbed elsewhere in public services.

In September 2020, the Cabinet Office published [Procurement Policy Note 06 20](#), effective from 1 January 2021, requiring social value to be explicitly evaluated in all central government procurement, where the requirements are related and proportionate to the subject-matter of the contract, rather than just 'considered' as currently required under the Public Services (Social Value) Act 2012. It also stated that unnecessary burdens should not be placed on commercial teams or suppliers.

Also, included in the PPN 06/20 is a new model to deliver social value through government's commercial activities. Central government organisations should use this

⁵ DCMS occupy a HMRC building, therefore their utilities data (GHG, water and waste) is reported in HMRC's data.

model to take account of the additional social benefits that can be achieved in the delivery of its contracts, using policy outcomes aligned with this Government's priorities.

Full details of the requirements and Social Value Model are set out here on [taking account of Social Value in the Award of Central Government Contracts](#).

Executive Summary of 2019 to 2020 Performance

Greenhouse gas emissions

2020 Target: reduce greenhouse gas emissions by at least 43% from a 2009 to 2010 baseline (in line with individual departmental targets).

- As a whole, government has reduced its emissions by 50% in 2019 to 2020, compared to the baseline; an increase in reductions from the 46% achieved in 2018 to 2019. This demonstrates, that since 2009 to 2010, the government has collectively halved the greenhouse gas emissions arising from its estate.
- 31% of the reduction in emissions was due to improved management of the government estate and a further 19%, was due to the decarbonisation of the national grid.
- 18 departments met the target; of these, 14 departments have made reductions in emissions of 50% or more, compared to the baseline. 3 departments have missed the target.
- Reductions in energy consumption saved the government an estimated £148 million in 2019 to 2020, compared to the 2009 to 2010 baseline. This is approximately £20 million more than in 2018 to 2019.

Domestic flights

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

- As a whole, government has reduced the number of domestic flights it has taken by 38%, compared to the baseline. This exceeds the 30% target reduction for 2020. Whilst the target has been achieved by government as a whole, performance varies between departments.
- At a departmental level, 9 of the 22 departments met the 30% target and 12 missed the target.⁶ Of these, 6 departments have seen an increase in the number of flights taken compared to the baseline.

⁶ DExEU is not included in these figures due to not reporting on flights.

Fleet commitment

Target: Government fleet to be 25% ultra-low emissions vehicles (ULEV) by 2022 and 100% by 2030.

- As a whole, 7.6% of the central government fleet were reported as ultra-low emissions vehicles
- At departmental level, two departments have already reached the 25% target by 2022. Three other departments report good progress towards the target, while six others report some ULEV in their fleet or hire vehicles. Two departments report no ULEV in their fleet or hire vehicles.
- Nine departments report having no fleet or hire vehicles in scope of the target.

Waste

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

- As a whole, government has reduced its waste arisings by 39%, compared to the baseline. This was a slight decrease, compared to the 2018 to 2019 figure of 40%.
- Only 6% of central government waste was sent to landfill in 2019 to 2020, exceeding the target of sending less than 10% of waste to landfill. 19 departments achieved the target and 2 missed the target⁷, which is an improvement on 3 departments not achieving the 10% target in 2018 to 2019. Of those that met the target, 7 departments did not send any waste to landfill at all.
- The collective government recycling rate was 64%. This is a small decrease compared to the overall 2018 to 2019 figure of 65%.
- Reduction in waste saved the government an estimated £24.9 million, compared to the 2009 to 2010 baseline.⁸

⁷ DExEU is not included in these figures due to not reporting on waste.

⁸ Median price (£113/tonne) for non-hazardous waste including landfill tax (from WRAP Gate Fees Report 2019) plus estimated cost (£78/tonne) of transport (3% uplift on last year's figure, rounded to nearest £).

Paper consumption

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

- As a whole, government reduced its paper consumption by 63% in 2019 to 2020, compared to the baseline exceeding the 2020 target of 50%. This is an increase in reduction from 59% in 2018 to 2019.
- 15 departments met or exceeded the 50% target. Of these, eight departments recorded reductions of over 70%, an increase from 2018 to 2019.

Water

2020 Target: continue to further reduce water consumption. Each department will continue to improve on the reductions they had made by 2014/15. Departments will set internal targets and continue to report on office water use (m³ per Full Time Equivalent (FTE)).

- As a whole, government reduced its water consumption by 12% in 2019 to 2020 compared to the baseline. This is an increase in reduction from the 10% achieved in 2018 to 2019.
- 17 departments met or exceeded the 2019 to 2020 target of reducing water consumption.
- Reduction in water consumption saved an estimated £9.5 million, in 2019 to 2020 compared to the 2009 to 2010 baseline year.⁹

Procurement

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

- 14 departments report having a sustainable procurement policy, and 7 departments do not have one, or it is under development.¹⁰
- Arrangements for the promotion of sustainable procurement varies from staff network champions, senior leadership champions and commercial teams.

⁹ Total marginal price (i.e. ignoring fixed charges) for supply and waste water for users taking 50,000 m³ per year. Average of charges for 2019-20 from: Thames Water wholesale (£1.0181/m³ + £0.8700/m³ = £1.8881/m³); Severn Trent (0.5 * (£0.5611/m³ + £1.0473/m³) + 1.0143/m³ = £1.8185/m³); United Utilities: (£1.4480/m³ + £1.1597/m³ = £2.6077/m³)

¹⁰ DExEU previously included in DIT procurement reporting, department closed on the 31st January 2020, not included in this total.

- Many departments report reviewing their suppliers during or at the end of their contracts to evaluate and learn from their sustainable procurement activities.

Transparency

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

- **Climate change adaptation;**
 - **Biodiversity and the natural environment;**
 - **Procurement of food and catering services;**
 - **Sustainable construction;**
 - **any other issues that departments consider to be most significant to reducing the environmental impact of their activities.**
- 12 out of 22 departments have reported against all four transparency commitment areas, a slight increase on the previous year.
 - All departments except for one have reported their actions in relation to at least one of the transparency areas in their Annual Report and Accounts (ARA).

Chapter 1: Greenhouse gas emissions

2020 Target: reduce greenhouse gas emissions by at least 43% from a 2009 to 2010 baseline (in line with individual departmental targets).

2019 to 2020 Headlines

- As a whole, government has reduced its emissions by 50% in 2019 to 2020, compared to the baseline; an increase in reductions from the 46% achieved in 2018 to 2019. This demonstrates, that since 2009 to 2010, the government has collectively halved the greenhouse gas emissions arising from its estate.
- 31% of the reduction in emissions was due to improved management of the government estate and a further 19%, was due to the decarbonisation of the national grid.
- 18 departments met the target, of these, 14 departments have made reductions in emissions of 50% or more compared to the baseline and 3 departments have missed the target.
- Reductions in energy consumption saved the government an estimated £148 million in 2019 to 2020, compared to the 2009 to 2010 baseline. This is approximately £20 million more than in 2018 to 2019.¹¹

The target

Reducing greenhouse gas emissions to mitigate the effects of climate change is a national priority. The UK was one of the first countries to recognise and act on the economic and security threats of climate change, passing the Climate Change Act in 2008, and building on this with the 2017 Clean Growth Strategy¹². In 2019, the UK government took this commitment a step further by introducing legislation that requires the UK to bring all greenhouse gas emissions to net zero by 2050¹³.

In 2021, government is using its Presidency of the G7 to build back better and deliver a fairer, greener and more resilient future. The G7 is uniquely placed to build political momentum and take ambitious action on the interdependent challenges of climate change and biodiversity loss, using the G7 to help pave a sustainable future for our people and planet.¹⁴ The UK will host the COP26 climate change conference and offset all carbon emissions associated with running the event. Hosting COP26 makes it even more

¹¹ Based on BEIS quarterly energy price statistics table 3.4.1. ([gas and electricity prices in the non-domestic sector](#)) Averaged over the past four quarters (2nd quarter 2019 to 1st quarter 2020), price for non-domestic users, taking figures for 'large' users (which is in the middle of the range).

¹² [The Clean Growth Strategy: Leading the way to a low carbon future](#)

¹³ [UK Becomes First Major Economy to pass Net Zero Emissions law](#)

¹⁴ [G7 UK 2021](#)

imperative to demonstrate government is keeping its estate in order and reducing its emissions.

Performance

The government as a whole met its original target of a 32% reduction in emissions in 2017, three years earlier than the 2020 target year. Following this achievement, BEIS set a new stretch target of 43%. In 2019 to 2020, departments recorded significant reductions in greenhouse gas emissions, collectively reaching a 50% reduction, exceeding this new stretch target.

While the increasing decarbonisation of the national electricity grid goes some way towards explaining the overall reduction, there has been a continued drive towards maximising the efficiency of both new and existing buildings. Of the overall 50% emissions reduction, 31% was due to improved management of the estate and a further 19% was due to the decarbonisation of the national grid. The 50% reduction represents an additional 4% reduction, in comparison to 2018 to 2019. Departments are continuing to gain the financial benefits of reducing energy consumption in buildings, with fuel cost savings estimated to be in the region of £148 million for 2019 to 2020, compared to 2009 to 2010.

An increase in the number of departments achieving their 2020 target means large reductions have come from both small and medium sized departments. 18 departments met their 2020 target, with 14 of these making reductions of 50% or more, compared to the baseline. As in previous years, the results achieved by some departments are also the outcome of a reduction in emissions from site closures and on-going operational changes, such as, consolidated IT and flexible working arrangements.

Combined, two of the biggest departments - the Ministry of Defence (MOD) and Ministry of Justice (MOJ) - account for 72% of collective government emissions. Both departments recorded progress in reducing emissions. The MOD achieved a 45% reduction in GHG emissions for 2019 to 2020, a further reduction compared to 42% the previous year and exceeding its 2020 target of 40%. The MOJ achieved a 44% reduction for 2019 to 2020, which is a further reduction from the 40% achieved in 2018 to 2019 and exceeding its own 38% target for 2020.

As was covered in the 2018 to 2019 annual report, building energy use, waste and water for DExEU is reported by its hosting departments; which is mainly Cabinet Office (CO), with a smaller occupancy at MOD. DExEU only reports its emissions from business travel, and as such the significant increase in its emissions can in part be due to this small initial baseline.

For greenhouse gas emissions, government has demonstrated significant progress in reducing its emissions between 2016 to 2020. Reductions have occurred consistently throughout the period with government initially meeting its 2020 target early, by achieving a 33% reduction in 2016/17, progressing to now achieving a 50% reduction in 2019 to 2020. Showing that since the 2009 to 2010 baseline year, government has collectively halved the greenhouse gas emissions arising from its estate in a decade.

Case Study - MOJ

Prison Cell LED Gear Trays

Throughout 2019 to 2020, over 6,000 prison cell lamps have been replaced with LED gear tray lighting solutions which reduce energy consumption by 64%. The LED gear trays are removable metal trays with all internal lighting installed directly on to them.

Such gear trays have the added benefit of delivering a higher quality light output and are more robust, with a life expectancy of four times that of the old fluorescent tubes they are replacing.

The project has delivered savings of 220 tonnes of CO₂ and £93k in energy savings per annum.

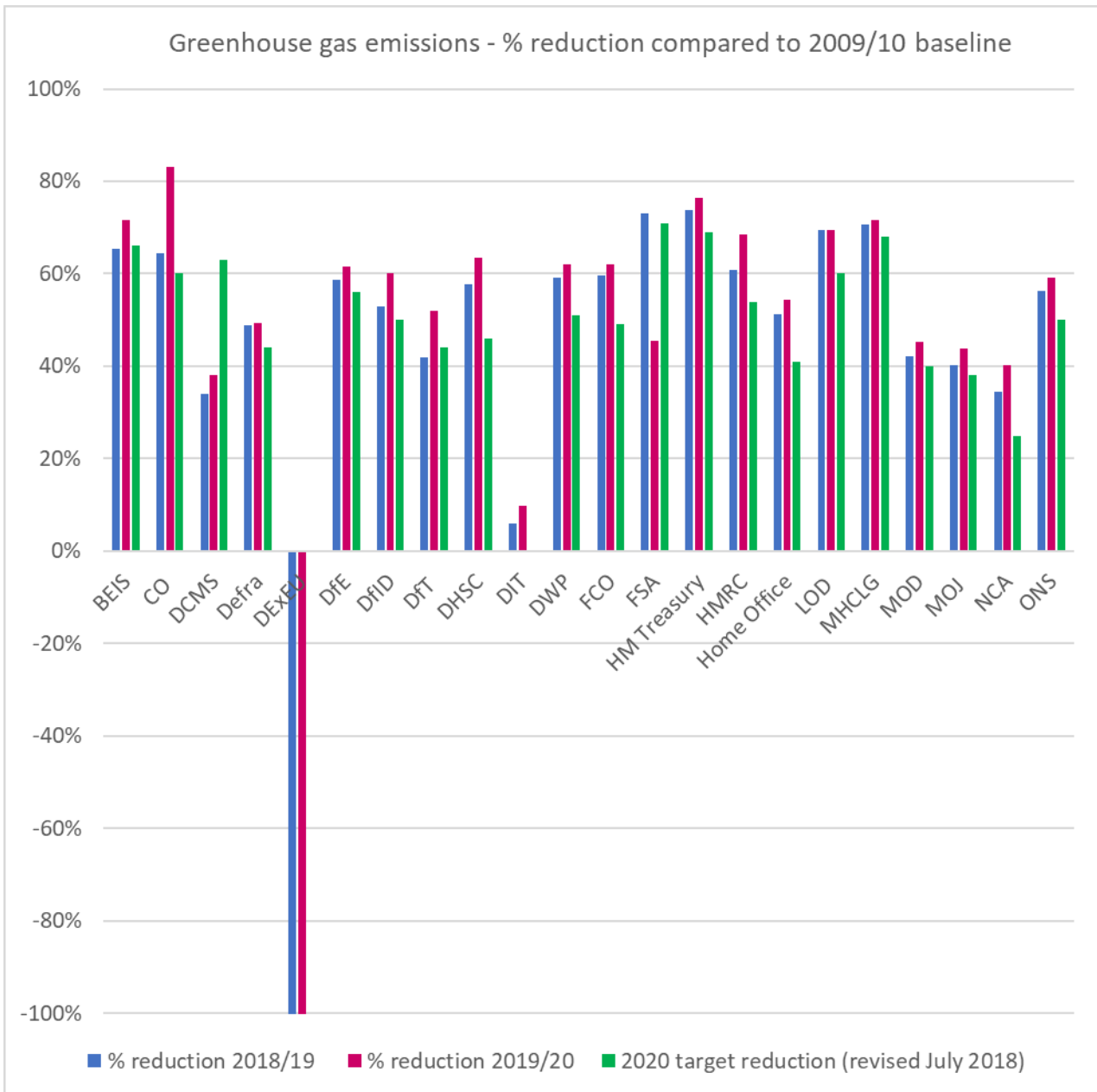
Table 1: Individual Department Greenhouse Gas Emissions Targets

Dept.	Baseline 2009/10*	Performance 2019/20	% reduction 2018/19	% reduction 2019/20	2020 target reduction (revised July 2018)	% of total government emissions
BEIS	63,539	18,074	65%	72%	66%	1.2%
CO	11,628	1,961	65%	83%	60%	0.1%
DCMS	1,352	836	34%	38%	63%	0.1%
Defra	119,398	60,379	49%	49%	44%	4.0%
DExEU	11	65	-1283%	-468%	N/A	0.0%
DfE	26,534	10,194	59%	62%	56%	0.7%
DfID	4,309	1,720	53%	60%	50%	0.1%
DfT	190,277	91,186	42%	52%	44%	6.0%
DHSC	56,774	20,700	58%	64%	46%	1.4%
DIT	1,072	969	6%	10%	N/A	0.1%
DWP	217,904	82,605	59%	62%	51%	5.4%
FCO	19,234	7,317	60%	62%	49%	0.5%
FSA	2,052	1,120	73%	45%	71%	0.1%
HM Treasury	4,216	999	74%	76%	69%	0.1%
HMRC	190,857	60,036	61%	69%	54%	3.9%
Home Office	81,432	37,162	51%	54%	41%	2.4%
LOD	16,063	4,889	69%	70%	60%	0.3%
MHCLG	23,482	6,662	71%	72%	68%	0.4%
MOD	1,432,006	783,232	42%	45%	40%	51.5%
MOJ	561,576	315,132	40%	44%	38%	20.7%
NCA	18,884	11,296	34%	40%	25%	0.7%
ONS	9,952	4,072	56%	59%	50%	0.3%
Total	3,052,553	1,520,606	46%	50%	43%	100%

* Except NCA (2014/15 baseline), DExEU and DIT (2017/18) baseline) BEIS uses (2009/10 BIS baseline)

** HMT figures restated for 2018 to 2019 due to higher quality data becoming available.

Figure 1: Greenhouse Gas Emissions reduction by Department



Chapter 2: Domestic flights

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

2019 to 2020 Headlines

- As a whole, government has reduced the number of domestic flights taken by 38%, compared to the baseline. This exceeds the 30% target reduction for 2020. Whilst the target has been achieved by government, performance varies between departments.
- At a departmental level, 9 of the 22 departments met the 30% target and 12 missed the target.¹⁵ Of these, 6 departments have had an increase in the number of flights taken compared to the baseline.

The target

The target to reduce domestic flights aims to focus more consideration on how much travel is really needed and what modes of travel are appropriate. A quantified reduction target for domestic flights requires departments to think about less carbon intensive travel options, and to consider whether meetings can take place without the need for travel at all – using teleconferencing and videoconferencing facilities.

Performance

The reduction in flights achieved for 2019 to 2020 was 38%, compared to the baseline. This is an improvement from the 28% achieved from 2018 to 2019 and exceeding the 2020 target of 30%.

At departmental level however, performance was mixed. A significant factor in the overall reduction was made by frequently flying departments. HMRC made a 49% reduction for 2019 to 2020, DWP made a 68% reduction and DHSC made a 73% reduction, compared to the 2009 to 2010 baseline. Although each only accounting for between 0.1% and 5% of total domestic flights, CO, DfT, HMT and the Law Officers Department (LOD), also recorded reductions above the 30% target, compared to the baseline.

6 departments, however, experienced an increase in the number of flights taken for 2019 to 2020. DfID, DCMS, MHCLG, FCO, ONS and the NCA reported more domestic flights for 2019 to 2020 than in the 2009 to 2010 baseline year.

¹⁵ DEXEU is not included in these figures due to not reporting on flights.

Growth in personnel numbers for FCO, DfID and DCMS has contributed to an increase in flights for their departments, compared to the baseline. However, in comparison to the number of flights taken in 2018 to 2019 year, there was a decrease in 2019 to 2020, for all three departments. This demonstrates some improvement over the year due to challenging usual behaviours, increasing management information and embedding smart working principles.

FCO also cites work with DfID, involving travel between London and Scotland, as a reason for continued use of domestic air travel. Additionally, DfID continued to increase the number and range of teams with representation in Abercrombie House in East Kilbride – in line with DfID's departmental strategy to relocate roles from Whitehall to Abercrombie House.

The National Crime Agency (NCA) leads the UK's response to cut serious and organised crime and highlights the operational deployment of staff to fulfil these responsibilities, as a likely reason for the increased number of flights NCA has taken compared to the baseline.

Government has demonstrated a cumulative reduction for domestic flights between 2016 to 2020. It has achieved this by initially reporting a 25% reduction in 2016 to 2017 and further reducing the number of domestic flights taken to 38% in 2019 to 2020, against the baseline.

Case Study - Highways England

Highways England have taken steps to increase digital working through the installation of Microsoft Surface Hubs across all key Highways England sites. They also routinely use Microsoft Teams in internal meetings and with external suppliers.

Training in the use of Surface Hubs has been rolled out across Highways England, together with the establishment of new "Kanban" areas in Leeds, Bristol and Birmingham offices. Kanban is a way of visualising and improving current working practices so that work flows through a system quickly.

The overall aim of using Microsoft Teams is to reduce miles travelled in support of Highways England business, whilst maintaining their essential services. Highways England started these steps, particularly the Surface Hub implementation, prior to COVID and it helped them to work more efficiently during COVID-19 pandemic.

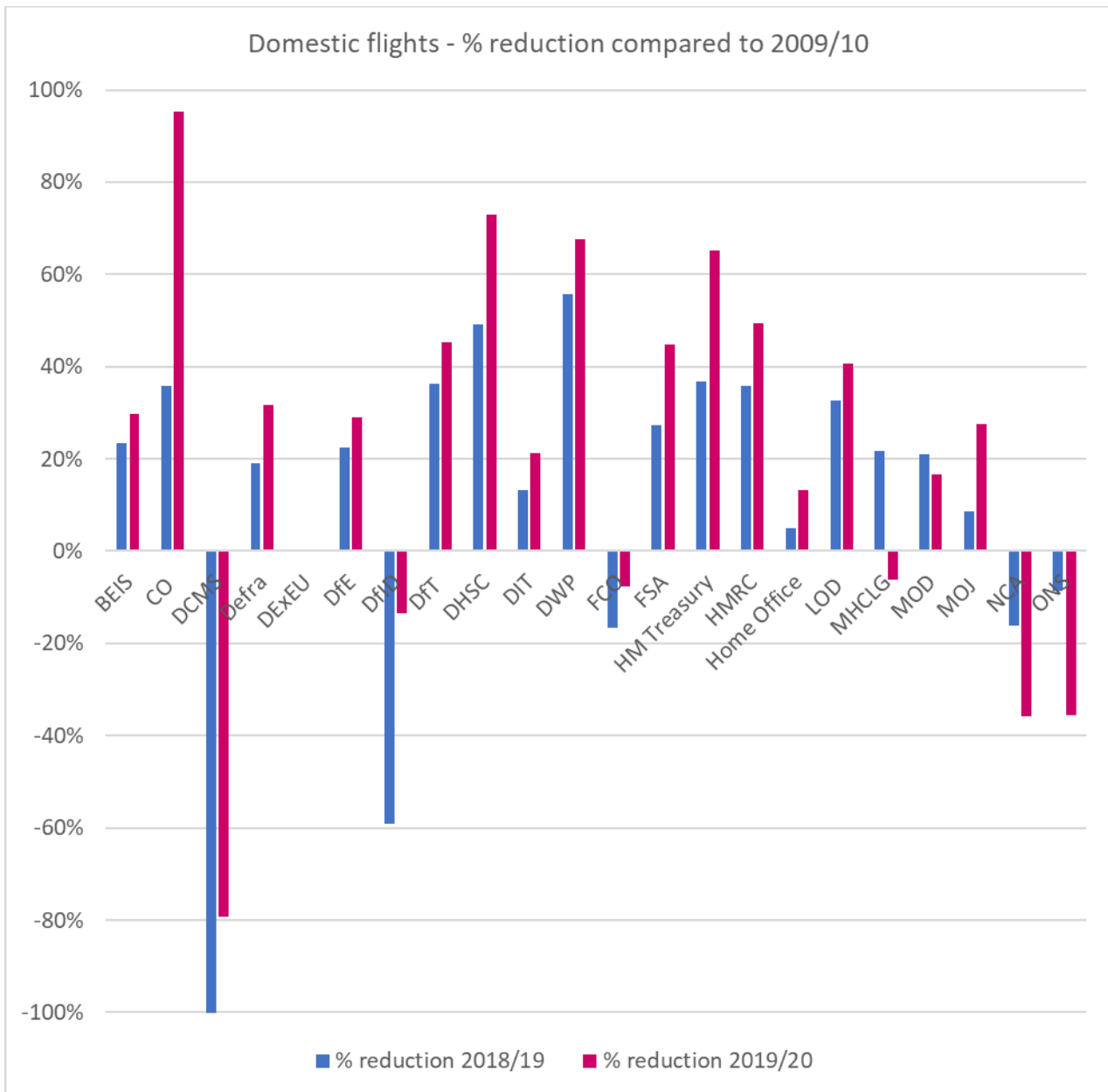
Table 2: Domestic Flights by Department

Dept.	Baseline 2009/10 *	Performance 2019/20	% reduction 2018/19	% reduction 2019/20	% of total govt flights
BEIS	5,885	4,141	23%	30%	3.9%
CO	2,306	108	36%	95%	0.1%
DCMS	169	303	-153%	-79%	0.3%
Defra	3,351	2,292	19%	32%	2.1%
DExEU	0	0	N/A	N/A	0.0%
DfE	1,794	1,275	22%	29%	1.2%
DfID	3,610	4,098	-59%	-14%	3.8%
DfT	9,169	5,023	36%	45%	4.7%
DHSC	7,893	2,131	49%	73%	2.0%
DIT	1,167	920	13%	21%	0.9%
DWP	21,931	7,098	56%	68%	6.6%
FCO	735	791	-17%	-8%	0.7%
FSA	1,718	950	27%	45%	0.9%
HM Treasury	411	143	37%	65%	0.1%
HMRC	54,741	27,665	36%	49%	25.9%
Home Office	15,241	13,236	5%	13%	12.4%
LOD	568	337	33%	41%	0.3%
MHCLG	542	575	22%	-6%	0.5%
MOD	30,422	25,334	21%	17%	23.7%
MOJ	4,602	3,338	9%	27%	3.1%
NCA	3,692	5,011	-16%	-36%	4.7%
ONS	1,517	2,055	-9%	-35%	1.9%
Total	171,464	106,824	28%	38%	100%

*Except NCA (2014/15 baseline), DExEU and DIT (2017/18) baseline) BEIS uses (2009/10 BIS baseline)

**HMT figures for 2018 to 2019 restated due to higher quality data becoming available

Figure 2: Domestic Flights by Department



Chapter 3: Government fleet commitment

Target: Government fleet to be 25% ultra-low emissions vehicles (ULEV) by 2022 and 100% by 2030.

2019 to 2020 Headlines

- As a whole, 7.6% of the central government fleet were reported as ultra-low emissions vehicles
- At departmental level, two departments (MHCLG and DHSC) have already reached the 25% target by 2022. Three other departments report good progress towards the target, whilst six others report some ULEV in their fleet or hire vehicles. Two departments report no ULEV in their fleet or hire vehicles.
- Nine departments report having no fleet or hire vehicles in scope of the target.

The target

The government's mission is to put the UK at the forefront of the design and manufacturing of zero emission vehicles, as well as for all new cars and vans to be effectively zero emission and ending the sale of new, conventional petrol and diesel cars and vans by 2030. By then, all new cars and vans sold must be 100% zero emission and have significant zero emission capability. Almost every car and van should be zero emission by 2050. Government has an important role to play in promoting this transition, through the vehicles that it owns and operates.

The Autumn Budget 2017 included a commitment to “electrify 25% of cars in central government department fleets by 2022”. This commitment will be delivered by fleet managers working across central government. In 2018, the government's Road to Zero¹⁶ strategy went further, and made a commitment that 100% of central government cars should be electric by 2030.

An ultra-low emission vehicle is currently defined as a car or van that emits less than 75gCO₂/km. In the Road to Zero Strategy, the government made clear that it expects to move the definition of ULEV to 50gCO₂/km in 2021.

Progress against these commitments is reported in this annual report for the first time.

¹⁶ [Reducing emissions from road transport - Road to Zero Strategy](#)

Performance

In 2019 to 2020, as a total across central government departments, 7.6% of the central government fleet were reported as ultra-low emissions vehicles. This total represents the 13 central government departments and their associated partner organisations that are in scope of the fleet commitment target. The remaining 9 departments (CO, DCMS, DfE, DfID, DIT, HMT, LOD, ONS, DExEU) report having either no fleet, or a fleet that is managed by another department and so is reported under the responsible department.

At a departmental level, current performance demonstrates that departments are in very different stages of electrifying their fleets. Departments report varying progress towards the 25% ULEV target by 2022 and 100% by 2030. There are currently 11 departments in total who reported having ULEV in their fleet or hire vehicles. Of those, DfT report that 4.5% of their fleet are ULEV, whilst Defra and HO both report significant progress towards the 25% target, with 11% ULEV and 17% ULEV respectively. DHSC report that 51% of their fleet are ULEV and MHCLG report 49%; the highest proportion across all departments and already exceeding the 25% target for 2022. BEIS (2%), DWP (0.1%), HMRC (0.4%), MOD (0.2%), MOJ (5.4%) and NCA (0.1%) all report some ULEV in their fleet and hire vehicles.

There are 2 departments (FCO and FSA) who currently report having no ULEV in their fleet or hire vehicles. The FSA is currently reviewing its fleet policy to address this and FCO will report under the new FCDO in future years.

Whilst reported progress is mixed across the different government departments for 2019 to 2020, significant work has been underway since reporting began to better understand the potential for ULEV across the government fleet. The Office for Low Emissions vehicles and Crown Commercial Services, with support from the Energy Saving Trust, have been working with fleet managers to provide information and support to help them transition to ULEV in the most effective way for their operational needs. It is expected that this progress will be reflected in reporting for next year.

Table 3: Reported % of Ultra-Low Emissions Vehicles in Government Fleet

Department	Fleet ULEVs	Fleet Total Vehicles	Hire ULEVs	Hire Total Vehicles	Reported % Ultra-Low Emissions Vehicles in Fleet
BEIS	14	428	0	275	2.00%
CO	N/A	N/A	N/A	N/A	N/A
MHCLG	102	193	0	15	49.00%
DCMS	N/A	N/A	N/A	N/A	N/A
Defra	519	4,563	1	133	11.10%
DfE	N/A	N/A	N/A	N/A	N/A
DfID	N/A	N/A	N/A	N/A	N/A
DfT	88	1,905	0	38	4.50%
DHSC	669	1,312	0	0	51.00%
DIT	N/A	N/A	N/A	N/A	N/A
DWP	1	748	0	0	0.10%
FCO	0	26	0	0	0.00%
FSA	0	44	0	27	0.00%
HM Treasury	N/A	N/A	N/A	N/A	N/A
HMRC	6	1,561	0	31	0.40%
Home Office	219	1,260	0	0	17.40%
LOD	N/A	N/A	N/A	N/A	N/A
MOD	12	7,776	0	0	0.20%
MOJ	30	557	0	0	5.40%
NCA	1	1,055	0	0	0.10%
ONS	N/A	N/A	N/A	N/A	N/A
DExEU	N/A	N/A	N/A	N/A	N/A
Total	1,661	21,428	1	519	7.60%

Chapter 4: Waste

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

2019 to 2020 Headlines

- As a whole, government has reduced its waste arisings by 39%, compared to the baseline. This was a slight decrease, compared to the 2018 to 2019 figure of 40%.
- Only 6% of central government waste was sent to landfill in 2019 to 2020, exceeding the target of sending less than 10% of waste to landfill. 19 departments achieved the target and 2 missed the target¹⁷, which is an improvement on 3 departments not achieving the 10% target in 2018 to 2019. Of those that met the target, 7 departments did not send any waste to landfill at all.
- The collective government recycling rate is 64%. This is a small decrease compared to the 2018 to 2019 figure of 65%.
- Reduction in waste saved the government an estimated £24.9 million, compared to the 2009 to 2010 baseline.¹⁸

The target

The GGC target for waste focuses equally on: reducing overall waste; reducing the amount of waste sent to landfill; and increasing the proportion of waste recycled. This focuses attention on all aspects of the waste hierarchy, looking at reducing, re-using and recycling government waste.

The government's 25 Year Environment Plan¹⁹ sets out the ambition to make sure that resources are used more efficiently and kept in use for longer to minimise waste, as well as promoting re-use, re-manufacturing and recycling to reduce the environmental impacts of waste. Specifically, it pledges to work towards eliminating all avoidable waste by 2050 and all avoidable plastic waste by the end of 2042. The publishing of the resources and waste strategy further set out the blueprint for achieving these ambitious goals²⁰.

¹⁷ DExEU is not included in these figures as it does not report on waste.

¹⁸ Median price (£113/tonne) for non-hazardous waste including landfill tax (from WRAP Gate Fees Report 2019) plus estimated cost (£78/tonne) of transport (3% uplift on last year's figure, rounded to nearest £)

¹⁹ [25 Year Environment Plan](#)

²⁰ [Resources and waste strategy for England](#)

Performance

The collective reduction in government waste arisings, was 39% compared to the 2009 to 2010 baseline. This was a slight decrease compared to the 2018 to 2019 reduction of 40%.

Government departments sent only 6% of its waste to landfill in 2019 to 2020, compared to 7% in 2018 to 2019. Of this, 7 departments did not send any waste at all to landfill for 2019 to 2020, compared to 6 departments the previous year. All but two government departments (Defra and DfT) met the target of sending less than 10% of waste to landfill. DfT sent 14% of their waste to landfill in 2019 to 2020, demonstrating a significant reduction from the 37% of their waste sent to landfill in 2018 to 2019 and a positive step towards achieving the target. Defra sent 20% of waste to landfill compared to 18% in 2018 to 2019. Defra highlight that this slight increase in waste sent to landfill compared to the previous year is impacted by the Forestry Commission, who send large amounts of chemically treated wood to landfill.

64% of waste from government departments was recycled in 2019 to 2020, this was a slight decrease of 1% from 2018 to 2019. Whilst this decrease is disappointing, the overall recycling trend has been more positive – with 39% more waste being recycled in 2019 to 2020, compared to 32% in 2016 to 2017. Further to this there are 9 departments recycling more waste than previous years, compared to the baseline.

Consumer Single Use Plastic Elimination (CSUP)

The CSUP elimination scheme was established by the Cabinet Office (CO) with the support of the Crown Commercial Service (CCS). It was applied on a voluntary basis to all Central Government Departments, their Executive Agencies and Non-Departmental Public Bodies, and to the Facilities Management (FM) suppliers contracting with these central government bodies, under the CCS, FM Framework. It enabled departments and supply chains to phase in alternatives to CSUP in advance of the commitment made by Defra to remove CSUP from the central government estate by 2020. The scheme ended on 31 December 2019.

The elimination of single-use consumer plastics from the government estate, remains an important priority, and departments are already working to meet this challenge. Full reporting on progress against the elimination of CSUP from the central government estate will be done through the GGC annual report from 2020/21 onwards.

Performance against the CO scheme showed that all central government departments were working with suppliers on the elimination of CSUP. The greatest progress was made on the removal of straws, stirrers, water cups, cutlery and plates/takeaway food containers. All organisations that reported as part of the scheme had either fully or partially replaced these items. 92% of the organisations had either fully or partially replaced coffee cups with plastic lining, condiment sachets and milk jiggers.

A significant number of departments made good progress in the elimination of the core CSUP items in catering, facilities, office supplies and packaging. Cutlery and

plates/takeaway food containers had been fully or partially removed by 100% of departments who provided data. On some items such as water bottles for hospitality, the progress was slower, which aligns with reports that water bottles have been difficult to replace due to difficulties in sourcing alternatives that are cost-neutral and environmentally friendly.

Case Study – BEIS

BEIS took a decision to replace their waste bins at their main London site, as part of developing a more effective waste management system. Once the new bins were in place, there was the question of what to do with the 300 old bins which were in good condition. Disposing of this as general waste would have cost around £1,500 and generated around 18 tonnes of carbon emissions.

BEIS were keen to reduce the financial and environmental impacts associated with waste disposal and ensure that a usable product wasn't unnecessarily disposed of. BEIS therefore asked ISS, its facilities management provider, to investigate potential sites where the bins could be utilised.

As a result, several hospital sites, including The Royal Marsden and Queen Elizabeth Hospitals were identified. They were able to effectively utilise the bins, saving the hospitals significant costs.

Table 4: Waste (2020 cross-government target: reduce landfill to 10% or less of total waste; reduce overall waste & increase recycling)

Dept.	Baseline 2009/10* (tonnes)	Performance - total waste 2019/20 (tonnes)	% reduction 2018/19	% reduction 2019/20	% of waste to landfill 2018/19	% of waste to landfill 2019/20	% waste recycled 2018/19	% waste recycled 2019/20	% of total govt waste
BEIS	7,541	1,980	72%	74%	14%	3%	61%	65%	1.0%
CO	1,226	246	58%	80%	0%	0%	51%	39%	0.1%
DCMS	88	74	19%	15%	0%	0%	60%	56%	0.0%
Defra	8,116	7,526	31%	7%	18%	20%	43%	40%	3.7%
DExEU	0	0	N/A	N/A	N/A	N/A	N/A	N/A	0.0%
DfE	3,431	962	70%	72%	6%	5%	85%	84%	0.5%
DfID	317	169	51%	47%	0%	0%	38%	49%	0.1%
DfT	5,647	2,619	35%	54%	37%	14%	48%	68%	1.3%
DHSC	3,512	2,087	32%	41%	5%	2%	75%	71%	1.0%
DIT	97	179	7%	-84%	1%	3%	73%	95%	0.1%
DWP	17,133	8,448	59%	51%	8%	7%	92%	67%	4.1%
FCO	1,216	618	53%	49%	0%	0%	60%	57%	0.3%
FSA	35	39	14%	-12%	7%	4%	93%	96%	0.0%
HMT	485	121	74%	75%	0%	0%	59%	59%	0.1%
HMRC	18,193	6,670	53%	63%	1%	1%	78%	73%	3.3%
Home Office	5,685	2,883	36%	49%	4%	5%	87%	84%	1.4%
LOD	2,801	1,322	65%	53%	2%	0%	90%	94%	0.6%
MHCLG	87,486	16,881	87%	81%	1%	0%	0%	0%	0.0%
MOD	185,437	114,596	40%	38%	8%	7%	54%	56%	56.0%
MOJ	70,876	52,620	30%	26%	3%	3%	83%	80%	25.7%
NCA	358	336	4%	6%	0%	0%	35%	36%	0.2%
ONS	657	319	53%	51%	3%	2%	68%	71%	0.2%
Total	334,953	204,691	40%	39%	7%	6%	65%	64%	100%

*Except NCA (2014/15 baseline), DExEU and DIT (2017/18) baseline) BEIS uses (2009/10 BIS baseline)

**HMT figures restated due to higher quality data becoming available

*DExEU not included in waste reporting

Figure 3: Waste to landfill 2018 to 2019 and 2019 to 2020

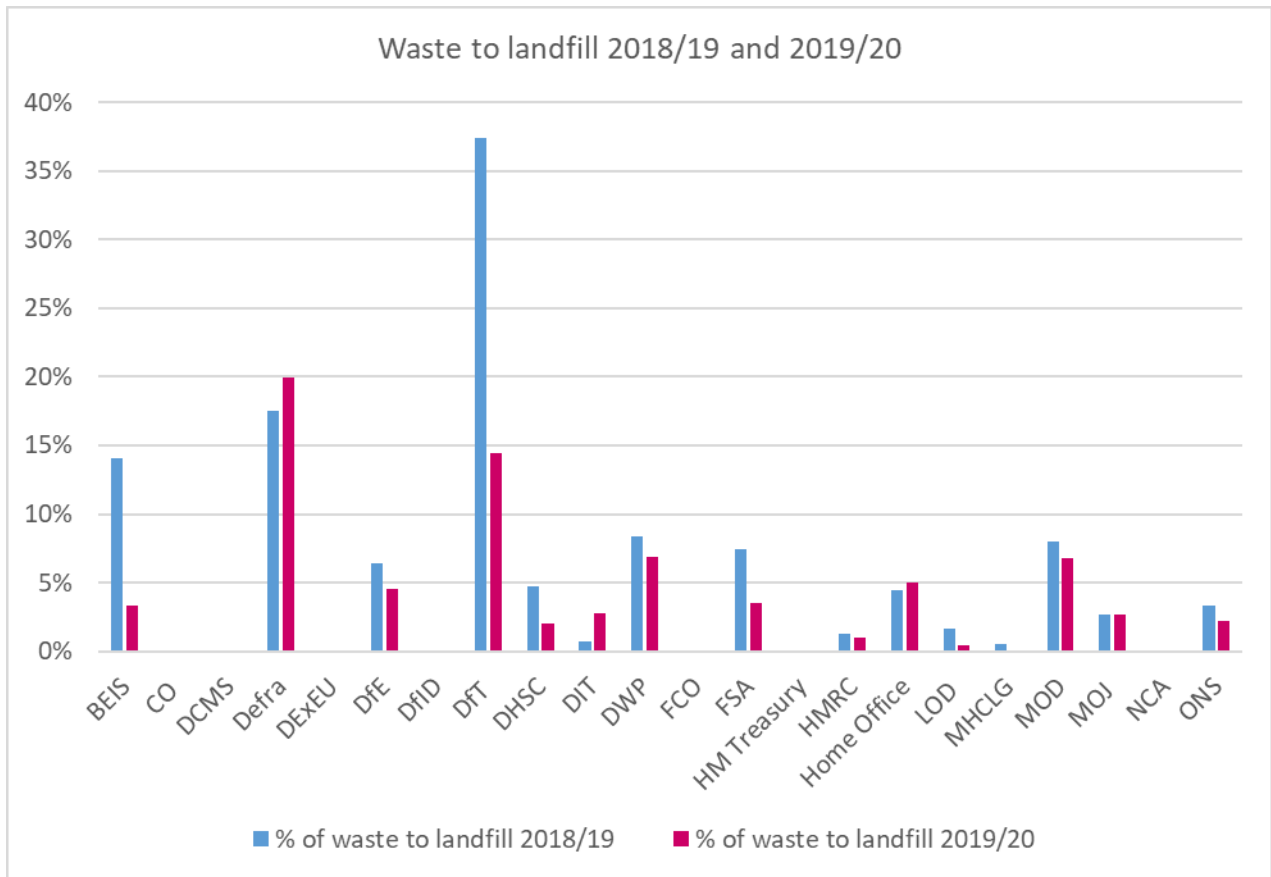


Figure 4: % waste reduction compared to 2009/10 Baseline

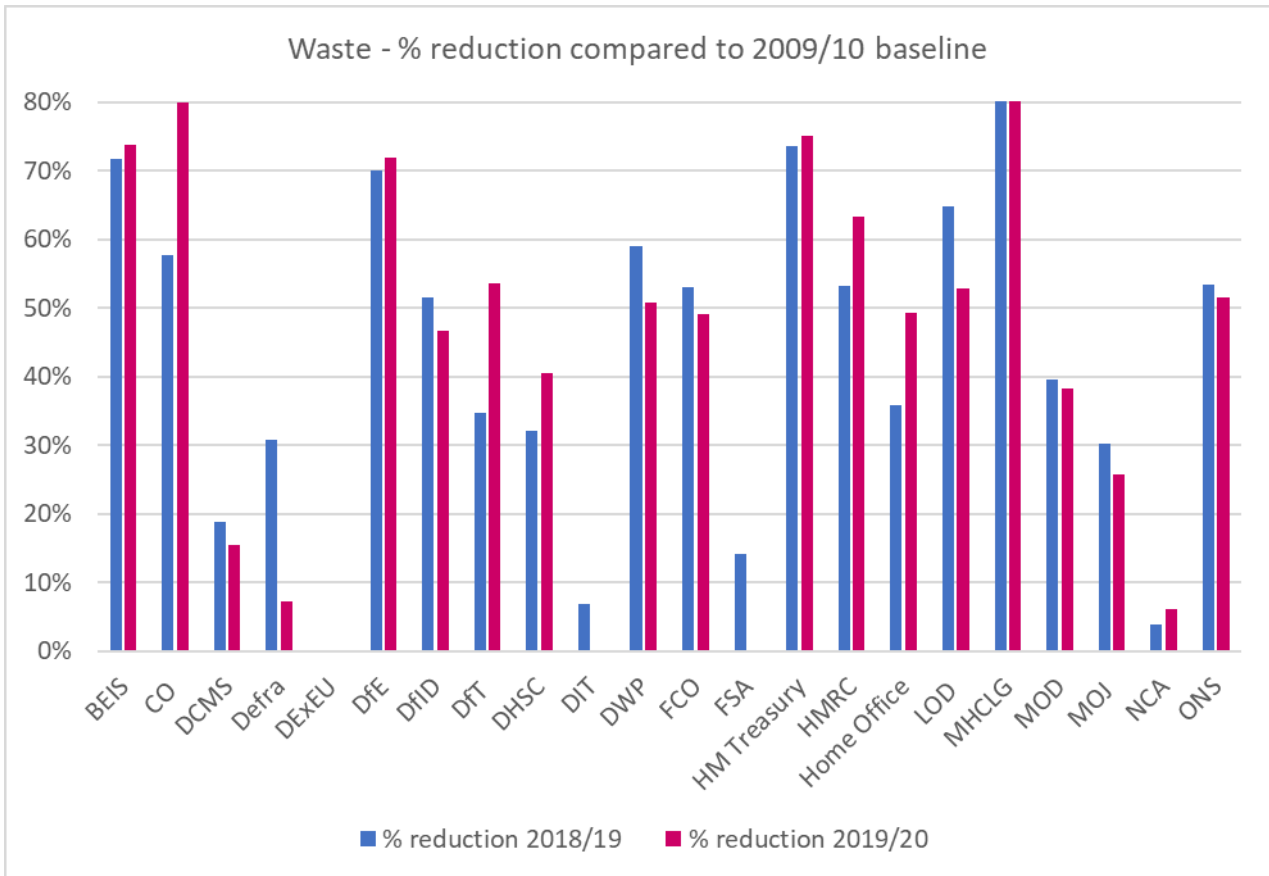
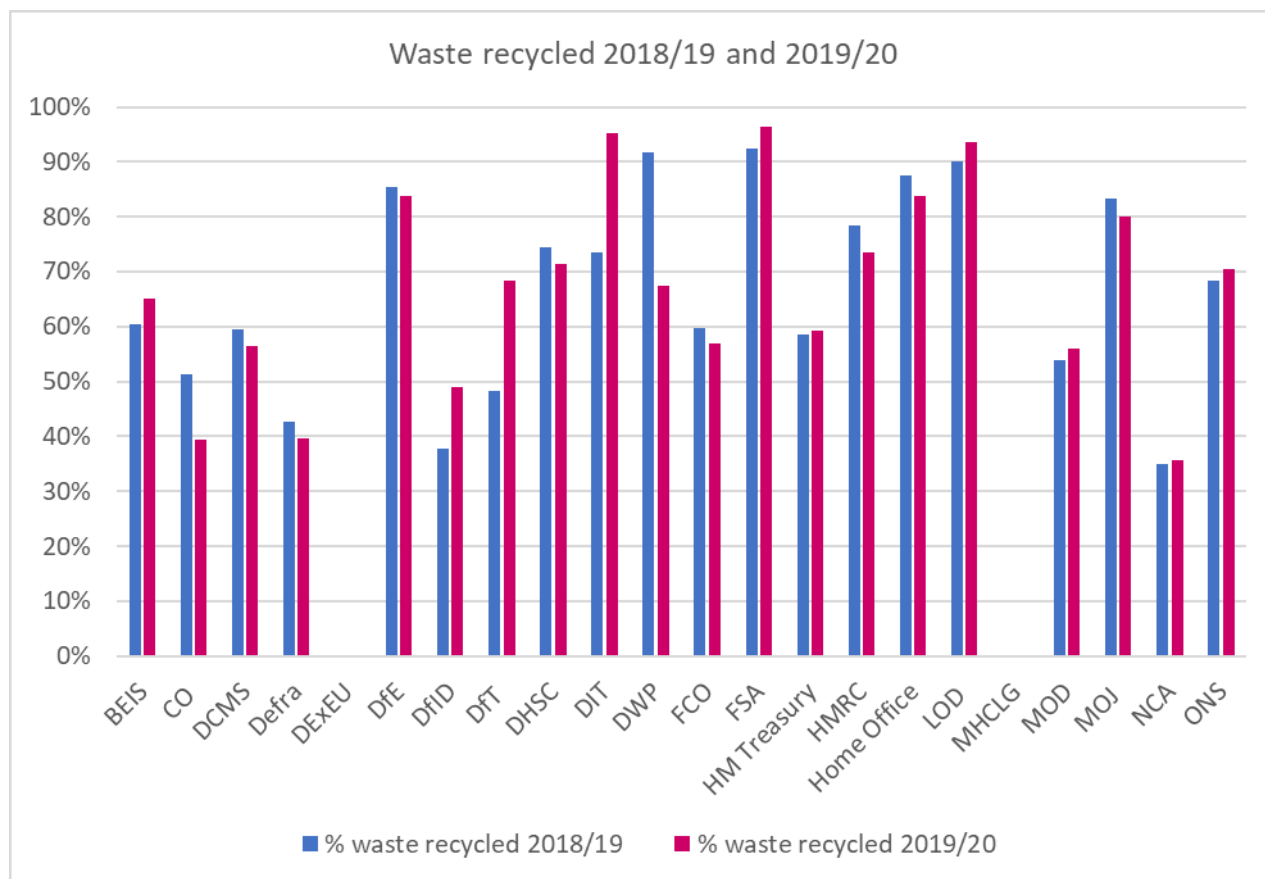


Figure 5: Waste recycled 2018 to 2019 and 2019 to 2020



Chapter 5: Paper

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

2019 to 2020 Headlines

- As a whole, government has reduced its paper consumption by 63% in 2019 to 2020, compared to the baseline, exceeding the 2020 target of 50%. This is an increase from 59% in 2018 to 2019.
- 16 departments met or exceeded the 50% target. Of these, eight departments recorded reductions of over 70%, an increase from 2018 to 2019.

The target

A target to cut paper usage aims to take the waste target a step further, focusing on behaviour change within departments by encouraging civil servants to think about the necessity of using resources. The target requires a focus on practical, everyday thinking as well as technological shifts to ensure information can be shared and used without the need for all of it to be printed.

Performance

The civil service has shown enthusiasm for embracing the sharing, storing and distribution of information, digitally. This change includes using technologies to reduce the need to print, and subsequently, use paper.

In 2019 to 2020, 15 out of 22 departments met or exceeded the 50% target. Out of these 15 departments, 8 have recorded reductions over 70%, against the baseline. DWP, in particular, demonstrate success in reducing paper use, reporting a 78% reduction compared to the baseline.

The remaining departments are still working towards the target, including the MOD and MOJ who conduct large and diverse operations in government, accounting for 61% of all central government paper use.

As reported previously, departments are continuing to change their ways of working. This includes using less paper in their functions through the continued use of printing at the point of use, which eliminates the issue of paper left unclaimed at the printer. This has resulted in a decline of paper use for 15 departments compared to the 2009 to 2010 baseline. This change has the dual effect of speeding up processes and lowering resource use and costs. Departments are continuing to use touch-screen technology, to allow staff more interactive access to documents and therefore reducing the need for paper.

The overall reduction in paper consumption between 2016/20 has been positive, with government as a whole meeting the 2020 target of 50% early in 2016 to 2017; and continuing to positively reduce its paper use by achieving a 63% reduction in 2019 to 2020 compared to the baseline.

Case Study – Her Majesty’s Treasury (HMT)

HM Treasury has made a commitment to try to reduce print volumes by 33% by 2021. The department moved to a closed loop paper contract in June 2012. Under this contract, used printer paper is recycled and returned to the department for reuse.

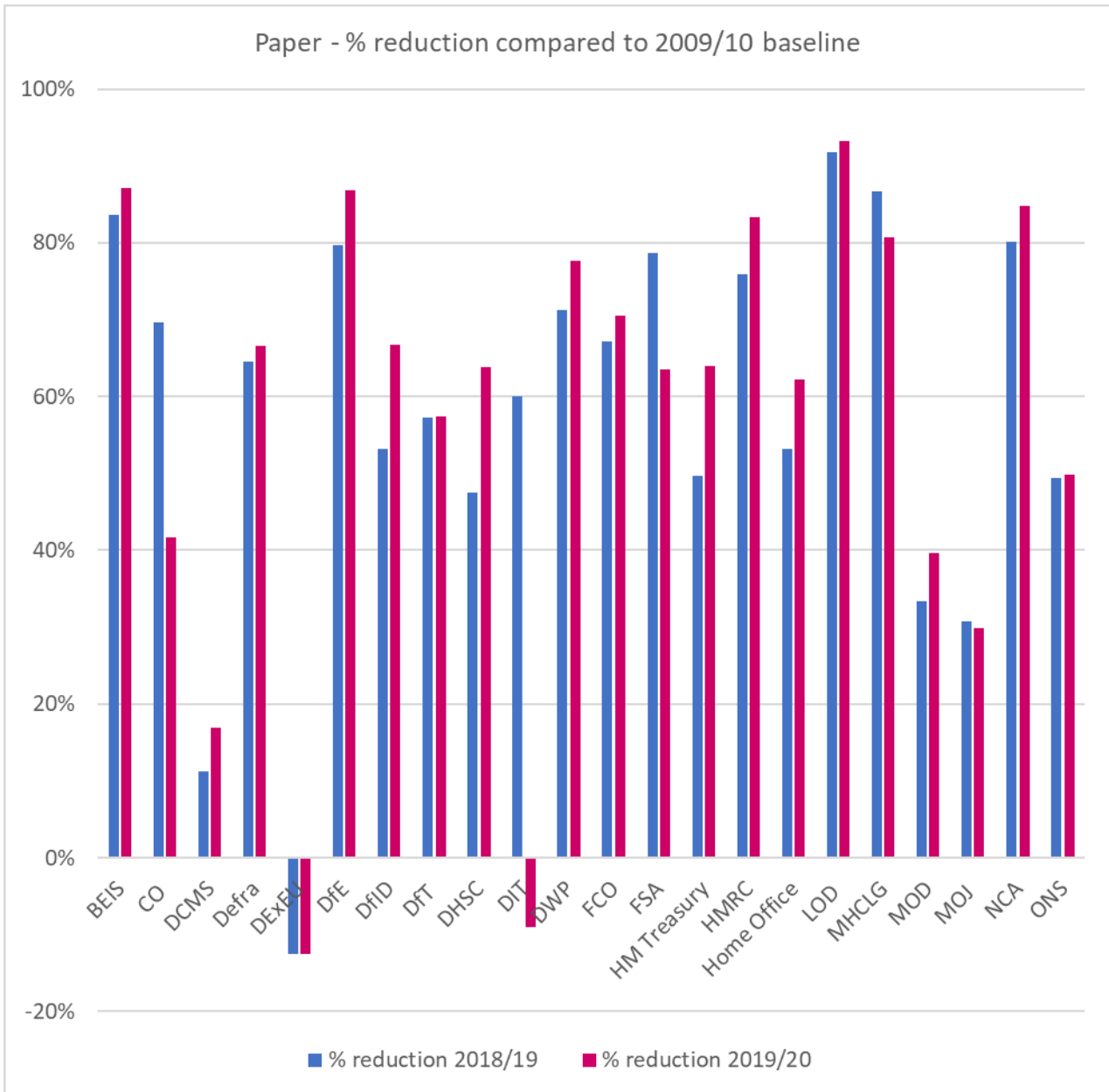
In 2018 to 2019, a behavioural change programme was launched to encourage staff to reduce paper consumption, and this continued throughout 2019 to 2020, including with the implementation of paperless governance boards.

Table 5: Paper A4 Reams (2020 cross-government target: 50% reduction)

Dept.	Baseline (2009-10)	Performance 2019/20	% reduction 2018/19	% reduction 2019/20	% of total govt paper
BEIS	433,941	55,718	84%	87%	1.8%
CO	56,396	32,874	70%	42%	1.1%
DCMS	5,102	4,240	11%	17%	0.1%
Defra	151,529	50,739	65%	67%	1.7%
DExEU	1,440	1,620	-13%	-13%	0.1%
DfE	169,806	22,348	80%	87%	0.7%
DfID	16,003	5,313	53%	67%	0.2%
DfT	159,090	67,739	57%	57%	2.2%
DHSC	150,215	54,290	47%	64%	1.8%
DIT	4000	4,358	60%	-9%	0.1%
DWP	2,078,897	464,423	71%	78%	15.4%
FCO	38,930	11,468	67%	71%	0.4%
FSA	3,755	1,368	79%	64%	0.0%
HMT	27,030	9,757	50%	64%	0.3%
HMRC	852,831	142,389	76%	83%	4.7%
Home Office	398,001	150,657	53%	62%	5.0%
LOD	680,081	45,979	92%	93%	1.5%
MHCLG	87,486	16,881	87%	81%	0.6%
MOD	1,242,363	750,752	33%	40%	24.9%
MOJ	1,552,263	1,088,654	31%	30%	36.1%
NCA	19,572	2,989	80%	85%	0.1%
ONS	57,109	28,685	49%	50%	1.0%
Total	8,185,839	3,013,238	59%	63%	100%

*Except NCA (2014/15 baseline), DExEU and DIT (2017/18) baseline) BEIS uses (2009/10 BIS baseline)

Figure 6: Paper % reduction compared to 2009 to 2010 baseline



Chapter 6: Water

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

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

2019 to 2020 Headlines

- As a whole, government made a 12% reduction in water consumption compared to the baseline, an increase from the 10% reduction made in 2018 to 2019.
- 17 departments met or exceeded the 2019 to 2020 target of reducing water consumption.
- Reduction in water consumption saved an estimated £9.5 million, in 2019 to 2020 compared to the 2009 to 2010 baseline year.²¹

The target

The 25 Year Environment Plan pledges to respect nature by using our water more sustainably, noting that as many as one in five of UK groundwater sources are becoming depleted from over-abstraction. Reducing both demand and wastage is key to addressing this situation, and the GGC target shows the government leading by example in this respect. We recognise the many complex and varied ways in which departments need to use water in their operations – from offices, prisons, laboratories and forests. We also recognise the relative complexity, disruptiveness and expense associated with making refurbishments to reduce water consumption. The GGC framework, therefore, calls on all departments to make a sustained reduction in water consumption without setting a specific target. Departments are also required to report their office water consumption normalised by the number of full-time equivalent staff (FTEs) using those offices.

²¹ Total marginal price (i.e. ignoring fixed charges) for supply and waste water for users taking 50,000 m³ per year. Average of charges for 2019-20 from: Thames Water wholesale (£1.0181/m³ + £0.8700/m³ = £1.8881/m³); Severn Trent (0.5 * (£0.5611/m³ + £1.0473/m³) + 1.0143/m³ = £1.8185/m³); United Utilities: (£1.4480/m³ + £1.1597/m³ = £2.6077/m³)

Performance

In 2019 to 2020, government made a 12% reduction in water consumption compared to the baseline, an increase from the 10% reduction made in 2018 to 2019. 17 departments have met the targets for reducing water consumption for 2019 to 2020, compared to the baseline and 4 missed the target.

DfID, DfT, NCA and DIT experienced an increase in water consumption, in comparison to the baseline. There are various reasons to account for this increase, in some cases, this is likely to reflect hotter summers with estates requiring water in air conditioning for cooling buildings.

Reduction in water consumption saved an estimated £9.5 million, in 2019 to 2020 compared to the 2009 to 2010 baseline year.

The MOD and MOJ together account for 92% of government water consumption. MOJ's high water consumption is largely due to the washing, heating and industrial needs of the prison estate. MOD alone accounts for 66% of all government water consumption, reflecting even more complex operational requirements. However, in 2019 to 2020 MOD had an 11% reduction and MOJ had a 4% reduction. Both departments have shown an improvement in the reduction compared to the baseline, contributing a significant amount to reducing government's overall water consumption.

Government as a whole has continued to reduce its water consumption, with an initial reduction of 8% in 2016 to 2017 and rising to 12% in 2019 to 2020. Therefore, government has met the target to continue reducing water consumption and improving on the 2014 to 2015 reductions.

DExEU's water use is reported within its host departments, Cabinet Office and to a lesser degree MOD.

Case study -MOJ

HMP Prescoed water leak survey

HMPPS had had a longstanding leak at the farm at HMP Prescoed. The farm is very extensive, making leak detection difficult. The MOJ sustainability team analysed historical data and compared it to prison water use benchmarks, to determine the scale of the problem, and funded a water and leak detection survey.

The leak detection process was very complex, involving specialist pipe-tracing equipment and even a sniffer dog trained to detect the chlorine in water. The leak was eventually located and repaired. The survey and repair cost approximately £15,000 and will save HMPPS an estimated £54,000 per annum. Just as importantly, 18,000 m³ of water per year – nearly 4 million gallons, will no longer be wasted.

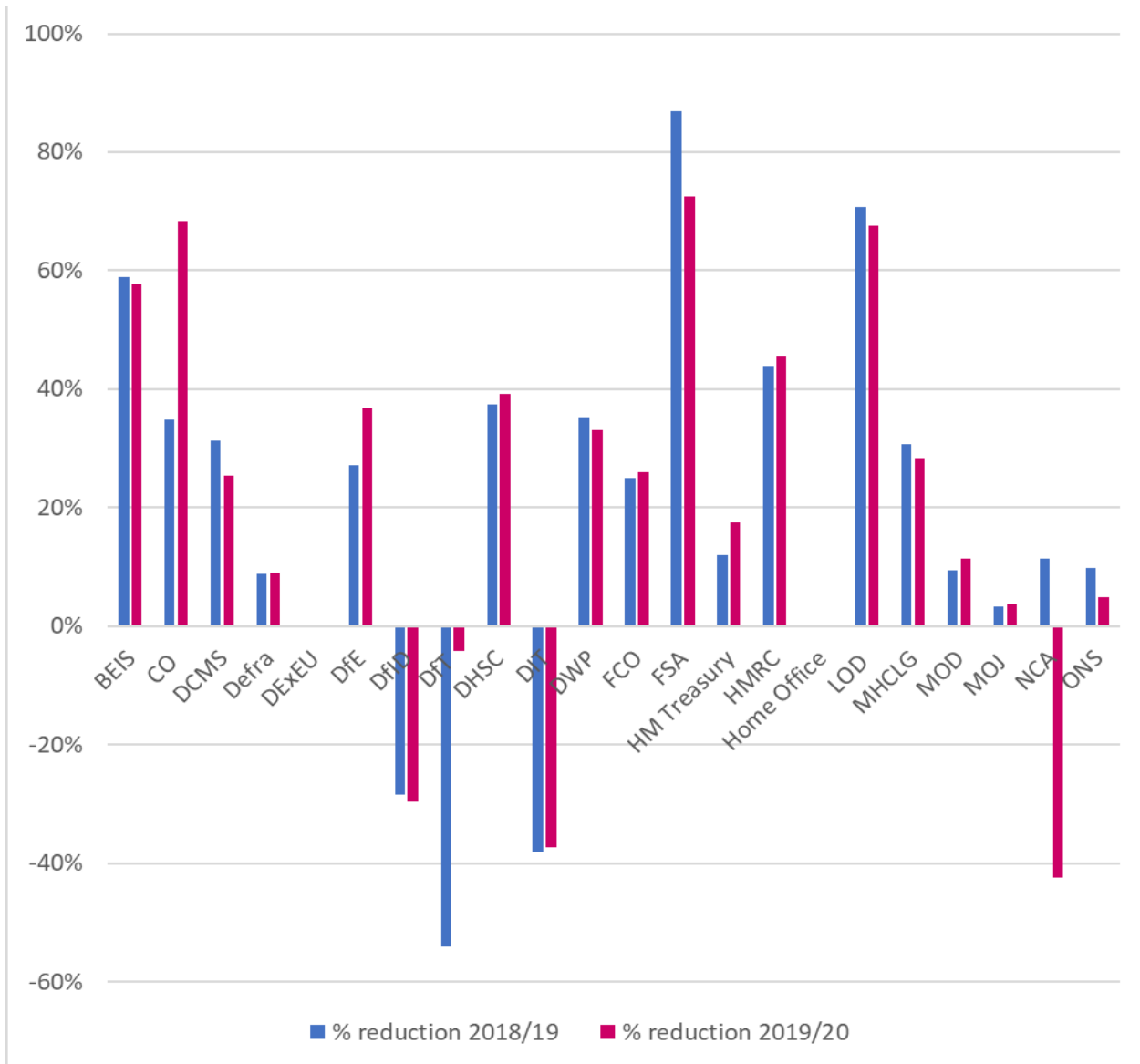
Table 6: water (2020 cross-government target: continue to reduce water consumption)

Dept.	Baseline 2009-10 (M ³)	Performance 2018/19 (M ³)	Performance 2019/20 (M ³)	% reduction 2018/19	% reduction 2019/20	% of total govt water
BEIS	283,495	116,385	119,834	59%	57%	0.4%
CO	52,388	34,163	16,602	35%	68%	0%
DCMS	7,328	5,032	5,462	31%	26%	0%
Defra	651,542	593,683	592,845	9%	9%	1.8%
DExEU	0	0	0	N/A	N/A	N/A
DfE	117,600	85,588	74,393	27%	37%	0.2%
DfID	8,459	10,865	10,958	-28%	-30%	0%
DfT	201,196	310,124	209,517	-54%	-4%	0.6%
DHSC	283,469	177,382	172,316	37%	39%	0.5%
DIT	14,158	14,893	14,822	-5%	-5%	0%
DWP	883,617	571,644	591,065	35%	33%	1.7%
FCO	66,366	49,750	49,097	25%	26%	0.1%
FSA	8,275	1,080	2,280	87%	72%	0%
HMT	14,810	13,030	12,222	12%	18%	0%
HMRC	961,843	539,633	524,115	44%	46%	1.6%
Home Office	310,338	176,047	176,763	43%	43%	0.0%
LOD	69,068	20,253	22,363	71%	68%	0.1%
MHCLG	99,358	68,800	71,255	31%	28%	0.2%
MOD	24,973,623	22,597,787	22,133,522	10%	11%	65.5%
MOJ	9,277,165	8,964,864	8,939,844	3%	4%	26.4%
NCA	38,943	34,526	55,453	11%	-42%	0.2%
ONS	18,526	16,724	17,614	10%	5%	0.1%
Total	38,341,567	34,402,254	33,812,341	10%	12%	100%

*Except NCA (2014/15 baseline), DExEU and DIT (2017/18) baseline) BEIS uses (2009/10 BIS baseline)

*HMT figures restated due to higher quality data becoming available

Figure 7: Water - % reduction compared to 2009 to 2010 baseline



Chapter 7: Procurement

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

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

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

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

2019 to 2020 Headlines

- 14 departments report having a sustainable procurement policy, and 6 departments do not have one, or it is under development. ²²
- Arrangements for promoting sustainable procurement vary from staff network champions, senior leadership champions and commercial teams.
- Many departments report reviewing their suppliers during or at the end of their contracts to evaluate and learn from their sustainable procurement activities.

The target

The reach of government spending means that a commitment to sustainable procurement by government can affect change far beyond individual departments, driving demand for sustainable practices, goods and services across the UK and beyond. By selecting the most sustainable and efficient products, departments can ensure their purchases act as a force for social and environmental good. They can also support a healthy, forward-looking economy by providing a market for sustainable products and services and save money over the lifetime of a product or service.

²² DExEU previously included in DIT report, but closed on the 31st January 2020, not included in total.

The target requires departments to report on their use of two specific tools (or equivalent measures):

- the Flexible Framework – a widely-used self-assessment package allowing organisations to measure, monitor and improve how they procure;
- the Prioritisation Tool – which helps organisations prioritise their sustainable procurement activities in key product areas.

Departments must also demonstrate how they make sure the products and services they buy comply with the Government Buying Standards²³.

Performance

The majority of departments report that they either have a specific, wider sustainable procurement policy, or include sustainability within overarching procurement policy. There are 3 departments who do not have a policy and 4 departments that have a policy under development.²⁴

As highlighted in the previous reports, methods of championing sustainable procurement vary across departments. Some departments, such as MOD and MOJ champion sustainability at senior civil servant level, whilst others like DWP and DfE have dedicated sustainability champions, held by staff sustainability networks as well as many departments having stand-alone sustainability champions.

Sustainable procurement training has been adopted by many departments in various ways, particularly through the running of Chartered Institute of Procurement and Supply (CIPS) sustainable procurement courses, and e-learning courses. These may be identified by means of surveys (DfE), through conducting training needs analysis and sourcing training accordingly (HMRC), or determined between line manager and individual, depending on their needs (DfT). Many departments have a commercial team that is responsible for training.

Most departments report that the Government Buying Standards (GBS) are embedded into their procurement processes. Some departments do, however, continue to rely on the notion that all purchases made via Crown Commercial Service (CCS) frameworks are GBS-compliant. Many departments also show consideration of social value (SV) in procurement.

Use of the Flexible Framework and Prioritisation Tool remains varied. While some departments are currently using these tools (DfT, HMRC and Defra) other departments report using tools that are possibly more suitable to meet their needs. The balanced scorecard is used by many departments like DfT, MOD and Defra to assist in evaluation as well as for use during the initial stages of projects.

²³ UK government sustainable procurement tools are available at: [Sustainable Procurement Tools](#)

²⁴ See Sustainable procurement responses in Annex 2

Many departments report that they review their suppliers, so they can evaluate and learn from their sustainable procurement activities and continue to improve practices. The majority of departments report that they are undertaking or planning some evaluation of their supply chain impacts for continuous improvement.

Full questionnaire responses for sustainable procurement are set out in Annex 2.

Case Study-Defra

Defra is involved in best practice groups, looking to make improvements on sustainability in contracts and across government and industry. With tools and approaches being shared with other organisations as well as engaging and learning from others. The implementation of the Balanced Scorecard approach to evaluation is being rolled-out wider than the original request in the Cabinet Office Procurement Policy Note. This will bring key corporate responsibilities to the fore, including sustainability. The Flexible Framework is a widely-used self-assessment package which allows organisations to measure, monitor and improve how they procure and is used within Defra to understand what is being done well and areas that need further improvement.

Case Study - Defra

Every year Defra Commercial Group (DgC) spends £1.3 billion with suppliers, about 50% of Defra's total operating costs. Addressing the global sustainability impacts and opportunities associated with purchases across the commercial life cycle is a core and embedded part of DgC's approach.

This includes addressing priorities such as net zero carbon. As part of this, DgC collaborate with the Environment Agency to understand supply chain risks and build these into risk assessments for individual requirements and category plans.

Defra is involved in best practice groups looking to make improvements on sustainability in contracts and across government and industry. Tools and approaches are shared with other organisations to engage and learn from others.

Chapter 8: Transparency

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

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

2019 to 2020 Headlines

- 12 out of 22 departments have reported against all four transparency commitment areas, a slight increase on the previous year.
- All departments except for one have reported their actions in relation to at least one of the transparency areas in their Annual Report and Accounts (ARA).

The target

The Greening Government Commitments wherever possible aim to avoid being prescriptive about the standards which should be used and actions which should be taken by departments to meet objectives. The GGCs acknowledge the wide variety of functions and operations of different departments. There are, nevertheless, a number of areas where departments are required to report on the actions they are taking, in order to make sure they remain a departmental priority. Departments must report annually on the actions they are taking to address climate change adaptation; secure and promote the biodiversity on their estates; and make sure sustainability standards are built into their food procurement and construction decisions, while inviting departments to report on any other significant aspects of their work.

Performance

Since 2016 to 2017, departments must report against the four GGC transparency areas within departmental Annual Report and Accounts (ARA) under HMT Annual Reporting guidelines. This has led to an increase in transparency reporting in departments' annual reports. All departments except one (DfE) have reported against at least one transparency area, with 12 departments reporting against all four. DfE were unable to report due resource challenges from the pandemic.

Due to the inclusion of sustainability reporting within ARA reporting, there remains a limited use of dedicated annual sustainability reports or web pages. Despite this, Defra, MOJ, MHLCG, FCO, FSA, ONS, HO and DfT all report producing dedicated sustainability reporting on their websites.

Many departments state they report transparently on their consideration of biodiversity (16 departments), sustainable construction (17 departments) and sustainable food and catering procurement (15 departments).

Few departments report on wider sustainability issues, as suggested by the target, although BEIS highlighted consideration of greenhouse gas emissions, water and paper waste. DCMS highlighted rural proofing, DWP reported rural proofing and life chances and FCO also reported their actions on eliminating single use plastics from the department.

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

Case Study – Defra Group

For Defra Group, reducing plastics in the environment is a high priority, as set out in the government's 25 Year Environment Plan. Defra removed avoidable single use plastics from the estate by March 2020 by working across Defra and with key internal clients, liaising with suppliers and engaging staff. This has resulted in a 31% reduction in plastic waste (5.5 tonnes) from Environment Agency offices and depots in 2019 to 2020, when compared to the 2017 to 2018 baseline year.

Further success includes providing a closed loop solution to recycle 60,000 plastic gloves in Defra National Laboratories. New ways of working have also cut plastic plate use by 50,000 and other products by 200,000 each year. Similarly, no longer using micro-beads and cut tubing, saves an additional £2,000 annually.

Furthermore, ensuring a new furniture contract significantly reduced plastic packaging, with a target of zero plastic packaging by the end of its first year. Furniture is also up to 99% recycled and recyclable in-house, providing a closed-loop service.

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). Exemptions from reporting may be permitted to ALBs for the following reasons: ALBs whose operations occupy less than 1,000m³ of floor space or employ fewer than 250 staff; where there are no safe, feasible or environmentally sound options for meeting the commitments; where delivery of the commitments might create a perverse outcome; or where an organisation has dual or multi-status (for example being both an NDPB and a trading body).

However, four ALBs – the BEIS-sponsored Medical Research Council (MRC), Science and Technology Facilities Council (STFC) and UK Atomic Energy Agency (UKAEA), and the Health and Safety Laboratory (HSL) wing of the DWP-sponsored Health and Safety Executive – have been granted an exceptional exemption from the requirement to meet the GGC targets, although not from the duty to report and make improvements. This is on the basis that there are no safe, technically feasible, and environmentally friendly options available for meeting the government's ambitious targets without preventing them from delivering the service they are intended to provide.

In each of these cases, the reason for their exemption is that the laboratory work for which they exist would be compromised by restrictions on energy or water use or waste produced. The requirement for them to continue reporting, however, shows that there is nonetheless still an expectation on them to keep up their efforts in each of the targets areas and make improvements wherever reasonably possible.

Table 7: Greenhouse Gas Emissions (tonnes CO₂e)

Arm's length bodies	Baseline 2009/10	Performance 2019/2020	% Improvement in 2018/19 compared to baseline	% Improvement in 2019/2020 compared to baseline
HSL	6,520	3543	44%	46%
MRC*	34,737	15,570	50%	55%
STFC*	67,068	40,524	40%	40%
UKAEA	28,096	21,667	45%	23%

*The data for Q1 has been estimated

Table 8: Single Flights by Arm's-Length Bodies

Arm's length Bodies	Baseline 2009/10	Performance 2019/20	% Improvement in 2018/19 compared to baseline	% Improvement in 2019/20 compared to baseline
HSL	84	87	-4906%	-4%
MRC*	500	195	46%	61%
STFC*	586	816	-64%	-39%
UKAEA	55	49	11%	11%

*The data for Q1 has been estimated

Table 9: Waste (tonnes) by Arm's Length Bodies

Arm's length bodies	Baseline 2009/10	Performance 2019/2020	% Improvement in 2019/20	% Improvement in 2018/19	% to landfill in 2019/2020	% to landfill in 2018/19	% recycled in 2019/2020	% recycled in 2018/19
HSL	125	93	26%	27%	18%	29%	53%	53%
MRC*	183	324	-77%	-111%	13%	14%	47%	48%
STFC*	1,117	813	27%	37%	1%	3%	77%	73%
UKAEA	714	490	31%	34%	2%	7%	88%	93%

*The data for Q1 has been estimated

Table 10: Paper (reams A4 equivalent)

Arm's length bodies	Baseline 2009/10	Performance 2019/2020	% Improvement in 2018/19	% Improvement in 2019/20
HSL	4,620	2,050	64%	56%
MRC*	1,554	4,978	-288%	-220%
STFC*	2,400	2,400	0%	0%
UKAEA	14,000	3,120	63%	78%

*The data for Q1 has been estimated

Table 11: Water (m³)

Arm's length bodies	Baseline 2009/10	Performance 2019/2020	% Improvement in 2018/19	% Improvement in 2019/2020	Office water (m³/FTE) in 2019/20
HSL	28,616	17,686	47%	38%	23
MRC*	334,556	93,431	70%	72%	1.19
STFC*	162,478	157,885	12%	3%	N/A
UKAEA	150,836	92,889	35%	38%	1.5

*The data for Q1 has been estimated

Annex 2 – Sustainable procurement responses in full

Question 1: Does your department have a written sustainable procurement policy?

- BEIS - Sustainable Procurement Policy – under development
- CO - No
- DCMS - No
- Defra- Yes
- DExEU - (Included in DIT procurement reporting)
- DfE - Yes
- DfID - Yes
- DfT - Yes
- DHSC -Yes
- DIT - Sustainable Procurement Policy – under development
- DWP - Yes
- FCO - Yes
- FSA - Sustainable Procurement Policy – under development
- HMT - Yes
- HMRC - Yes
- HO - Yes
- LOD - Yes
- MHCLG - Sustainable Procurement Policy – under development
- MOD - Yes
- MOJ - Yes
- NCA – Yes
- ONS - Yes

Question 2: **Please describe (a) how and by whom sustainable procurement is championed in your organisation; and (b) the mechanisms used to identify and address training needs for your organisation's staff. This includes both procurement staff and wider induction/training processes for other staff**

BEIS: It is the responsibility of all commercial and assistant commercial leads within BEIS commercial team to champion sustainable procurement and social value. These form part of the training sessions that BEIS commercial provides to the wider department and are reflected in the procurement form that policy teams are required to address before carrying out any procurements. Following a review of the training on sustainable procurement that had been carried out to date, all members of the BEIS commercial team were required to take, and have now undertaken, the CIPS (Chartered Institute of Procurement and Supply) online module on sustainable procurement. Similarly, all commercial team members have followed the Social Value training session available on government commercial college, with a longer, practical session run by Cabinet Office. Our BEIS Social Value (SV) champion has been advising on SV both to the commercial team and to policy teams incorporating it into their Invitations to Tender.

CO: Sustainability is championed at senior level, with an Exco level Green Network Champion. We are working with our Green Network and looking to scope what more we can do in this area, for example exploring how we engage better with our staff across the UK on this important area.

Environmental sustainability and sustainable procurement is through a collaborative approach with senior management, through high level commitment to the department's environmental policy, the department's EMS and our ISO14001 accreditation on our core Whitehall buildings.

DCMS: Sustainable procurement is championed in our organisation through the Commercial Team. The Commercial Team has a Business Partnering model, with our Commercial Business Partners acting as an interface with Business Areas across the Department. This includes capturing Business Area requirements and identifying areas where sustainability will be important in terms of procurement, as well as capturing training needs. Depending on the nature of the requirement being procured, Business Partners will advise on sustainable procurement considerations, and ensure sustainability standards are captured during the procurement process, as appropriate. Training needs across the Department teams are captured via Business Partners, as well as surveys. There is also a commercial training programme which includes sustainability.

Defra: Defra Group Commercial (DgC), Head of Supplier Relationship Management (SRM) champions sustainability. The SRM and Chief Commercial Officer's teams support the role, including a sustainability specialist. Sustainable Procurement (SP) is a core objective for DgC staff and is built into the commercial governance approach e.g. through category boards and the Senior Leadership Team, management of risks must be demonstrated before sign off. DgC continues its transformation process, bringing together and harmonising policies, process, systems and data collation from the core department and its largest ALBs, equating

to 93% of overall department spend under its One Way of Working programme. Sustainability is core to this process, including identifying best practice from Defra Group (Dg), and wider, and building it into the approach. Examples include the use of the SP Prioritisation Tool and the Risk Management Tool to manage sustainability impacts and opportunities throughout the contract lifecycle.

DgC have a learning and development plan which includes professional development. All staff have formal development plans, and senior staff have talent plans. The Government Capability Programme which supports training and development is used. DgC are developing a contract management training programme, SP will be embedded. Lessons learnt and case studies are shared.

Training is via publication of new One Way of Working Centre of Excellence documents, all team calls, WebEx's, face-to-face training and other communication media. A training WebEx was released as part of the roll out of the Risk Management Tool across DgC in January 2020.

Building Commercial capability and confidence in relation to sustainability is a key requirement of DgC's Commercial Plan 20-21 with a commitment to build and implement a training and development plan for Commercial professionals.

The Environment Agency (EA) have a corporate sustainability plan, eMission 2030, led from the Chief Executive and owned by the business. This covers key commitments relating to sustainability and addressing these within the supply chain is core.

DExEU: The Department closed on the 31st January 2020 but was previously included in DIT procurement reporting.

DfE: All commercial staff are trained to at least CIPS level 4 which includes sustainability training. Capital Division within DfE sits on the Government Construction Board, which, as one of its roles, oversees the implementation of the Government Construction Strategy (GCS) as applicable to individual central government capital procuring departments. The GCS refers to the Government Buying Standards for construction projects and buildings and where applicable are embedded within our procurement documents.

(A) There is no overall designated champion although we have several networks championing sustainability: The Greener DfE Network, the Ecology Network and the Sustainability Network. Furthermore, the estates team is active in promoting sustainability.

(B) We have a Commercial Capability Team who identify gaps in knowledge and put training in place. There are no specific mechanisms for identifying sustainable procurement training.

DfID: Legacy DfID's responsibilities on climate and environment derive from the International Development Act's commitment to sustainable development, and UK international commitments – especially the Sustainable Global Goals and Paris

Climate agreement of 2015, as well as UK Government objectives and legislation in the countries we work. The procurement manager must “think green – buy green” but responsibility for putting into practice the Department’s policies rest with the broader business and are addressed through the Business Case process and our Smart/Corporate Rules and PrOF guides. An introduction to Sustainability and Corporate Social Responsibility continues to be an integral part of our procurement induction programme with formal understanding reviewed as part of delegated authority accreditation.

DfT: Some Executive Agencies and Arms-Length Bodies of the Department for Transport have their own sustainability champions (general and procurement). In 2019, a Team Leader / Policy Manager was recruited into the centre as the DfT lead champion for sustainable procurement.

The Sustainable Procurement Strategy has been approved by the departmental Heads of Procurement Board, which has a role in championing the achievement of its targets. The drafting of a new strategy, to cover 2020-2024, has commenced.

All staff involved in procurement have access to the Sustainable Development eLearning on Civil Service Learning and are actively encouraged to undertake it, and some Agencies provide procurement-specific sustainability training to their commercial staff. In terms of identifying individual training needs, some agencies include sustainable procurement in the annual performance targets for procurement officers and contract managers, and the aim is to promote this across the rest of the Department in the coming year. The question of training required to fulfil this, and any other performance target is discussed between the individual and their line manager.

Staff with more responsibility for sustainable procurement have undertaken more advanced training, including the CIPS’ ethical procurement course which is to be taken annually. CIPS have recently introduced a modern slavery module into this training which is another workstream high on the commercial agenda. At the centre this training has been mandated for all staff within the Group Commercial Directorate. This training (or equivalent) is being promoted across the DfT Group as best practice.

Furthermore in 2018 CIPS announced changes to its Chartered Status and Continuing Professional Development (CPD) programme. The changes are aimed at giving recognition and acknowledgement to commercial and procurement professional staff in the public, private, charity and not-for-profit sectors. Individuals who are FCIPS/MCIPS qualified can now upgrade their membership to Chartered Status and to be recognised as Chartered Procurement and Supply Professionals, which the Department encourages. To upgrade FCIPS/MCIPS to Chartered Status, individuals are expected to undertake and pass the CIPS Ethical Procurement course (mentioned above) and also demonstrate 30 hours of CPD completed in the previous 12 months.

DHSC: a) Sustainable procurement is championed by the Procurement Policy Team. This is done through the creation of procurement strategies including a section for sustainability to make sure that it is considered.

Sustainable procurement is championed through the sustainable development management plan. Procurement contributes to this plan, offering objectives and progress updates to evidence the development of sustainable procurement. This plan aligns DHSC commercial with wider Departmental activities around sustainability.

b) Sustainability training was previously identified as a gap in the commercial directorate. To fill this gap, topics such as palm oil and single use plastics have been communicated via monthly updates with the DHSC commercial teams as well as the ALBs. Thus, the ban has been acknowledged and has been worked into commercial activity such as the re-procurement of the catering contract.

Furthermore, training on the newly updated procurement strategy was given to ensure consistent approaches to the inclusion of areas such as sustainability in procurement projects.

Communication of sustainability and goals for the Department will continue to be communicated using these methods as well as holding specific sessions targeting sustainability.

The Department is also continuing to review e-learning resources that it has developed to support sustainable procurement in the NHS for roll out across commercial staff. These include modules on managing labour standards in supply chains, carbon literacy for procurers and environmental consideration in procurement. They will be uploaded to the Skills Development Network website.

DIT: There is a sustainable procurement champion within the DIT commercial team. All commercial policies are approved by the Commercial Assurance and Approvals Group (CAAG) which comprises the DIT Commercial Senior Leadership team and a senior representative from the Government Legal Department. As well as reviewing and approving the content of policies the group actively considers any training needs across the department with actions being passed to the commercial capability team as appropriate for inclusion in the commercial capability plan.

The majority of the commercial team have completed their CIPS ethical procurement training which includes content on sustainable procurement. The Commercial Team has a Business Partnering model acting as an interface with other Directorates across the Department. Critical commercial training needs outside of the commercial team are also captured by the commercial business partners.

DWP: a) DWP has rolled-out a revitalised network of volunteer Sustainability Champions across our organisation to help drive sustainability via staff behavioural change. The intention is to have a Sustainability Champion at each of our sites and to work with them regularly, including by promoting regular campaigns. These

volunteers act as a focal point for sustainable activity within offices, liaising with the Utilities, Energy & Sustainability team.

The 'Utilities, Energy & Sustainability team' in 'Finance Group – Estates' act as points of contact for Environment Champions and staff to raise questions and achieve sign off on programme and project activities on all matters relating to Sustainability.

b) DWP's staff induction features the role of Sustainable Development and point's staff to our intranet pages where they can find literature, posters and training aids.

FCO: (a) The Facilities Management Client Unit (FMCU) leads on Greening the FCO for UK operations. The Policy Lead in the FCO Commercial Directorate works with FMCU to champion sustainability in FCO UK Procurement.

(b) The Commercial Directorate has embedded Sustainability into the 'How to Buy' Guidance provided for the FCO. The Finance 'Help Desk' call centre receives Staff procurement queries and notifies the Commercial Policy Lead to update the Guidance. This also identifies training needs.

FSA: There is a very small Procurement Team at the FSA (8.2 FTE) who are responsible for the end to end Procurement process & therefore have a responsibility to ensure sustainable procurement is considered at all times. Expectations with regard to sustainability are also set out in both the Procurement Policy & Procurement Strategy. It is also procurement policy at the FSA that a CCS (Crown Commercial Service) framework must be utilised wherever possible and by following this as an organisation we not only receive the benefit of economies of scale but are also compliant with GBS (Government Buying Standards) requirements.

HM Treasury: CCS continues to be the primary source of procurement advice when procuring goods and services on HMT's behalf. The approach to Sustainable Procurement (SP) continues to be delivered by means of interventions through the procurement cycle. Including through the management of internal demand, improving product and service specifications, selecting suppliers with robust sustainability credentials and working with existing and prospective suppliers to improve their performance.

HMT works with CCS to ensure its procurement policies and operations are fully aligned with the cross-government Greening Government Commitment targets, sharing best practice as appropriate.

HMRC: We have embedded sustainable procurement as 'business as usual' into our organisation and have standard questions on it in the selection and award stages of our procurement processes. Our contract managers and policy team attend cross government forums and cascade information on topics covered, including sustainability to colleagues working in the commercial environment. We have a Senior Civil Servant level Departmental Sustainability Champion who is also a member of Commercial Directorate's senior leadership team, responsible for championing sustainable procurement.

Training Needs Analysis is used to identify training needs and learning is sourced accordingly. By delivering appropriate L&D our people continue to improve their capability to perform current roles. Training is delivered either face to face or remotely with sustainability (including legal/policy updates) being a standard subject at these events, including refresher sessions on topical issues linked to Cabinet Office guidance/Procurement Policy Notes. These points are also covered in best practice sessions within teams.

CIPS members must demonstrate they practice procurement and supply to a globally recognised, current, ethical and professional standard. One requirement to be awarded CIPS Chartered Status is we hold a current CIPS Ethical Procurement and Supply Certificate. This is awarded via CIPS E-Learning following a test and must be completed every 12 months. Regular reviews take place ensuring continuous improvement of standard documentation and embedding of sustainable policies. Sustainability is included in induction for new people.

Home Office: The Home Office (HO) Commercial Policy & Strategy Team whose responsibility is to improve the department's delivery regarding social value. This includes formalised commitments such as UN Sustainable Development Goals (SDGs) and Greening Government Commitments (GGC), but through developing contributory Social Value (SV) initiatives. The team encourage peers/members of staff, to ensure that HO commercial and, where appropriate, wider government community, contributes towards the SD agenda.

Additionally, the team is responsible for communicating and driving social value awareness both internally and externally via cross government forums and down through the supply chain. This is underpinned by the Chief Operating Officer's goal to deliver the Growth and Enterprise Agenda, SME Action Plan and Social Value Strategy.

The team: Provide project teams with SV guidance, draft requirements, evaluation questions and evaluate supplier bids with a value above £5m pa. SV messages regarding changes to policy and procedures are communicated via our internal communications, as and when required.

LOD: The CPS Commercial Team has had a major re-structure over the last 12 months. There is now a dedicated Head of Policy & Governance, who's responsibility and accountability are to ensure compliance with all government Initiatives and policies. A complete review of all processes and procedures including current documentation used is currently underway. Ensuring adherence to the Greening Government initiatives and GBS will form part of this review. For all specific initiatives including PPNs received – training is given to the relevant staff within the team depending on the subject matter.

The CPS has had to regear its approach in the sustainability arena. Previously CPS had transferred its full-time Sustainable Development Advisor role to the Ministry of Justice as part of a wider shared service agreement that covers health and safety, property, facilities management as well as sustainability. The CPS was able to call upon expert support from the MOJ team who a key role in working with the CPS

procurement function. This shared service agreement is not long in place and CPS has had to look to create its own structures, policies to support sustainability.
MHCLG We have nominated sustainable procurement champions within our directorate.

The department fully supports and participates in the cross-government approach to promoting SMEs in public procurement. Our SME action plan is currently being updated.

Two current Procurement Business Partners Managers have a clear line of sight of all work which is produced by the procurement pipeline. They are therefore able to dictate whether the principles of sustainable procurement practice are being incorporated into work streams. Moreover, this is further strengthened by the directorates use of peer review. The use of a peer review system guarantees that all work streams will ultimately be viewed by an individual with an advanced understanding of sustainable practice.

Each Procurement Business partners oversees a work stream channel and through peer review we can guarantee that all work activity passes an individual with an advanced level of sustainable procurement knowledge.

The sustainable procurement champions have attended CIPS Sustainable Procurement Courses.

From 1st Q19/20 it is considered mandatory for all the procurement team to take the CIPS Ethical Procurement and Supply course and assessment.

MOD: Responsibility for environmental protection and sustainability is spread across the Departments Head Office, agencies and the military Commands. The MOD Climate Change and Sustainability (CC&S) review will refresh the Department's governance framework and clarify responsibilities in the Defence Operating Model.

The Review is due to report in Dec 2020. Discussions with major suppliers takes place through the Defence Suppliers Forum and the quarterly Sustainable Procurement Working Group. Director Strategy & Planning is the focal point for Sustainability leadership within the Defence Infrastructure Organisation (DIO) which includes Sustainable Procurement (SP).

The DIO SD Steering Group, which has met quarterly since June 2019, includes representatives from Major Programmes & Projects, Regional Delivery, Commercial and Finance. Sustainability is included as part of the overall Defence Equipment & Support (DE&S) governance arrangements for environmental protection.

The Acquisition Environmental Steering Group (AESG) is focused on addressing DE&S' key environmental and sustainability risks affecting the equipment programme.

An on-line Sustainability training module can be accessed by all staff and this year a number of training sessions on Sustainability Appraisal for Hard Facilities Management (FM) staff have been conducted.

Sustainability for equipment acquisition is included as part of the overall suite of environmental management training courses which are sponsored by the Safety and Environmental Protection (S&EP) team within DE&S.

MOJ: MOJ's Sustainable Operations Strategy sets out how we embed environmental sustainability throughout our estate, operations and procurement activity. It is supported by a range of strategies and policies, all of which can be found on our gov.uk webpage. Embedding sustainable development in our business and operations is a shared responsibility within MOJ. The Chief Property Officer acts as MOJ's sustainability champion and chairs the Senior Sustainability Board which includes senior representatives from a range of business units, agencies and arms-length bodies. It is responsible for developing and overseeing the implementation of our sustainability strategy and supporting policy, standards, rules and guidance.

MOJ ensures that the government meets its Greening Government Commitments by the following means: energy, waste and water are managed to deliver a lower carbon, more resource efficient estate whilst reducing operating costs and delivering value for money. Within procurement processes and contracts, there are specific sustainability clauses and measurable KPIs. MOJ has developed a range of sustainability strategies and policies for staff and supply chain as follows: sustainable operations strategy; carbon and energy reduction strategy; BREAAAM (Building Research Establishment Environmental Assessment Method) policy; biodiversity policy, Water Strategy; Pollinator Strategy; Bio-security Strategy and Policy and; Consumer Single Use Plastics Policy.

The sustainable development pages on the intranet detail how staff can contribute to reducing water consumption, carbon emissions, paper usage, use of plastics, waste management reducing our contribution to landfill, protecting our land and other species we share it with as well as training that is available to support this.

Sustainable procurement training is organised by our Commercial Team and over the past year, they have attended several contract management forums to provide guidance on this topic across the MOJ. Within the procurement team, they have completed a training needs assessment to identify areas requiring additional support.

NCA: Director General Capabilities are the policy owner. Commercial (inc Supplier Assurance Team), Estates and Tech Command (ICT) ensure that the Agency manages IT procurement sustainably e.g. our move of Data Centres was to an ISO14001 facility, our suppliers are required to meet sustainability standards. The Sustainability Team manage the training needs for the organisation.

ONS: The Office for National Statistics (ONS) promotes its Sustainable Development Policy. This maintains our commitment to ISO14001 and the new standard, ISO20400, and sets out our objectives such as reducing carbon emissions, reducing waste and to comply with sustainable reporting requirements.

We promote this policy within our Standard Terms and Conditions, which are issued to all suppliers upon the start of a contract. Section G2, within the standard terms and conditions, titled 'The Environment', mandates that the supplier should "perform the contract in accordance with the Authority's Sustainable Development Policy which includes the conservation of energy, water, wood paper and other natural resources etc". We also reserve the right to request evidence of compliance with these requirements.

Sustainable Development is championed by our Deputy Director and all staff are encouraged to complete on-line training courses on Sustainable Procurement.

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

BEIS: BEIS began to implement the Flexible Framework and Prioritisation Tool this year to assess our progress in sustainable procurement and identify key areas for improvement. The initial process began with the Flexible Framework with work having resulted in identifying actions to take forward to improve our standing and progress along the Flexible Framework. Whilst BEIS does not have traditional categories of spend in regard to the Prioritisation Tool, progress is being made to implement this tool in conjunction with the Flexible Framework.

BEIS commercial team also aims to capture sustainable procurement and social value considerations from an early stage in the procurement process. For major projects this may be covered at PIC (Project Investment Committee) and CAB (commercial assurance board). Similarly, anyone with a procurement requirement over £10k is required to complete a procurement form, which requires specific attention paid to sustainability, modern slavery and social value within this.

CO: The balanced scorecard framework is utilised with the main food and drink suppliers to ensure evidence is provided by suppliers to meet GBS and contractual requirements, such as farm and fishery assurances, along with supplier statements and chain of custody relating to palm oil where relevant.

The flexible framework is utilised to monitor key suppliers, especially relating to catering and construction, where sustainable procurement requirements are shared, and reviewed with suppliers. Catering in particular is a focus, and spend of key products and GBS performance is monitored and reported on, on a quarterly basis, with supplier feedback sought on queries. By taking such measures it has been possible to ensure that meat and dairy are procured to the highest ethical standards, and assurances for all products containing palm oil derived products are certified sustainable.

Further to this, through the utilisation of the EMS, new initiatives and projects are reviewed from a lifecycle perspective in order to ensure financial sustainability is reviewed before implementation.

DCMS: The Flexible Framework and Prioritisation Tool are included where appropriate.

Sustainability is embedded in our procurement practices as follows:

- All OJEU level procurements include a requirement for Tenderers to confirm whether their organisation has an Environment & Sustainability Policy appropriate to the type of work described in the ITT and advise whether this is updated at least annually.
- All OJEU level procurements are supported by a Procurement Strategy which includes a section on sustainability.
- Procurement Guidance documents instruct users to undertake procurement in line with the GBS.
- Commercial Policy - includes commitment to: 'Comply with the Government Buying Standards, and include sustainability and social considerations in all relevant procurement and contract activity'.

Where we procure goods or services where sustainability is highly relevant, this will form a more detailed part of the tender evaluation. This is also captured in the Procurement Strategy which is signed off before the procurement process begins.

Assurance on the above is provided by Business Partners, with oversight from the Commercial PMO Group.

Defra: DgC manage approximately £1.3 billion per annum. Addressing sustainability impacts and opportunities associated with purchases is a core and embedded part of the approach. There is formal governance for all contracts requiring sign off of the risk management approach. The SP priorities are outlined and embedded within our Commercial Vision, Priorities and annual Plan and in individual objectives of key staff.

This year DgC launched One Way of Working for commercial work across Defra Group (DG). This is a comprehensive suite of standard ways to determine requirements, engage supply markets, source and put contracts in place, and manage contracts and suppliers. SP is core and embedded within the approach. The supporting tools and training include ways to assess, manage and monitor sustainability impacts and opportunities, including details of the Government Buying Standards (GBS).

The categories of spend have been assessed using the prioritisation tool. This helps prioritise the work with supply markets and suppliers based on sustainability impacts, business risk and spend so that efforts are focussed in the highest risk areas. A sustainability risk assessment is completed at the earliest opportunity as part of commercial strategies to determine which impacts are relevant to the contract and

how they will be managed throughout procurement and for the entire life of the contract.

Through the changes in the process, the implementation of the Balanced Scorecard approach to evaluation is being rolled-out wider than the original ask in the Cabinet Office Procurement Policy Note. This will bring key corporate responsibilities to the fore, including sustainability.

The Flexible Framework is used to understand what is being done well and areas that need improvement.

DExEU: The Department closed on the 31st January 2020 but was previously included in DIT procurement reporting.

DfE: Capital Division embeds sustainability requirements in its procurement documents as appropriate. The majority of the procurement of ICT goods and services is either through Crown Commercial Services (CCS) frameworks or includes Government Buying Standards (GBS) for non-framework contracts. We have incorporated sustainability into our procurement process from the beginning within the business case stage and we intend to strengthen our social value guidance in line with the upcoming PPN.

DfID: Legacy DfID strives to understand the local political, economic and operational environment within which we work. We listen to the views and experiences of citizens and beneficiaries and ensure that our programmes and aid instruments suit and influence the political context.

There are a number of technical considerations to guide the design and delivery of adaptive business plans and programmes.

These include but are not restricted to: the political economy; conflict and fragility; institutional environment; climate change, resource scarcity and environmental vulnerability; gender equality; social and poverty impact; and human rights.

Ensure sustainability and resilience; how will the project generate lasting benefits for citizens in the face of possible future shocks (for example political, economic, security, environmental, social, climatic).

How will it support resilient households, firms, institutions, societies and environments capable of coping with uncertain futures including supporting opportunities to deliver climate and environmental benefits.

Avoid doing harm; by ensuring that interventions do not sustain unequal power relations; reinforce social exclusion and predatory institutions; exacerbate conflict; contribute to human rights risks; create or exacerbate resource scarcity, climate change and/or environmental damage; and/or increase communities' vulnerabilities to shocks and trends.

Ensure that our interventions do not displace/undermine local capacity or impose long-term financial burdens on partner governments.

DfT: DfT uses several tools and processes for sustainable procurement, including:

1. Guidance - available to all procurement and contract management staff on the Knowledge Hub, the 'Procurement Professionals Library'. This is regularly checked and updated when policy changes.
2. The Commercial Lifecycle Assurance Function – this team provides assurance of all major procurement processes in the Department, to provide confidence to Investment Boards etc. that they are being managed effectively, efficiently and compliantly; this includes consideration of the inclusion of relevant sustainability targets by ensuring consultation with appropriate sustainability experts at appropriate points in the procurement phase.
3. Supply Chain Management Team – works with DfT's Agencies and Arm's-Length Bodies to manage supply chain risks and, through engagement with the Cabinet Office Markets and Suppliers Team, to promote best practice in respect of policy initiatives, including sustainability. This work is principally delivered through a Strategic Supplier Working Group (SSWG) comprising DfT Group, Transport for London, Cabinet Office and UK government Investments, as well as occasional participants from other government Departments who join in the interests of sharing and promoting best practice. In addition, the team has initiated strategic engagement with DfT's strategic suppliers not covered by the Cabinet Office strategic partnering programme to, include achieving greater value and sustainable savings, deliver policy and de-risk continuity of supply/business.
4. Flexible Framework – used to measure our progress as a Department toward sustainable-procurement-as-standard, this is behind the drive to include sustainability in performance targets in particular.
5. Supplier Portfolio Tool – We now use D&B credit advantage as our main supplier portfolio tool. This is an enhanced system blending accounts receivable data with D&B's industry-leading scores and analytics for personalised risk assessments, bringing data into the solution, giving a clear view of an entire portfolio. This tool is available for the DfT Group to use to allow them to monitor and manage risk across the supply base. We are also looking at expanding our use of this tool to use it for more management reporting purposes.
6. Cabinet Office's Procuring for Growth Balanced Scorecard helps procurers consider criteria such as cost balanced against social, economic and environmental considerations. It is mandated for construction and infrastructure contracts above £10m as part of the Industrial Strategy. In DfT, the Balanced Scorecard is embedded within our commercial case guidance and the ongoing procurement assurance process, thereby helping ensure it is considered at the earliest stage of our projects.

DHSC: The Department has several tools and processes making sure that sustainability is included in procurement activity. Firstly, the overarching Sustainable

Development Management Plan continues to refer to procurement. This document uses the Sustainable Development Unit's documentation and tools to guide the information.

Specifically, to the commercial directorate, the procurement strategy documents include reference to sustainability and procurement leads need to include information on how they are incorporating sustainability in the contract.

Additional tools such as the flexible framework and SPROUT (Sustainable Procurement Risk and Opportunity User Tool) will continue to be reviewed over the coming months.

DIT: The DIT commercial team make full use of Crown Commercial Service (CCS) frameworks wherever appropriate for general goods and services including contracts for corporate travel, stationery, furniture and ICT standards and these would all comply with the Government Buying Standards.

Our new sustainable procurement policy that will be in place by the end of the 2020 to 2021 financial year will enable us to identify opportunities to evaluate and learn from past procurements and ensure the outcomes are implemented into future procurements.

DWP: The main tool that staff use is the DWP Sustainable Procurement Risk Assessment Methodology (SPRAM) which is embedded within the procurement process and is a continually evolving tool. This is currently being updated to reflect the Social Value agenda. DWP procurements above £10k are carried out using a e-tendering portal. SPRAM is part of the initial work that procurement teams undertake, and they cannot proceed to tender stage until the risk assessment has been considered and agreed.

It also supports the government's Small to Medium Sized Enterprises (SME) agenda by making all contracts more accessible to SMEs either directly or within the supply chain.

Reasons for excluding SMEs must be documented supported by robust reasoning. We are vigorously pursuing the SME agenda and the Published DWP SME action plan will undergo a planned revision/update during the coming year.

This reaffirms our commitment to work towards the governments SME percentage targets for procurement expenditure. We actively promote our contract opportunities to SMEs and encourage contractors to make use of SMEs either as sub-contractors or elsewhere in the supply chain. This is done during pre-market engagement meetings. DWP's commitment to the SME agenda and expectations of Contractors is included within the Invitation to Tender documents.

We have ensured that sustainability is embedded within DWP Estates' Design Standards, so that sustainability criteria are applied to new-build, refurbishment and life cycle works. In line with government policy, we are ensuring that new-build and

major refurbishment projects achieve the relevant Building Research Establishment Environmental Assessment Method (BREEAM) accreditation.

FCO: FCO Commercial continues to progressively subject third party spend to its Category Management programme and develop global and regional commercial strategies to address policy initiatives such as sustainability, social value, equality and diversity etc in the sourcing arrangements derived from its Category Strategies.

FSA: The Procurement policy within the FSA is to use CCS framework contracts wherever possible for general goods and services, including contracts for corporate travel, stationery, furniture and ICT services and these would all comply with the Government Buying Standards.

We are continually reviewing our procurement processes/documents within Bravo, our e-Tendering system & will ensure the Flexible Framework and the Prioritisation Tool are looked at.

HM Treasury: Where embarking on a procurement with an environmental sustainability impact, Crown Commercial Service (CCS) works with HMT to provide support and guidance throughout the procurement cycle to review and consider all appropriate policies and sustainability objectives. This informs the scope of services and subsequent criteria to assess the quality of responses to tender opportunities.

HMRC: We embed sustainability into our procurement process and promote our Sustainability Procurement Strategy, which explains the Flexible Framework. We evaluate the following question in all relevant procurements: 'Please provide details of the level of commitment you will give to supporting our Sustainable Procurement Strategy, including details of the person(s) within your organisation who will be responsible for the elements of the Sustainable Procurement'.

The weighting and importance of the question in relation to the requirement will determine how well the supplier scores in this area. We award the contract to the most economically advantageous tender supplier. The supplier is provided with a copy of our requirements and T&Cs, including those relating to sustainability. This includes compliance with the Government Buying Standards and use of the Balanced Scorecard for Food. The supplier not only signs up to HMRC's contract but its response to the sustainability question is captured and is used as part of the contract management process during the life of the contract. The flexible framework and prioritisation tools are used for contracts with a heavy sustainability impact and as a tool for the contract management activity.

For furniture procurement, suppliers are asked to include the following information in their catalogues against each item: recycled content, recyclability material content, emissions information and product accreditation.

Our technical specification for carpet tiles includes sustainability requirements: 100% recyclable carpet tiles with technical questions covering reuse and recycling. Some of the carpet tiles supplied use recycled yarn from fishing nets salvaged from the ocean.

Home Office: HO Commercial has a Social Value Strategy to ensure all procurement staff embed social value benefits throughout the procurement lifecycle, where relevant and proportionate and not at the detriment of value for money or service quality. The strategy recommends commissioners allocate a minimum value of 10% to be attributed to the scoring criteria. This would be considered on a case by case basis. Updates to the Strategy are communicated via our internal communications, hosted on our commercial intranet page and stored within our commercial templates library on SharePoint.

The HO continues to utilise the CAESER tool to monitor supply chain social value impacts (further details included within question 6). All contract managers whose suppliers were invited to complete the assessment can access their supplier(s) report and results. It is the responsibility of the Commercial Policy & Strategy Team to monitor suppliers' updates against recommendations with focus given to risk mitigation.

LOD: CPS staff are mandated to use national framework contracts for general goods and services. These include contracts for services and general commodities. Other than for unique and specialist services (legal and criminal casework support), the CPS utilises pan-government contracts for goods and services as agreed by the Crown Commercial Service and would comply with the Government Buying Standards.

The CPS also has high value contracts for IT services which states that suppliers must support Corporate Social Responsibility and in their purchase of Goods and Services provide evidence of a positive environmental management approach. With regards to FM services including construction, which are perhaps the most significant commercial areas for the CPS when it comes to sustainability, the CPS had previously partnered with the Ministry of Justice. Since November 2019 the CPS began arrangements to onboard to the GPA and the partnering with MOJ was severed. Full on boarding completed May 2020 and via GPA, the MOJ still has responsibility for the management of the majority of FM services arrangements provided to CPS. GPA manage the day to day management of the FM providers. Construction contracts (including refurbishment and relocations) are managed and sourced by GPA on behalf of CPS.

MHCLG: As part of the development of the Department's sustainable procurement policy, we will be developing tools and processes based on the Sustainable Procurement Flexible Framework (SPFF) tool.

We will be responsible for ensuring that sustainability is embedded in MHCLG Centre procurement practice, and for mapping progress against the SPFF tool. We will be encouraging a close working relationship between ourselves and the Department's Arm's Length Bodies such as the Planning Inspectorate and Homes England.

We will also ensure that our procurement policies are fully aligned with cross-government Sustainable Procurement Framework.

By summer 2020, we will be required in our procurements to consider social value to address and meet the SME Agenda, Social Value Act, Modern Slavery Act and Greening Government Commitments all appropriate above threshold contracts will have a minimum weighting of 10% associated to social value related bid assessment criteria. Every contract / requirement will be assessed on its own merits in relation to the subject matter of the requirement. We will consider the potential whole life savings that may be achieved and the contribution it makes to possible wider strategic objectives, if the potential saving is significant in relation to the spend then the minimum % stipulated may be increased as appropriate to the requirement.

MOD: Sustainable Procurement is incorporated in the Project Orientated Environmental Management System (POEMS) which forms part of the Acquisition, Safety and Environmental Management System (ASEMS). This is a web hosted resource which includes guidance and policy and is mandated for all DE&S equipment acquisition projects.

ASEMS provides a framework for our delivery teams to identify, review and escalate environmental risks. MOD is continuing to strengthen sustainability guidance and processes and link them into the environment training provided to equipment acquisition delivery teams. Use of a light-touch version of the Flexible Framework has helped shape priorities in the DIO (Defence infrastructure organisation) SD Strategy and scoping a future Sustainability Management System. The Sustainability and Environmental Appraisal Tools (SEAT) Handbook checklists are used for identifying sustainability risks and opportunities of estate projects, decisions and procurements.

The Defence Related Environmental Assessment Method (DREAM) is the main tool for assessing sustainability in new buildings and refurbishments. The sustainability credentials of projects and business cases are scrutinised as part of the Investment Approvals process. DIO is accredited to ISO44001 to promote collaboration with Industry Partners to achieve agreed sustainable outcomes. The balanced scorecard has been implemented within the Future Defence Infrastructure Services procurement. The evaluation has been completed, and this will form part of the ongoing KPIs.

MOJ: MOJ's Sustainable Procurement policy ensures we incorporate sustainability into all procurement activities to achieve long-term value for money. Associated programs include:

- embedding specific sustainability clauses into all future estate contracts
- a whole life costs policy (i.e. production, in-use and disposal)
- ensuring procurement staff receive appropriate sustainability training

We comply with relevant Government Buying Standards when purchasing goods and services.

The Commercial Sourcing and Contract Management Handbook (Stage 1 Sourcing) includes a section on Sustainable Procurement: Government Buying Standards

which outlines what is mandatory and what is best practice, lists the product groups covered and provides a link to the gov.uk page for Government Buying Standards.

In the Invitation to Tender and Selection Questionnaire included in 'Grounds for discretionary exclusion', there are questions regarding breach of environmental or social obligations, and an additional question regarding sustainability of steel procurement.

Sustainability clauses in the MOJ Model Terms and Conditions for Goods and Services have been updated in the past two years. Changes include requiring suppliers to comply with Government Buying Standards, comply with requests for information as and when required, maintain an Environmental Management System (referring to ISO 14001 and BS 8555 as specific examples) and to ensure that the delivery of the contract supports the Greening Government Commitments.

When entering contracts into our e-sourcing and contract management system 'Jaggaer', contract managers must state if the contract is subject to Government Buying Standards and if so, which Government Buying Standard category it falls under.

The approach is captured in our Sustainable Procurement Policy and progress is monitored via sustainability champions across CCMD and reported into the MOJ Senior Sustainability Board.

NCA: Where appropriate Environmental Factors form part of procurement decisions and the Supplier Assurance team ensure that as part of supplier on-boarding. Also, during the life of the contract, they audit suppliers environmental standards to ensure that they still meet and exceed our requirements. This is looked at as part of the whole life cycle.

ONS: Many of our team are recently qualified MCIPS members. Roughly 90% of the team have recently completed or are about to complete their CIPS qualifications including classroom-based teaching and examinations. One of the recurring themes in each topic is sustainable procurement and the merits of supplier monitoring, so staff are well educated and understand the importance of sustainable procurement.

Question 4: Please provide a brief overview of how the department ensures compliance with the Government Buying Standards throughout procurement practices. Please note that procuring via CCS framework contracts does not guarantee compliance with the Government Buying Standards.

BEIS: The majority of procurements that BEIS carries out are for services and research. When BEIS procures any requirements within the Government Buying Standards (GBS) sustainability sector, this is done via Crown Commercial Service (CCS) as they are classed as common goods and services. When procuring these

requirements, BEIS checks the relevant GBS policy and specifications to ensure that we are compliant with the buying standards.

CO: The department works with all suppliers in accordance with the GBS and in alignment with the GGC. All food is procured in line with GBS requirements. Working with our FM provider we have reviewed plastics within our supply chain, and worked to reduce plastic waste and prevent this where possible.

The department works with its contractors and partners to seek supplier statements and associated evidence of compliance with the GBS.

This is audited for compliance against procedures, through both internal and external audits under the EMS framework the Cabinet Office employs.

DCMS: DCMS utilises central Framework Agreements where possible, which ensures compliance with the Government Buying Standards (GBS) for those requirements. Where central Framework Agreements is not compliant with GBS or if we procure outside of these Frameworks, sustainability and the GBS will be captured in the Procurement Strategy to ensure requirements are included.

The majority of our procurement is for Professional Services, and low value contracts, therefore the inclusion of sustainability in the procurement process is limited to ensuring Tenderers have a sustainability policy.

Procurements of requirements where sustainability is highly relevant, the inclusion would be increased and sustainability considerations would be incorporated into the Procurement Strategy, tender specifications, tender evaluation, contract terms, and performance measures.

Defra: The requirement to use the Government Buying Standards is embedded with the procurement strategy document, which is the first document subject to Governance review. The use of GBS are only relevant to specific categories of purchases, but are mandated for those. Should the situation arise where a GBS is not being used in a commercial exercise, this would need to be documented, and explanation provided and approved by the Governance Board.

The non-compliance with GBS is a standard prompt within the Managing Actions Template, and where required is included in the procurements risk and issues log, which has a golden thread which could ultimately lead to the risk/issue being raised at Defra Risk and Issues Leadership Team (chaired by the Perm Secretary). All GBSs are detailed in the Procurement Toolkit which a central repository for all documentation across Defra group Commercial.

The requirement to use the Government Buying Standards (GBS) is embedded within the Risk Management Tool (RMT) which forms part of the commercial strategy document and is the first document subject to Governance review. If the risk assessment shows that the procurement will not comply with GBS and this creates a very significant corporate risk it could ultimately be reviewed at group level. The main output of the RMT is an action plan which documents how the issue will be managed throughout the life of the contract. Examples include; early market engagement

making potential suppliers aware of the importance of sustainability including GBS requirements, embedding the requirements within specifications and assessing the bidders' ability to meet the required standards with proportionate weightings, Key Performance Indicators may be built into high risk contracts.

Key risks that need to be managed throughout contract management such as compliance with GBS are included in the contract management plan and reviewed in accordance with the contract management approach determined for the specific contract.

The Commercial Operating Office Team reviews the approach taken to ensure compliance with key standards. If they find a problem, they work with the contract manager and supplier to ensure compliance with requirements and regular reviews.

Ensuring high level SP reporting and compliance for priority contracts through contract assurance is a key requirement outlined in DGC's 20/21 Commercial Plan.

DExEU: The Department closed on the 31st January 2020 but was previously included in DIT procurement reporting.

DfE: Capital Division includes within its standard Output Specification for schools the appropriate buying standards and where applicable these are built into the contract terms, e.g. approach to optimising energy usage. Capital use a number of framework level KPI's which contractors report against as part of the framework management approach. GBS are specified in IT based procurements. The majority of the department's procurements are for business/professional services which don't have specific GBS.

DfID: Legacy DfID wants to continue to work with suppliers who embrace our values and demonstrate Corporate Social Responsibility (CSR) by taking account of economic, social and environmental factors. Suppliers are required to comply with the Government Buying Standards (GBS) for sustainable procurement & work with the customer to support the Governments Agenda to meet the Greening Government Commitments. Disposal organisations must contractually commit to disposal in an acceptable manner. This includes compliance with the European Community Directive on Waste Electrical and Electronic Equipment.

These practices, whether operated locally, regionally or internationally, should also comply with International Labour Organisation (ILO) core standards on labour and social matters. The management case ensures effective delivery by setting out the management arrangements required to ensure climate and environment is effectively managed and opportunities are maximised. Legacy DfID will not select bidder(s) that have been prosecuted or served notice under environmental legislation in the last three years, unless legacy DfID is satisfied that appropriate remedial action has been taken to prevent future occurrences/breaches. The supplier shall provide the services and any goods or equipment required under the contract in accordance with applicable national and international laws, including those of the country or countries in which the services or goods and equipment are to be provided, and legacy DfID's environmental operations policy, which is to conserve energy, water and other

resources, reduce waste, phase out the use of ozone depleting substances and minimise the release of greenhouse gases, volatile organic compounds and other substances.

DfT: Compliance with the Government Buying Standards is included in the Department's standard conditions of contract, and in specifications for relevant agreements. Such specifications always include a link to the GBS requirements online, and they are brought to the attention of any suppliers bidding for the contract. This approach is followed regardless of the procurement route taken (i.e. we would also do this for frameworks).

Some Agencies are beginning to measure the compliance of actual products provided under these contracts, the issue is that we are not centrally monitoring compliance across the group. We suggest this is due to two reasons:

- a lack of resource centrally collecting the data from across the Department and therefore demonstrating a collective compliance with GBS. This was an issue identified in last year's return that has not been adequately addressed yet. Increased workload from COVID-19 has created challenges for environmental sustainability. To mitigate this, we are looking to bring in more resource and reallocate work within existing resource so that compliance can be properly monitored.
- a number of the Government Buying Standards have not been reviewed for a number of years. In order to counteract the lack of currency of the GBS, the Department also ensures that it follows current legislation and guidance on sustainability when procuring goods and services and follows best practice.

DHSC: During the development of procurement strategies, the procurement lead indicates where the procurement will comply with the Government Buying Standards if applicable.

Minimum standards within the Greening Government Commitments are included in specifications and evaluation criteria. These areas may be expanded where the requirements in the procurement require additional information to be provided. In these situations, the supplier will be required to demonstrate compliance and continuous improvement over the contract term.

The Department procures a high number of contracts via Crown Commercial Service (CCS) frameworks. The nature of the contracts procured means that the scope for embedding sustainability is limited. For example, consultancy, academic and market research are often out of scope, particularly where the contracts are short term lasting for a few months. These do not often present significant sustainability risks, or opportunities for sustainability benefit in comparison to more tangible procurements of products, works or public facing services.

Sustainability continues to be considered for facilities management, ICT and digital requirements where physical materials are involved, or where equipment needs to be disposed and or recycled.

DIT: The DIT commercial team make full use of Crown Commercial Service (CCS) frameworks wherever appropriate for general goods and services including contracts for corporate travel, stationery, furniture and ICT standards and these would all comply with the Government Buying Standards.

DWP: DWP operates via a Category Management Operating Model. Commercial Policy and guidance are located upon our intranet pages where users can access it readily and DWP mandates the use of the Government Buying Standards as part of this guidance to all commercial staff.

Mandation and links to the standards feature in the topics for “Drafting a Specification”, “Standard Terms and Conditions Guidance” and “Sustainable Development Guidance”.

FCO: Our ‘How to Buy’ Guidance specifically confirms the benefit of using the Government Buying Standards.

FSA: The FSA consistently utilises CCS frameworks as part of its policy & these outline the requirements to be monitored and adhered to under the GBS.

HM Treasury: The adoption of Crown Commercial Standards (CCS) operating procedures when purchasing goods and / or services that have an environmental impact assures that HMT is complying with central policy on this area. Consideration of the evaluation criteria, which may include relevant sustainability elements, is reviewed by Senior Responsible Officers prior to embarking on a procurement.

HMRC: We ensure that GBS are embedded in our contracts, and where possible, encourage our suppliers to meet GBS best practice standards.

Following our internal “acquisition policy” for vehicle orders that has been developed with key stakeholders to facilitate meeting GBS for Fleet, we are replacing 30+ business use ICE vehicles with the same number of full electric vehicles in 2020 - 2021.

In implementing the Car Club solution to replace Pool vehicles we have been able to reduce the total number of vehicles required by approximately 50% by increasing utilisation of our Dedicated vehicles and using On Street Car Club “shared” vehicles to supplement them. We have worked closely with the Energy Saving Trust (EST) to analyse typical journey/usage patterns of our Dedicated Vehicles to determine and demonstrate the % of these vehicles that could easily be replaced by plug in electric vehicles.

We use travel contract MI to monitor performance/challenge travel behaviours to make progress against cross-government and internal sustainability targets, resulting in a £2.6m overall reduction in travel spend.

We have moved away from producing unnecessary post, and now respond electronically to all Traffic Violations received and also encourage our Lease suppliers to issue notifications to us electronically.

In general, and subject to regulatory requirements in terms of relevance and proportionality, sustainability is routinely considered during the procurement phase when developing the specification of requirement and selection questionnaires. Compliance with agreed contractual requirements or stated codes of practice is thereafter monitored during the contract management phase.

Home Office: Home Office uses Short Form of Contract, Mid-tier Contract and Model Services Contract which contain environmental clauses.

The HO's bespoke Social Value Schedule makes specific reference to the Government Buying Standards and supplements both contracts. (To note schedules are optional for procurers).

LOD: The Commercial Team within CPS are aware of the GBS, due to the recent re-structure and the increase in staffing numbers a training session will be planned in the next reporting period.

MHCLG: The majority of goods and services used by MHCLG where GBS apply are provided via Government to Government agreements with Government Property Agency. We do procure ICT products directly, via CCS framework agreements.

All procurement activity is subject to internal peer review and staff undertaking that review are trained in sustainable procurement.

MOD: Business areas are asked to indicate how they take Government Buying Standards (GBS) into account as part of the Annual Greening Government Commitments reporting exercise. Although the requirement for GBS compliance is stated in estate contracts, there are no other requirements for reporting against Government Buying Standards within the current contracting regimes. However, the reporting requirement has been strengthened for the next set of Hard FM contracts and will start influencing the next Soft FM contract requirements in 2020/21. It is MOD policy to carry out an appropriate environmental assessment on all new construction and refurbishment projects with DREAM being the preferred methodology. DREAM was developed by MOD to specifically address the unique nature of MOD buildings and to offer an alternative to the industry equivalent Building Research Establishment Method (BREEAM). It is comprised of a series of modules covering new build, refurbishment and minor new works and is designed to assess a project's impact on a wide range of environmental aspects, providing a holistic approach to sustainability and driving down whole life costs.

MOJ: MOJ policy requires that we use the Government Buying Standards (GBS) for New Build, Construction Projects and Refurbishment, to ensure that each project incorporates sustainable construction throughout the project lifecycle.

MOJ uses the application of the Building Research Environmental Assessment Method (BREEAM) to assist in the creation of a fit-for purpose, less costly and more sustainable estate.

The Commercial Sourcing and Contract Management Handbook (Stage 1 Sourcing) includes a section on Sustainable Procurement: Government Buying Standards which outlines what is mandatory and what is best practice, lists the product groups covered and provides a link to the gov.uk page for Government Buying Standards.

Contract Management Plans have a section to outline the KPI's to be tracked through the life of a contract. This can include sustainability KPIs.

In the Invitation to Tender and Selection Questionnaire included in 'Grounds for discretionary exclusion', there are questions regarding breach of environmental or social obligations, and an additional question regarding sustainability of steel procurement.

Sustainability clauses requiring compliance from suppliers to Government Buying Standards are included in MOJ Model Terms and Conditions for Goods and Services.

When entering contracts into our e-sourcing and contract management system 'Jaggaer', contract managers must state if the contract is subject to Government Buying Standards and if so, which Government Buying Standard category it falls under. The Commercial Policy and Compliance Team conducted a review of this data in 2018 to identify whether the correct GBS category was applied to the contract and that the contract and contact management activities are being managed correctly. The results of this were reported back to the Policy and Compliance Group in commercial for results to be taken back to category teams and addressed accordingly.

The approach is captured in our Sustainable Procurement Policy and progress is monitored via sustainability champions across CCMD and reported into the MOJ Senior Sustainability Board.

NCA: Our Invitation to Tender (ITT) requires all bidders to meet environmental, social and employment law. Clauses are included in our contracts to address non-compliance. Contract reviews with Silver and Gold suppliers address these aspect as well as usual performance. We look at sustainability e.g. our office equipment such as desk and chairs are maintained and repaired, not disposed of and this is part of the evaluation methodology.

ONS: We presume Crown Commercial Service (CCS) are subject to the same scrutiny as all other departments and were thus compliant with the Greening Government requirements and Government Buying Standards. Many of our procurements are made through such frameworks from CCS or GDS (Government Digital Services), to ensure that we provide best possible value for money to the taxpayers.

Question 5: Are you adhering to the Government Buying Standards for Food & Catering (GBSF) when it comes to food procurement?

BEIS Yes, during the tender process to appoint the incumbent catering supplier, tenderers had to demonstrate that they could provide products that conform to GBSF.

Examples of how the current supplier conforms to GBSF include:

- All food produced/served conforms to the UK Food Safety Act 1990 and the supplier's Food Safety Policy Statement. The supplier has a dedicated Procurement & Health & Safety Team which ensures that all production standards are adhered to, in addition to monitoring traceability, authenticity and provenance of products.
- Fish sources conform to the Marine Stewardship Council standards.
- Seasonal produce is incorporated into menu cycles and promoted.
- Salt reduction measures include exclusion from some cooking, salt not available on tables and adherence to Responsibility Deal salt targets.
- 50% of the volume of desserts is based on fruit, and fruit portions are sold cheaper than a hot/cold dessert.
- At least 50% of cereals are of a higher fibre/lower sugar variety.
- The supplier monitors waste to ensure that production quantities are altered as required. The supplier also sets waste management targets which are reported to the client on a monthly basis.
- Recycled paper products are in use and 90% of cardboard items have been replaced with plant-based items. All cardboard cups have been eliminated – reusable cups are available.
- The tea/coffee supply is ethically sourced.
- The supplier is committed to ensuring compliance with the UK Equality Act (2010) and has an Equality & Diversity policy along with the HSEQ Policy which is available as required.

CO EMS: Compliance Evaluation

DCMS: DCMS does not currently procure food catering.

Defra: Sustainability including the Government Buying Standards (GBS) is a core part of Defra Group's catering contract and has been for many years. Sustainability was a key part of the specification and assessment and the balance scorecard was applied. Adhering to the GBS was a pass/fail evaluation criterion. This helped to ensure that locally/regionally sourced, sustainable produce is at the centre of our food offering. The supplier reports on the percentage of UK produce sourced for our contract.

Our supplier works with its supply chain to ensure all UK production standards are met and certification is held wherever applicable. The supplier ensures specific

assurance that their supply chain demonstrates chain of custody and is certified to do so: for example, all eggs are free range and RSPCA Freedom Farm Assured.

From the start of the contract we have worked with the supplier to reduce the sustainability impacts of our catering activities which includes removing single use plastic packaging.

The supplier serves British meat, including bacon and lamb, supporting the domestic economy and farming. All fish is sustainably sourced and MSC certified. Tuna is Dolphin Friendly (line and pole caught). A meat free option is always made available at the catering facilities to further reduce environmental impacts and support inclusivity. Only palm oil from sustainable sources can be used in recipes.

DExEU: The Department closed on the 31st January 2020 but was previously included in DIT procurement reporting.

DfE: Yes, we adhere to the GBSF, this is evidenced in the contract terms and conditions, detailing how these are met.

DfID: Legacy DfID works to ensure Government Buying Standards are embedded into their procurement processes. Mitie monitor and manage the Government Buying Standards for DFID's food and catering which is detailed within the Interserve monthly operations report.

However, due to COVID-19 lockdown legacy DFID have not purchased/procured any food since March 2020. When catering reopens Mitie will be required to ensure they adhere to the contractual terms that include complying with Govt Buying Standards.

DfT: All of the catering facilities provided to DfT(C), Maritime and Coastguard Agency(MCA), Vehicle Certification Agency(VCA), Driver and Vehicle Standards Agency (DVSA), British Transport Police(BTP), Highways England)HE and High Speed 2 Limited (HS2 Ltd) through the Total Facilities Management (TFM) contract are complying with the Government Buying Standards for Food & Catering. This is monitored through a mixture of quarterly DfT internal audits and independent third-party audits of catering facilities and food purchase documentation, which forms part of the governance for the TFM contract.

DVLA have a separate FM contract (which covers catering). Compliance with GBS standards is not being met in all areas. These have been identified and will be addressed via an action plan. Compliance is claimed via an MI report submitted by the provider and an audit schedule for DVLA to verify this information will commence during the second half of 2020.

DHSC: DHSC applies the government food and catering buying standards through its catering contract and any catering contract it awards includes an obligation to meet the standards.

DIT: The provision of our Facilities Management for our main building, including Food & Catering services is owned by Government Property Agency and managed in conjunction with Ministry of Justice. Food is bought from farming systems that minimise harm to the environment, such as produce certified by LEAF (Linking Environment and Farming), the Soil Association or the Marine Stewardship Council. We also offer fairly traded and ethically sourced products.

DWP: Food and catering services come under the remit of the Facilities Management contract with Interserve Facilities Management. Most of this, such as the operation of catering services, is subcontracted to Compass Group. There are a few sites that have separate catering options for staff (such as Manchester) however this is where we share accommodation of the building so catering is not procured directly by the Department.

FCO: The FMCU commissioned environmental management system audit reports FCO's UK in-house catering provision meets British or equivalent production standards and partially meets the GBS for Food and Catering Services.

FSA: Catering companies/local businesses used by the 5 FSA offices:

- Clive House, London: Benugo (this is the same catering company that's used by the landlord, Ministry of Justice).
- Foss House, York: BaxterStorey (this is the same catering company that's used by the landlord, Defra).
- Apex House, Birmingham: Sandwich Club (this is a local business that's used by the landlord, The National Lottery Community Fund).
- Clarendon Quay, Belfast: Benny's (a local business) and Loaf Catering (a social enterprise).
- Southgate House, Cardiff: Two Fat Cooks (a local business)

HM Treasury: For HMT's largest office on Horse Guards Road, the food and catering is provided under a PFI agreement with Exchequer Partnerships. Therefore, HMT doesn't have a direct commercial relationship with the catering or food providers. HMT use advice from Crown Commercial Service to influence the provision of food under the PFI.

HMRC: The requirement to meet the Government Buying Standards for Food and Catering Services are embedded within the areas Soft FM contracts awarded in 2019 and is specifically covered in the Estates Environmental Sustainability Plan.

These contracts provide catering services to the regional centre estate and legacy estate which fall outside of the PFI contract. Suppliers provide a service delivery method statement at contract start, outlining how they will meet the requirements of the contract; this includes how they will meet the catering provision and meet GBSF.

We use the service delivery method statement to ensure there is a clear understanding of the requirements. Further to this the estates assurance team periodically conduct assurance checks against various standards/requirements

within contracts and against estates plans. Whilst no assurance checks have taken place since implementation of the new area Soft FM contracts for this particular area, there is clear requirement and understanding that we may require assurance/confirmation of adherence to GBSF at any point – these are currently in the assurance plan for 2020 to 2021.

Home Office: Food provided in our catering outlets is local and in season, where possible, to minimise energy used in food production, transport and storage. Food is bought from farming systems that minimise harm to the environment, such as produce certified by LEAF, the Soil Association or Marine Stewardship Council. The outlets also offer fairly traded and ethically sourced products. They are reducing the amount of foods of animal origin (meat, dairy products and eggs) eaten, as livestock farming is one of the most significant contributors to climate change, and ensure that meat, dairy products and eggs are produced to high environmental and animal welfare standards. They are also reducing the amount of palm oil used and ensure that what is used is sustainably sourced.

Bouygues Energies & Services who provides the catering in our headquarters building was awarded a 3 Star Sustainable Food Association rating (top rating) in August 2019.

This is detailed each year in the HO Annual Report and Accounts – Sustainability section.

LOD: The CPS has no direct food and catering outlets and no procurement activity in this area. However, via our occupations under GPA they do in a small number of instances provide catering and food provision and they adhere to GBS when it comes to food procurement.

MHCLG: MHCLG estate is managed by Government Property Agency (GPA) which includes soft facilities management, in our head office only.

MOD: Not all GBS are applicable to military environment but, where they are included in specifications. The GBSs set minimum standards set at the time of drafting. Meeting the GBS is included in relevant procurements, however, we do not mandate contractor reporting of compliance with the full suite of standards which are wide ranging and very detailed. MOD focuses on the most significant in relation to defence procurement.

MOJ: At the pre-qualification questionnaire (PQQ) stage of MOJ's Food Procurement (2016) we worked with DEFRA and asked all suppliers to register on DEFRA's GBFOOD portal and complete their DEFRA Balanced Scorecard. This request led to further development of the scorecard by DEFRA as it was unsuitable for Wholesalers who are the key market for the supply of food to MOJ. MOJ worked with DEFRA on testing the new Balanced Scorecard and whilst the final version was developed too late for the PQQ MOJ encouraged the suppliers to register online and test themselves against the scorecard.

The invitation to tender (ITT) went on to request deeper information against the DEFRA balanced scorecard and the successful supplier passed all 12 sections to the required standards set by MOJ. The contract management team continue to monitor performance against the Balanced Scorecard and are active members of Defra's Food Procurement Taskforce some examples below.

Contract performance is reviewed Yearly (Defra score card), quarterly (Defra scorecard) and monthly SME and UK production. The contract actively promotes and encourages the use of SME and UK produced products. Utilisation of tier 2 SMEs continues to be high and has seen small but consistent improvements throughout the life of the contract, monthly spend with tier 2 SMEs has increased from 63.8% in 2017 to 2018 to 64.7% in 2019 to 2020. Likewise, current monthly spend on UK produce represents 52.6%, increasing from 51.9% in 2017 to 2018 with 99% of the milk used within the contract being of UK origin.

The contractor reports on fair and ethical trading and is actively supporting transparency on reporting modern slavery within the supply chain. The contractor promotes apprenticeships with 11 graduate/apprentices in place and successful rehabilitation with 2 former prisoners being employed and 1 current prisoner employed under Release on Temporary Licence. Working with a tier 2 supplier we have replaced all salt in cooking with a low sodium product at two prisons, directly improving the Health outcomes for prisoners. This led to a nomination at the Health & Vitality Honours Awards 2020 where the initiative was awarded a commendation.

NCA: Sustainability team, Facilities management and Supplier Assurance ensure adherence to required standards. Our monthly performance reviews include suppliers maintain compliance.

ONS: ONS Total FM contract, including catering provision, was procured using a Crown Commercial Services (CCS) Framework in 2016. The CCS framework requires the suppliers to comply with GBSF standards and that flows through to the customer contract.

Question 6: Please give details of any arrangements put in place to facilitate monitoring of supply chain impacts (for example the adoption of the CAESER methodology which provides a useful way of engaging suppliers on their sustainability). Please include any high impact sectors you are tackling or intend to tackle and your approach to doing so.

BEIS: BEIS does not currently use CAESER methodology, but where sustainability and/or social value considerations have been identified during the procurement process, tools for monitoring and measuring these are built into the contract and will form part of the standard contract management process. In contracts where sustainability and/or social value has a high impact, this will be embedded into the KPIs of the contract to further ensure this is monitored.

An example of a high impact sector is within international climate finance where measures have been put in place to monitor the supply chain. Suppliers chosen to

deliver projects within ODA spend are also required to undergo due diligence by an external provider, part of which considers the capacity of the supplier to demonstrate and promote environmentally and socially responsible behaviours.

CO: Our main contractor was appointed via a CCS framework agreement, which includes the requirement to comply with Government Buying Standards. This same requirement is placed upon all third party sub-contractors.

Given the number of such third party suppliers, their diversity and reporting obligations we accept self-certification from our main supplier. This is a balanced risk decision and is reviewed from time to time in the light of information then available. Such action as is from time to time required is taken by GPA who manage the estate on our behalf.

DCMS: Supply chain impacts are monitored for key contracts and where appropriate, depending on the nature and risk profile of a contract.

Defra: We work with government, Policy leads and specialists to understand impact areas and commitments relating to the supply chain and how we manage them, focusing efforts on categories identified as high value and high sustainability risk e.g. Construction, Facilities Management, IT & Fleet.

We collaborate with the EA to understand supply chain risks and build these into risk assessments for individual requirements and category plans. This builds on work done over the last decade in this area.

Defra Group Commercial (DgC) work alongside Defra delivery teams and delivery partners, by way of example major refurbishment projects and construction projects carried out by the department over the past 5 years have been designed to be as sustainable as possible, reflecting Defra's commitment to sustainability.

EA commissioned a study into the environmental impact of the goods, services and works bought (based on 2017 to 2018 spend), building on previous assessments. The study focused on supply chain impacts: greenhouse gases, land use, water consumption, air pollutants, waste, and land and water pollutants. The study found that 77% of the environmental impact comes from their supply chain, with the top 100 suppliers accounting for 80% of these impacts.

As part of the Corporate Sustainability Plan the EA and commercial leads are working with suppliers to reduce the impacts. The highest impact area is construction, and this is a key focus for addressing sustainability within commercial activity.

As part of this approach Defra Group's impacts have been assessed and findings will be finalised shortly. This will help to further understand impacts and where to focus efforts, findings will be built into our SP prioritisation tool and used to support category and contractual approaches.

DExEU: The department closed on the 31st January 2020 but was previously included in DIT procurement reporting.

DfE: Capital Division undertakes a number of Building Performance Evaluations (BPE) on newly completed buildings to evaluate its performance to inform future Output Specification updates, Technical Adviser appointments and construction framework KPI's.

DfID: The International Climate Fund (ICF) is a tri-departmental allocation managed by legacy DfID, Department for Business, Energy and Industrial Strategy (BEIS) and Department for Environment, Food and Rural Affairs (Defra).

It supports international poverty reduction by helping people manage risk and build resilience to the effects of climate change now and in the future, promotes sustainable economic development, tackles deforestation and builds good governance of natural resources. Resources for the ICF are included in each department's settlement and each department is responsible for the delivery of its own high-quality climate finance portfolios and for specific amounts each year in ways that contribute to the ICF objectives.

Through our International Climate Finance, and international leadership on climate change, legacy DfID (in partnership with BEIS and Defra) is investing in low carbon development to limit future growth in harmful greenhouse gas emissions and supporting developing countries to be better equipped to cope with the impacts of climate change.

DfT: DfT Group strategic suppliers are monitored on a regular and ongoing basis, in collaboration with the Cabinet Office Markets and Suppliers Team, and specific policy compliance is captured on supplier scorecards with interventions taking place when required. This includes compliance with the Prompt Payment code, apprentice initiatives, membership of the 5% club and commitment to SME targets.

DHSC: The overwhelming majority of the Departments procurement is for services, which by their nature have very short supply chains with limited sustainability impacts.

Information of Small and Medium Sized business involvement is monitored, and the Department has been working with the Home Office to assess how it can use existing assessment tools to understand suppliers' approach to managing modern slavery.

DIT: The overwhelming majority of the Department's procurement is for services, which by their nature have very short supply chains with limited sustainability impacts. Those sectors where there is a significant impact such as IT and Facilities/Catering are procured on our behalf by BEIS and GPA respectively who will also therefore monitor any supply chain impacts from those procurements. The remainder of our procurements are primarily sourced via CCS frameworks. Commercial Agreement Managers at CCS are responsible for ensuring suppliers on

their frameworks comply with their commitments made, including in relation to sustainability.

DWP: For contracts with a duration of 12 months or longer, we have contract schedules covering “Sustainable Development” and “Life Chances through Procurement” which require the successful supplier to produce a Sustainable Development Policy and Action Plan, a Diversity & Equality Delivery Plan and metrics and a report on opportunities provided to a number of DWP’s key disadvantaged groups including disabled workers, ex-offenders, Older and Younger Workers, apprentices and BME workers. These are provided within six months of contract start date and support the governments “Industrial Strategy”, ‘Growth through Procurement’ and ‘Life Chances’ agendas, aiming to support these disadvantaged groups through skills development and sustained employment within our prime suppliers own workforce and that of their subcontractors. The “Life Chances through Procurement” is due to be replaced shortly with new schedules which will incorporate the “Social Value through Procurement” requirements in 2020 to 2021.

FCO: FCO has worked closely with Crown Commercial Services to develop a Global Travel Programme, delivering enhanced Duty of Care on a Global scale, and an increased visibility of the Carbon Impact of FCO global travel. The Global Travel Programme uses an amended version of the Public Sector Contract, which contains Joint Schedule 12 (Supply Chain Visibility). This requires the prime contractor to provide the FCO with a regular Supply Chain Information Report.

The Global Travel Programme’s online booking tool will provide bookers with an estimated emission figure for each trip booked. Bookers will be encouraged to use the lowest emission option where possible and will have to enter a justification for not doing so. The Global Travel Programme requires the supplier to provide a quarterly CO2 emission report detailing the following. All bookings made by the Buyer in the previous period, including:

- Number of flights/rail journeys taken
- Dates of journeys
- Mileage travelled
- Origin/Destination or Route travelled
- Carbon emissions associated (using relevant Gov conversion factors as stated in Call-Off Schedule 23)
- Class of travel (economy/business/first)
- Short Haul/Long Haul/Domestic classification

It also contains the following environmental requirements:

- The Supplier shall, when working on the Buyer’s premises, perform its obligations under the Contract in accordance with the Buyer’s environmental policy, which is to conserve energy, water, wood, paper and other resources, reduce waste and phase out the use of ozone depleting substances and minimise the release of greenhouse gases, volatile organic compounds and other substances damaging to health and the environment.

- All written work, including reports, delivered in connection with this Contract shall (unless otherwise specified) be produced on recycled paper containing 100% post-consumer waste and used on both sides where appropriate. Paper used for printed publications must contain at least 75% recycled fibre paper in accordance with the UK government's timber procurement policy.
- All timber or wood-derived products procured as part of this contract must originate from either legal and sustainable or FLEGT licensed or equivalent sources.
- All goods purchased by the Supplier on behalf of the Buyer (or which will become the property of the Buyer) must comply with the relevant minimum environmental standards specified in the Government Buying Standards unless otherwise specified or agreed in writing.

FSA: The continual utilisation of CCS frameworks has resulted in items such as stationery, furniture, ICT, travel, car hire etc, all of which have the biggest environmental impact, all being sourced & procured via a CCS framework contract and therefore have something in place that will monitor supply chain impacts.

HM Treasury: HM Treasury utilises CCS framework agreements where appropriate. Their requirement to comply with Government Buying Standards is placed upon all 3rd party sub-contractors.

HMRC: HMRC utilise the outputs from the annual CAESER corporate social responsibility survey to facilitate discussions with suppliers during regular contract review meetings. There is specific focus on areas of improvement most relevant to the particular contract and service being delivered. HMRC's standard Contract Management Plan includes the approach to CAESER and incorporates a tracker to record associated actions. This ensures that sustainability is completely embedded within business as usual contract management activity. The 2019 CAESER Assessment campaign analysed the performance of 56 of HMRC's key suppliers. Those organisations employ over 500,000 people in the UK and accounted for 85% of HMRC's £1.5bn net procurement spend 2019 to 2020. The report showed that 70% of participating suppliers reported against at least one of the GGC metrics, with 28% reporting against all five.

The Modern Slavery module had one of highest completion rates at 76% and results will help HMRC understand how its suppliers manage and prevent the risks of modern slavery in their workforce and supply chain. HMRC implemented its policy for Supply Chain Assurance in 2016 which protects against risk in the supply chain through the proportionate use of mitigating processes and tools. All Tier 1 and Tier 2 contracts have a Contingency Plan and a completed Supply Chain Map and risk analysis which are reviewed on an annual basis.

Home Office: In October 2019 the HO engaged with its suppliers as part of its supply chain SV programme using the Supplier Registration Service (SRS) platform. This is the 10th concurrent year of using CAESER for the HO. 92 strategic and operational suppliers were invited to the CAESER Assessment and of these, 71 engaged with at least one module.

The HO required suppliers to complete five modules these were GGC, Anti-Corruption, Social Value, Environmental Management and Gender, Race & Diversity.

A 68% response rate was achieved. The following trends were visible:

- 81% reported against one or more of the KPIs and 30% reported on all five.
- 38% of suppliers used Greenhouse Gas Protocol as a standard or methodology to calculate emissions and 28% of suppliers used DEFRA's guidance on measuring and reporting emissions.
- 77% of suppliers set targets to reduce their environmental impacts in the next 12 months. Two of the most common targets were a reduction in Scope 1 emissions and waste generated. 49% successfully reached or exceeded at least one target.

The CAESER assessment supports HO contract managers and their supplier(s) by acting as a relationship management tool to encourage sustainable improvements.

The Commercial Policy & Strategy Team encourage the inclusion of SV criteria within pre-tender documentation with the onus on suppliers to provide SV innovative solutions within their bid responses. Any Sustainable commitments/targets would be written into the contract and/or SV plan of implementation where applicable.

LOD: None. It should be noted that for facilities and construction these contracts are managed and procured by GPA for CPS.

MHCLG: Our procurement processes are conducted in an open and transparent format with the publishing of all tenders' awards over £10,000 on Contract Finder and when above WTO threshold, additionally on Find a Tender Service.

We have updated our terms and conditions for all contract over £5m so that the successful prime supplier(s) to:

- advertise on Contracts Finder, subcontract opportunities arising from that contract above a minimum subcontract threshold of £25,000; and
- Separately, report on how much they spend on subcontracting, and separately how much they spend directly with SME or VCSE organisations in the delivery of the original contract.

We monitor on a monthly basis prompt payment to our direct suppliers.

Responsible practice is embedded within our contractual terms and enforced by suppliers throughout their supply chains.

MOD: Action was taken in January 2020 to complete an annual Supplier Segmentation exercise for the estate. This was completed to categorise suppliers on the basis of value, risk and other factors. This helped identify Tier 1, 2 and 3 suppliers, and target the engagement approach for each level. Invitations are being broadened to the DIO Suppliers SD Working Group to make sure all Tier 1 suppliers are included and extend its scope to Capital Works Partners.

A part of the estates Sustainability Management System, a detailed sustainability risk register has been developed to identify and address supply chain risk as part of the wider sustainability profile of the organisation. Future contracts have been written to incorporate alignment of behaviours and business practices with recognised international standards (e.g. ISO 14001, 14090, 20400, 26000) for sustainability, environmental management and climate resilience.

During 2019 to 2020 industry representatives undertook a review of high-level sustainability risks affecting Defence procurement. Representatives also took a leading role in the Cabinet Office-sponsored working group addressing UK vulnerability to Rare Earth Elements (REE) and scarce materials risks affecting the industry supply chain. Other initiatives have included a review of the MOD Defence Standard 00-051, Environmental Management Requirements for Defence Systems, which was introduced to ensure environmental issues are considered as part of the procurement of military products, services and systems.

MOJ: We work with Senior Business Owners, Policy leads and Specialists to understand impact areas and commitments relating to the supply chain and how we manage them, focusing efforts on categories identified as high value and high sustainability risk e.g. Construction, Facilities Management, IT & Fleet.

Issues are monitored and addressed as part of our contract management approach, performance reviews and supplier assurance audits for Gold and Silver suppliers.

Our key contracts all have scorecards in place that facilitate monitoring of supply chain impacts.

NCA: Currently these are addressed as part of contract commencement, performance reviews and supplier assurance audits for Gold and Silver suppliers. CAESER hasn't been implemented, but as part of our commercial transformation is to implement greater emphasis on supply chain impacts. Currently, this is tested at ITT stage and auditing of our Gold suppliers and contract management with Silver contracts.

ONS: As qualified CIPS members, our training includes sustainable procurement and the merits of supplier monitoring, so staff are well educated and understand the importance of continuous learning.

Question 7: Please describe how your organisation evaluates and learns from the results of its sustainable procurement activities.

BEIS: Where contracts with a high sustainability element are up for re-procurement, the commercial lead engages with the team to carry out a lessons learned and analyse the success of incorporating sustainability in the previous contract to continuously improve our sustainable procurement activities. This will be covered as part of early market engagement to ensure that BEIS is engaging with the market to

implement best practice sustainable procurement in the most appropriate manner for the specific procurement.

As part of the new Social Value framework, SV is given a minimum 10% weighting and explicitly evaluated as part of the evaluation criteria, which is incorporated into the key performance indicators of contracts and measured and monitored throughout, including through more standardised reporting for contracts over £5 million. This will be monitored throughout the lifecycle of the contract and a lessons learned approach taken once it has expired to evaluate the success of the sustainable procurement activity. This activity will be taken forward by the Social Value champion and shared with the wider team.

CO: The Environmental Management System, which is accredited to ISO14001, gives us a framework for setting objectives and targets, monitoring progress, identifying and resolving non conformance, risk and opportunities for improvement. DCMSAs outlined at Question 4, the majority of procurement at DCMS is low value and for Professional Services. Therefore, the inclusion of sustainability in the procurement process is limited.

Where sustainable procurement considerations are included within the procurement and contract, the results of the activity are evaluated and lessons learned captured as part of contract management and contract close-out activity.

Defra: Defra Group Commercial (DgC) operate a continuous improvement approach. This includes capturing lessons learnt and continuing to seek feedback from our activities, including capturing commercial requirement level feedback, or specific learning opportunities enabling improvement in future similar commercial projects. Additionally, at policy and process level this information is fed back through the Head of Policy in the relevant business area.

Continuous improvement is core to the approach applied to tools/processes, listening to feedback and learning from others. Opportunities are used to develop a consistent approach and standards across Defra Group (DG), and to be clear where organisations within DG have additional sustainability requirements.

Some members of the DG take part in annual benchmarks such as Stonewall. Defra Group Commercial support this and use feedback to improve and share approaches with others. Building on the approach we used in the EA audits will be undertaken of the Risk Management Tool to understand how the sustainability impacts and opportunities are being managed throughout the contract lifecycle and to identify any best practice or training needs. We will work with customers to ensure that specifiers, contract managers and commercial staff receive the training needed.

Within the EA, Commercial is a key part of the Environment Management System which is certified to ISO14001:2015 standard. The Commercial approach is audited by an accredited body, including how we apply continuous improvement and how we identify, measure and reduce our supply chain impacts. We review incentives and barriers to sustainability within contracts as part of best practice groups. Carbon performance of capital spend which includes supply chain impacts is assessed and

reported to Directors quarterly. The carbon tools have evolved from lessons learned from staff and suppliers and aim to deliver a 40% reduction in embodied carbon from the capital programme. For the Collaborative Delivery Framework, (Construction), CEEQUAL is being used to evaluate sustainability performance in the design and delivery of projects. Programme incentivisation is based in part on the level of CEEQUAL performance across the programme.

DExEU The Department closed on the 31st January 2020 but was previously included in DIT procurement reporting.

DfE: The Government Property Agency (GPA) is responsible for managing DfE's property portfolio. However, overall responsibility for sustainability remains with DfE's executive team. We operate a commercial category management procurement model which means that lessons learnt within individual procurements feed into the wider category knowledge base. Further work is being done in this arena with the implementation of the new Social Value PPN. Within DfE Capital, BPEs are undertaken on a sample of completed projects as part of our continuous learning cycles. The BPEs performance data is analysed to identify good practise and issues so within Capital holistic adjustments can be made.

DfID: Legacy DfID's Supply Partner Code of Conduct (the code) is an integral and binding part of legacy DfID's standard contract terms and conditions, and sets high but realistic standards for ethical and safeguarding behaviour, social responsibility and value for money from the supply partners who deliver UK aid funded contracts. The code has been integral to legacy DfID's contracts from September 2017.

Compliance is monitored by a legacy DfID commercial team. Supply partners must demonstrate that they are pursuing continuous improvement and applying stringent financial management and governance to reduce waste and improve efficiency in their internal operations and within the delivery chain. Supply partners must be committed to high environmental standards, recognising that legacy DfID's activities may change the way people use and rely on the environment or may affect or be affected by environmental conditions. They must demonstrate they have taken sufficient steps to protect the local environment and community they work in, and to identify environmental risks that are imminent, significant or could cause harm or reputational damage to legacy DfID or the communities legacy DfID work in.

DfT: There are two main ways that learning from sustainable procurement activities is passed on. Firstly, the Commercial Lifecycle Assurance Function, focussed on major procurements, identifies and keeps records of exemplary practice and instances where processes/procedures do not meet the best practice standard; through its assurance reports and Commercial Assurance Board Minutes. Learning from Assurance outcomes informs future assurance activity and is often disseminated through internal knowledge sharing such as Procurement Knowledge Networks. Assurance outcomes will include examples of good and bad sustainable procurement practice.

Secondly, the Virtual Policy Team runs a monthly 'Procurement Knowledge Network' teleconference, open to all procurement and contract management professionals. The aim of this is to share policy updates and best practice, and if there are any

major sustainable procurement successes the person or team behind them is encouraged to present to the Procurement Knowledge Network. DfT have a Department wide sustainability forum which supports the VPT in improving its knowledge.

DHSC: Procurement activities are recorded in a lessons learned log. This is used for procurements to improve future contracts. The procurement strategy is reviewed to review whether sustainability outcomes have been achieved. If there has been a barrier, these are recorded so that alternatives can be considered in future. The Contract Management Team use tools in the CM toolkit such as the benefit tracker and lessons learned log. To build on this the contract management and procurement teams will be looking to coordinate efforts and highlight where sustainability is important to contracts. This will be embedded in the procurement contract management handover and will give operational contract managers an understanding of where sustainability will be a key focus.

DIT: Large and complex procurements are reviewed at multiple stages by the Commercial Assurance and Approvals Group (CAAG) which ensures that lessons learned from previous procurements are applied to future ones.

DWP: Contract Managers are responsible for reviewing the Sustainable Development plans provided by suppliers as part of their ongoing contract management activity. A named DWP single point of contact acts as a critical stakeholder and provides guidance and assistance on the content and veracity of these plans.

FCO: The Commercial Directorate hosts learning opportunities for its staff and stakeholders to hear the latest commercial best practice.

FSA: The FSA is a small department with a small Procurement Team (8.2 FTE) & regular contract reviews with suppliers are conducted to ensure each one is delivering efficiencies & value for money however these may not always be specifically related to sustainability. We do however regularly discuss & review areas that could be improved during the pre-procurement stage through our Continuous Improvement work.

HM Treasury: Specific learning on day to day procurements is undertaken by the relevant contract manager. Where learning in new ways to procure, measure or develop sustainable initiatives arises, this is shared within the relevant communities across the department.

HMRC: Also see response to Q6.

Regional Centres all adhere to the government requirement that 'new build' projects achieve a BREEAM Excellent Rating, and 'refurbishment' a BREEAM Very Good rating and an Energy Performance Certificate rating in the top quartile.

Contractors on the government Hub Fit-Out Framework are required to work to the GBS that specify standards for purchasing decisions and the Greening Government

Commitments (greenhouse gas emissions/operational waste/water consumption); Government Soft Landings requirements; BREEAM criteria that are considered to be directly relevant and The WELL Building Standards.

HMRC awarded contracts for 4 of its 13 Regional Hubs Edinburgh/Leeds/Cardiff/Stratford – with a £107m combined value of on-site construction works. Contractors were appointed from the Government Hubs Fit Out Framework (GHFF) and tasked with reaching HMRC's aspirational target of maximising the opportunities under their management for SME's to deliver at least 25% of their works. The GHFF have excelled in every case and are on course to exceed HMRC's targets by more than 50% on each of their projects. For contracts placed in FY 2019 to 2020, HMRC forecast c.£75m of the £107m construction cost will go to SME's, with 70% of public money to small and medium enterprises.

One supplier has solar panels on the roof that feed into power supply. Already installed as part of base build - solar panels provide contribution to providing a level of green energy use.

Continuous Improvement Working Group has been implemented and part of those improvements will include working in a greener way, including discussions around re-use of pallets/recycling of shrink wrap.

Home Office: The Commercial Policy & Strategy Team provide an evaluation service for procurements above £5m. Lessons learnt from this process have shaped the SV strategy and Schedule to drive improvements throughout the lifecycle of contracts and ensure our suppliers provide us with their SV policy and plan of delivery. These policies and plans can now be stored on our Contracts database called Atamis.

The HO receives a report at the end of the CAESER campaign that highlights the top and bottom performing suppliers, common trends and areas of risk. Within this report are 3 supplier deep dive analyses to understand the supplier experience, what the challenges were and opportunities to improve their policies and processes. For example:

- Supplier feedback from 6Point6 Ltd: found the assessment to be useful and were able to update company policies using some of the recommendations that they received. Leading to revised action plans and new mitigations outlined;
- Mears Ltd found the process complimentary to their objectives regarding sustainability, in particular receiving the individual modular reports to allow them to reflect and review any improvements they would like to make within their processes;
- VF Worldwide Holdings take the results of the assessments very seriously and find the improvements to be very useful and use them to address any ongoing issues.

The risks identified within the report are highlighted to contract managers who have the ability to view their supplier's responses to recommendations within the system.

The CAESER report is also made available to the commercial community via our internal comms.

LOD: With the recent restructure the CPS now have a dedicated Head of Contract Management who will be ensuring that Sustainability is included into the CM Toolkit that is being produced and that relevant sustainability returns/reports are gathered and reviewed from all key contractors where applicable.

Additionally, the CPS purchases a majority of services for which the element of sustainability is modest, accordingly the department does not undertake detailed evaluation: normally limiting its assessment to compliance with legislation and regulation and securing fit for purpose and good value services.

MHCLG: Lessons learnt activities are already undertaken for major procurement exercises to ensure that successes could be repeated and improved, and failures could be prevented. They will also help to provide input to a department wide procurement strategy for major projects.

MOD: During 2019 to 2020, the DE&S Directorate of Engineering and Safety continued to run an ongoing programme of Learning from Experience events for practitioners and delivery teams to increase knowledge on environmental risks. This is aligned with changes in legislation and internal policy priorities including Fluorinated Gas procurement and management of Hazardous Materials. Other activities included sharing good practice and learning from experience, e.g. unmanned submersibles. Encouraging the use of emerging technologies and circular economy principles, for example some excellent work currently being undertaken on 3D-printing. Also, drawing on expertise from the private sector, such as automotive, aerospace and commercial shipping.

MOJ: Lessons learnt and opportunities for improvement are considered during any pre-procurement stage for all new and re-procurement requirements.

We work closely with CCS to ensure that those lessons learnt are fed into their wider market/framework engagements and we also undertake market engagement sessions to ensure that we identify developments and lessons learnt from the wider market.

A good example of this approach is our New Build Prison Programme that consider the lessons learnt from HMP Berwyn, feedback from the Construction Playbook and technical developments in the construction market.

NCA: Evaluation methodology is undertaken dependent on category of contract e.g. Gold, Silver or Bronze. We invest to maximum benefit, and this will include physical audits where appropriate. The feedback loop is a continuous cycle of reviewing evaluation, on-boarding, contract management and exiting as well as supplier relationship management to ensure optimise sustainable outcomes. This is undertaken through numerous stakeholders such as Commercial, legal, Facilities, end users as well as suppliers to either implement contract changes, adapt requirements, change terms and conditions and/or change evaluation approaches.

ONS: As qualified CIPS members, our training includes sustainable procurement and the merits of supplier monitoring, so staff are well educated and understand the importance of continuous learning.

Question 8: Please tell us about any additional action or initiatives not already covered being taken which help demonstrate the department's commitment to embedding sustainability in procurement

BEIS: Commercial activity within BEIS is also undertaken by UK Shared Business Services (UKSBS), who take forward procurements of common goods and services and who have their own sustainable procurement policy. This requires that UKSBS and its Contracting Authority should, wherever possible, include best practice environmental and sustainability considerations within its procurement decision-making process.

Precedent UKSBS procurement documents have standard questions regarding environmental accreditation and, working with their Contracting Authorities, sustainability is considered on a case-by-case basis.

CO: None.

DCMS: None.

Defra: Our tools and approach are shared with other organisations and we learn from others. We are involved in best practice groups looking to make improvements on sustainability in contracts and across government and industry.

The Commercial plan 20/21 for Defra Group Commercial (DgC) clearly sets out its commitments in relation to sustainability. These include addressing priority areas such as NetZero Carbon, Modern Slavery and Social Value and ensuring they are embedded within relevant contracts and monitored throughout the contract life cycle.

We continue to develop our approach to supplier resilience and business continuity which includes building in the risks from extreme weather and a changing climate.

Within the Environment Agency the Corporate Sustainability Plan is being rolled out, this includes among other priorities a commitment to meet a Carbon NetZero target by 2030. The plans to meet the commitments are being developed, many of these include working closely with our supply chain to deliver.

Construction accounts for the largest carbon impacts across the group. The carbon planning tool which looks at lifecycle carbon in relation to Infrastructure projects continues to be developed further in consultation with staff and suppliers, this will be aligned to cost though the development of the project cost and carbon tool. Other approaches to further develop monitoring of wider sustainability benefits are being reviewed.

For construction contracts Directors from suppliers & EA meet regularly to discuss approaches and address any blockers to corporate sustainability commitments such as contributing to the Net Zero carbon by 2030 target.

Geographically based teams and clients agree sustainability goals and develop a strategic approach to improve sustainability on projects.

As part of the Collaborative Delivery Framework, construction programmes across geographically based teams have applied a CEEQUAL approach, which has been developed jointly with the Building Research Establishment to incentivise improved planning and more sustainable projects.

There are plans to pilot an approach to some construction tenders that will give a particularly high weighting to carbon to determine whether this helps lead to cost effective, low carbon solutions.

DExEU: The Department closed on the 31st January 2020 but was previously included in DIT procurement reporting.

DfE: Capital Division uses PAS91 during the pre-qualification stage of its frameworks procurements and this contains a sustainability question (“Bidders must hold a UKAS (or equivalent) accredited independent third party certificate of compliance with BS EN ISO 14001 or a valid EMAS certificate”) that is evaluated during the selection process.

Capital has several ongoing pilots assessing the approaches to design, operation and the greater use of manufacturing and assembly to achieve more sustainable school buildings with a target of Net Zero Carbon. All measures are to be assessed on a whole life value basis. This work will inform the future revisions of our standards and baseline designs.

For the majority of the department’s contacts which are for business/professional services we will be carrying out social value assessments in order to promote the department’s policies to increase the uptake of apprenticeships and the employment or training of social care leavers.

DfID: None.

DfT:

1. Use of SMEs

Small and Medium-sized Enterprises (SMEs) are the backbone of our economy, fuelling innovation and economic growth. The Department’s SME Action Plan (published August 2018) outlines how the Department will meet the government’s aspiration of ensuring that 33% of all procurement spend will be with SMEs by 2022. The Department’s spend with SMEs for FY 2018 to 2019 was 32.6%, against an in-year target of 29%.

Ambitions for the Future: The Department is collaborating with a variety of key stakeholders, to share initiatives and identify and remove barriers, to enhance spend and engagement with SMEs. In 2020 to 2021, the Department's SME Working Group is to host joint webinars, to inform the supply chain of current and pipeline opportunities, where they are advertised and how best to bid for and win opportunities. The webinars will give the supply chain/SMEs a platform, where barriers to collaboration with the Department will be discussed and resolved.

2. UK Growth

The publication of the Transport Infrastructure Skills Strategy (TISS) on 25 January 2016 with its ambition of achieving 30,000 road and rail apprenticeships by the end of this Parliament has now been updated by One Year On, Two Year On and Three Year On reports; DfT has developed its own (internal) UK Content strategy, including guidance and training for commercial professionals. Work currently underway is focused on creating the right environment for commercial innovation. DfT continues to work closely with BEIS and Cabinet Office. We are also working closely with the Transport Infrastructure Efficiency Strategy team to observe the outcomes of their Living Lab project, which aims to improve our benchmarking on major projects across the department, allowing us to capture more data around our decarbonisation progress.

Ambitions for the Future:

Contractual Requirements - we will continue to review contractual requirements, to ensure they remain appropriate and effective. Commercial Models - We will promote commercial models which support closer working with the supply chain, in order to facilitate collaboration on skills and increase productivity. Sub-contracting - We will continue to engage with suppliers to identify how and where apprenticeship targets are passed through the supply chain to ensure client organisations are best-placed to monitor and provide support. Reporting - We will seek to improve the quality of reporting on apprenticeship numbers in the supply chain of infrastructure projects and Departments.

4. Electrification of Cars:

DfT is committed to achieving this target. DfT will be working to provide baseline plans on how this target is achieved by 31st October 2020.

5. Elimination of Single Use Plastic:

The Department along with other central government departments is working on a phased scheme to eliminate consumer single use plastics by 2020. When the first phase of reporting took place in November 2018 DfT were on track to eliminating the following items from its estates by January 2019:

- Coffee cups with lids
- Disposable plastic cups
- Disposable cutlery

DVLA have been a leader in this field for the Department. By January 2020 DVLA had removed the use of single use plastic water cups, hot drinks cups, cutlery, milk jiggers, condiment sachets, plastic drink stirrers and had replaced all single use plastic food packaging with bioplastic alternatives. In their stationary supply we had removed items such as cleaning wipes containing plastic, plastic wallets, laminating sheets and binder combs.

DVLA have reintroduced some of these items to try to limit the spread of COVID-19. Work had begun to switch secure plastic envelopes to paper alternatives in 2018, which was not a simple task. Detailed consultation and engagement was required by many business areas and many testing and reassurance exercises were carried out before the switch was finalised in 2020. They continue to work with their main sources of deliveries to our estate to eradicate plastics in the packaging of goods, recognising that their supply chain has a significant role to play in the environmental impact of our business. They work with around 250 direct suppliers and many more indirectly through our supply chain and apply stringent standards on their direct suppliers to perform their services in line with their high environmental and social objectives.

The DVLA sustainability team review all of DVLA's purchase requirements ranging from low value one-off spends to high value strategic contracts. The various business areas that require procurement of goods and services are mandated to engage and gain approval for their requirement or chosen purchase from our sustainability team.

DHSC Ethical Procurement for Health (EPH)

The EPH workbook has been developed in partnership between the Department of Health & Social Care, NHS Sustainable Development Unit, British Medical Association and the Ethical Trading Initiative.

The Ethical Procurement for Health workbook (2017) provides guidance for NHS organisations to embed labour standards considerations into procurement and supplier management activities.

The refreshed workbook reinforces the importance of ethical procurement for the health sector and can help organisations apply effective due diligence to suppliers and their supply chains, in line with the principles of the Modern Slavery Act.

The workbook includes guidance, tools, templates and case studies.

Other resources include free on-line e-learning modules and The Human Cost of Healthcare awareness raising video, and the Labour Standards Assurance System (LSAS) specification standard for suppliers. Full details can be viewed at: [Ethical Procurement for Health Workbook](#).

The Department is fully engaged with the Office for Low Emission Vehicles (OLEV) on the Government Fleet Commitment, and a significant proportion of its fleet is already ULEV compliant. We are continuing to work closely with our Arm's Length

Bodies to improve on current performance and will shortly be submitting an updated strategy and data to OLEV around the GFC targets.

DIT: None.

DWP: DWP revision and expansion of its Disability Confident Scheme encourages employers to celebrate diversity, widen the pool of talent they recruit from to include disabled workers they had previously not considered.

DWP continues to work closely with our Estate and Facilities providers to build robust sustainability into its ongoing activities, considering how best to improve waste management, energy & water efficiency in the coming year.

We will continue to focus on activities that support the government's 25 Year Environmental Plan and the UN Sustainability Goals. We will develop opportunities to increase the sustainability of our estate, including working to agree our new Greening Government Commitments targets and a plan to meet these.

We are also working to determine our trajectory towards a Net Zero Carbon estate and to estimate the associated capital cost.

We are working with Government Property Agency on their forthcoming sustainability requirements which we will look to apply within projects. Many activities have however been impacted or put on hold by COVID-19 and it is not clear yet what the post-COVID-19 landscape will look like.

In 2020 to 2021, we will develop our strategy to deliver the 25% by 2022 Ultra Low Emissions Vehicles target, and the longer term 100% by 2030 target. This will look at both our Official Vehicles, and the Private User Scheme. The charging points and electrical infrastructure will require significant investment; we will bid for this funding within CSR20.

FCO: FCO has awarded a global travel solution developed with Crown Commercial Services. This is delivering enhanced Duty of Care on a Global scale, and an increased visibility of the Carbon Impact of FCO global travel. Commercial is correspondingly collaborating with Human Resources to update FCO Travel Policy, to address in particular the use of Virtual/Teams meetings in place of actual travel and the Use of rail travel over Air where possible & practical.

FCO has recently completed the evaluation of tenders to provide a full range of Facilities Management services in the Asia Pacific region. This is the first work package awarded from a dynamic framework which will eventually have a global coverage that will embed the FCO commitment to managing its operations overseas in a sustainable manner in line with the current version of Her Majesty's Government's "Public sector annual reports: Sustainability reporting guidance". By ensuring sustainability is at the core of this procurement, the FCO will achieve adherence to the relevant policies, targets and mandates on resource efficiency, carbon management and sustainable procurement.

Tenderers who responded to FCO requirements in May 2020 submitted an overall Sustainability Management Plan and an individual plan for two sample posts. The plan, which accounts for 5% of the evaluation criteria, must be reviewed and updated annually and must include, for example -management and reduction of carbon; water management; waste and recycling; sustainable procurement and travel. The successful tenderer will be required to keep abreast of, and advise upon, any new sustainable technologies that may present opportunities for the improvement of the FCOs environmental performance and their performance will be monitored through a number of specific sustainability Key Performance Indicators, three of which specifically address sustainability, feed directly into the payment reward mechanism under the new contract. The winning bidder, who has not yet been announced, scored an excellent score in this section and the evaluation team included the Environmental and Sustainability manager for Estates Operations.

A baseline has been established by surveying all Conflict, Stability and Security Fund (CSSF) and Prosperity Fund suppliers to establish their current accreditations, aspirations and initiatives around sustainability, to be able to build bespoke improvement plans where applicable. Within the Prosperity Fund, the FCO have also facilitated a climate working group session, supported by The Carbon Trust to drive continuous improvement and recognition of the shared responsibilities of the supply chain.

FSA: The FSA has set up an internal working group to take forward sustainability initiatives and projects and we also going for ISO 14001 certification.

HM Treasury: None.

HMRC: We are moving 80% of services, currently sitting on outdated/inefficient infrastructure into Public Cloud. Benefits include optimised hardware utilisation rates/regularly upgraded hardware/elimination of ('dirty') energy.

Our strategy to deploy iPhones/MS SurfacePros, combined with the roll-out of Office 365 tools, supports greater collaborative working without the need to travel through Skype/MS Teams usage.

Commercial's dedicated Intelligence and Financial Analysis team supports contract management, category management and sourcing activities. The team undertakes research on suppliers/trade sectors, reporting on additional aspects relating to corporate sustainability, such as targets/goals being promoted within particular markets, or where suppliers are involved in particular green initiatives. The team also produces reports specifically relating to GGC-type activity e.g. single-use plastics and the scope for commercial partnering with third sector organisations.

Sustainability requirements are included in new contracts (e.g SME spend in our Fit-Out contracts) and there are contractual commitments in our Area FM contracts e.g. eliminating single use plastics in our catering provision.

All paper purchased by supplier is either PEFC (Programme for the Endorsement of Forest Certification), FSC (Forest Stewardship Council) or recycled. 56% of paper

used has recycled content (increase of 15% on PY). Previously we issued 22m Annual Tax Statements. Moving to digital, saved 22m sheets of paper & envelopes. Our courier collects sacks of used polylopes (which contain an element of recycled material), and transport via the existing transport network to the destruction partner who manages shredding/ reprocessing (plastic is re-processed as fuel pellets and waste ash is used to produce cement).

Home Office: HO Commercial Directorate staff have volunteered for Social Value UK's 'Contract for Change' Programme and are working on two of the workstreams with other volunteers from across public, private and third sectors.

LOD: With the introduction of the Head of Governance & Policy role, specific government initiatives and instructions are reviewed in a timely manner and embedded into the governance workplan. Relevant information is cascaded to target audiences and training is given where necessary. Greening Government Commitments and GBS will be part of this review moving forward.

MHCLG: None.

MOD: In August 2019 the National Audit Office started the process of conducting an Environmental Sustainability Overview Audit of MOD, the audit has since concluded, and the findings were published on 13 May 2020. An Environmental Audit Committee Hearing took place on 30th June 2020, MOD was represented by senior leaders within the department. At the beginning of 2020 MOD started to undertake the internal CC&S Review. The CC&S Review will set the framework for embedding and integrating the defence response to CC&S into the Defence Operating Model.

MOJ: Impacts are currently reported on a category basis, for example Travel and Transport requirements' impact on the MOJ's carbon emissions.

Built into the Authority's supply chain is the mechanism to report on carbon emissions and reports are produced on a quarterly basis for the sustainability team, including GGC and FReM figures.

CO2 emissions are recorded for rail journeys, air travel and hire vehicles, also recorded are figures for our own internal fleet.

These figures only include contracted costs and do not include journeys that are purchased by individuals and the costs claimed back via expenses.

Throughout 2019 to 2020, we embedded our revised approach on water account management, with Business Stream and continued our roll out of Automated Metering to enhance of monitoring capabilities.

NCA: None.

ONS: None.

Annex 3 – Transparency table

Dept.	Web page/ dedicated sustainability report?	Transparency requirements included in ARA	Climate change adaptation	Bio- diversity	Sustainable construction	Food procurement and catering	Other sustainability issues?	Weblink	Additional weblink
BEIS		✓	✓	✓	✓	✓	GHG emissions Water and Paper Waste	Annual Report and Accounts 2019 to 2020	
CO		✓			✓	✓	✓	Annual Report and Accounts 2019-20	Environmental Policy
DCMS		✓	✓				Rural Proofing	Annual Report and Accounts 2019-20	
Defra	✓	✓	✓	✓	✓	✓		About Our Energy Use	
DExEU		N/A	N/A	N/A	N/A	N/A	N/A	DExEU Annual Report	

DfE		Not included in 2019-20 ARA in line with the minimum reporting requirement*	Not included in 2019-20 ARA in line with the minimum reporting requirement*	Not included in 2019-20 ARA in line with the minimum reporting requirement*	Not included in 2019-20 ARA in line with the minimum reporting requirement*	Not included in 2019-20 ARA in line with the minimum reporting requirement*	Not included in 2019-20 ARA in line with the minimum reporting requirement*	DFE Annual Reports	
DfID		✓	✓	✓	✓	✓	✓	Annual Report and Accounts 2018 to 2019	
DfT	✓	✓	✓	✓	✓			Annual Report and Accounts 2018 to 2019	

* The minimum reporting requirement for the Annual Report and Accounts for 2019/20 was adjusted by HMT in the response to challenges faced by departments as a result of the coronavirus pandemic. This addendum was published alongside the 2019/20 Financial Reporting Manual (FRoM), which lays out the statutory reporting requirements, in the [FRoM addendum](#). Para. 6 of the FRoM addendum stated that:

“For 2020-21, there is an option not to report in ARAs against the sustainability reporting requirements as set out in paras 5.4.8 – 5.4.12 of the 2020-21 FRoM. As in previous years, this information will be reported later in the year by the Department for food and rural affairs (Defra) in the Greening Government Commitments report.”

DHSC		Partial	✓		✓	✓		DHSC Annual Report and Accounts 2018 to 2019	
DIT		✓	✓	✓	✓	✓		Annual Reports and Accounts 2019 to 2020	
DWP		✓	✓	✓	✓	✓	Rural Proofing & Life Chances published in ARA	Annual Reports and Accounts Sustainable Procurement Online	GGC Targets
FCO	✓	✓	✓	✓	✓	✓	Single-use plastic removal performance documented in FCO Sustainability Report	FCO Annual Report and Accounts 2018 to 2019	
FSA	✓	✓	✓			✓		www.food.gov.uk	
HM Treasury		✓	✓	✓				HMT Annual Reports and Accounts 2019 to 2020	

HMRC		✓	✓	✓	✓	✓	✓		
Home Office	✓	✓	✓	✓	✓	✓			
LOD		✓	✓	✓	✓	✓		Annual Report and Accounts 2018 to 2019	
MHCLG	✓	✓	✓	✓	✓	✓		MHCLG Annual Report and Accounts 2019 to 2020	
MOD	✓	✓	✓	✓	✓			MOD Annual Reports	Publications - Sanctuary
MOJ	✓	✓	✓	✓	✓	✓		Ministry of Justice and the Environment	
NCA	Partial	✓	✓	✓	✓			NCA Annual Report 2018-19	
ONS	✓	✓	✓	✓	✓	✓		ONS Transparency and Governance	

Annex 4 – List of departmental acronyms

List of Acronyms	
BEIS	Department for Business, Energy and Industrial Strategy
BIS	Department for Business, Innovation and Skills
CO	Cabinet Office
CCS	Crown Commercial Services
DCMS	Department for Culture, Media and Sport
DExEU	Department for Exiting the European Union
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
DHSC	Department of Health and Social Care
DIT	Department for International Trade
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
MHCLG	Ministry for Housing, Communities and Local Government
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
BEIS	
Advisory, Conciliation & Arbitration Service (ACAS)	Full
Companies House	Full
Government Office for Science	Full within BEIS core
HM Land Registry	Full
Insolvency Service	Full
Intellectual Property Office	Full
Medical Research Council (MRC)	Exempt from targets but reports separately
Natural Environment Research Council	Partial
Nuclear Decommissioning Authority	Partial (Subsidiaries and SLCs not included)
Ordnance Survey	Full
Science and Technology Facilities Council (STFC)	Exempt from targets but reports separately
UK Atomic Energy Authority (UKAEA)	Exempt from targets but reports separately
CO	
Advisory Committee on Business Appointments	Full within Cabinet Office core
Boundary Commission for England	Full within Cabinet Office core
Boundary Commission for Wales	Full within Cabinet Office core

Civil Service Commission	Full within Cabinet Office core
Commissioner for Public Appointments	Full within Cabinet Office core
Committee on Standards in Public Life	Full within Cabinet Office core
Deputy Prime Minister's Office	Full within Cabinet Office core
Government Property Unit	Full within Cabinet Office core
Crown Commercial Service	Full within Cabinet Office core
House of Lords Appointments Commission	Full within Cabinet Office core
Office of the Leader of the House of Commons	Partial (Palace of Westminster functions not covered)
Office of the Leader of the House of Lords	Partial (Palace of Westminster functions not covered)
MHCLG	
Homes England	May be in scope but not reported
Planning Inspectorate	May be in scope but not reported
Queen Elizabeth II Conference Centre	May be in scope but not reported
DCMS - no ALBs reported, although some of these may be in scope	
Arts Council England	May be in scope but not reported
British Film Institute	May be in scope but not reported
British Library	May be in scope but not reported
British Museum	May be in scope but not reported
Historic England	May be in scope but not reported
Gambling Commission	May be in scope but not reported

Geffrye Museum	May be in scope but not reported
Heritage Lottery Fund	May be in scope but not reported
Horniman Public Museum and Public Park Trust	May be in scope but not reported
Horserace Betting Levy Board	May be in scope but not reported
Imperial War Museum	May be in scope but not reported
National Gallery	May be in scope but not reported
Information Commissioner's Office	May be in scope but not reported
National Heritage Memorial Fund	May be in scope but not reported
National Museums Liverpool	May be in scope but not reported
National Portrait Gallery	May be in scope but not reported
Natural History Museum	May be in scope but not reported
Royal Armouries Museum	May be in scope but not reported
Royal Museums Greenwich	May be in scope but not reported
Royal Parks	May be in scope but not reported
Science Museum Group	May be in scope but not reported
Sir John Soane's Museum	May be in scope but not reported
Sport England	May be in scope but not reported
Sports Grounds Safety Authority	May be in scope but not reported
Tate	May be in scope but not reported
UK Anti-Doping	May be in scope but not reported

UK Sport	May be in scope but not reported
Victoria and Albert Museum	May be in scope but not reported
Visit Britain	May be in scope but not reported
Visit England	May be in scope but not reported
Wallace Collection	May be in scope but not reported
Defra	
Animal Health and Veterinary Laboratories Agency	Full within Defra core
Board of Trustees of the Royal Botanic Gardens Kew	Full within Kew
Centre for Environment, Fisheries and Aquaculture Science	Full within Defra core
Defra – Agriculture and Horticulture Development Board	Not reporting in GGC, will begin reporting post GGC
Environment Agency	Full
Food and Environment Research Agency (Fera)	Full
Forest Enterprise England	Full
Forest Research	Not reporting in GGC, will begin reporting post GGC
Forestry Commission	Partial (England offices only)
Marine Management Organisation	Full
Natural England	Partial (Nature reserves not in scope)
Plant Varieties and Seeds Tribunal	Full within Defra core
Royal Botanic Gardens, Kew	Full

Rural Payments Agency	Full within Defra core
Veterinary Laboratories Agency	Full within Defra core
Veterinary Medicines Directorate	Full within Defra core
DExEU - No qualifying ALBs	
DfE	
CAFCASS	Full
Children's Commissioner	Full
Education Funding Agency	Full
National College for Teaching and Leadership	Full
Ofsted	Full
Qualifications and Curriculum Authority	Full
Standards and Testing Agency	Full
Training and Development Agency for Schools	Full
DfID - No qualifying ALBs	
DfT	
Air Accidents Investigation Branch	Full within DfT core
British Transport Police Authority	Full
Driver and Vehicle Licensing Agency	Full
Driver & Vehicle Standards Agency	Full
Government Car Service	Full within DfT core

High Speed Two (HS2) Ltd	Full
Highways England	Full
Marine Accidents Investigation Branch	Full within DfT core
Maritime and Coastguard Agency	Full
Rail Accidents Investigation Branch	Full within DfT Core
Traffic Commissioners	Full within DVSA
Vehicle Certification Agency	Full
DHSC	
NHS Digital	Full
Care Quality Commission	Full
National Institute for Health & Care Excellence	Full
NHS Business Services Authority	Full
Public Health England	Full
DIT - No qualifying ALBs	
DWP	
Equality 2025	Full within DWP
Health & Safety Executive	Full within DWP
Health & Safety Laboratories (HSL) (Executive Agency of HSE)	Exempt from targets but reports separately
	for first time in 2013/14
Pensions Regulator	Full within DWP

Social Security Advisory Committee	Full within DWP
FCO	
FCO Services	Full (except for FCO Services wider market impacts which are exempt)
Wilton Park	Full
FSA - No qualifying ALBs	
HMRC	
The Adjudicator's Office	Full within HMRC core
Valuation Office Agency	Full
HM Treasury	
UK Debt Management Office	Partial (travel only)
Home Office	
Advisory Council on the Misuse of Drugs	Full
Animals In Science Committee	Full
Anti-Slavery Commissioner	Full
College of Policing	Full
Gangmasters Licensing Authority	Full
HM Passport Office	Full (not an ALB)
Office of the Surveillance Commissioners	Full
Security Industry Authority	Full
Animal Scientific Procedures Division	Full

HM Inspectorate of Constabulary and 15 other Arm's length Bodies sponsored by the Home Office ²⁶	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
LOD	
Attorney General's Office (inc. Office of Budget Responsibility)	Full
Crown Prosecution Service (co-ordinates for LOD)	Full

²⁶ 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.

HM CPS Inspectorate (HMCPSI)	Full
Serious Fraud Office	Full
Treasury Solicitor's Department	Full
MOD	
Defence Academy of the United Kingdom	Full within MOD core
Defence Equipment and Support	Full within MOD core
Defence Science and Technology Laboratory (DSTL)	Full within MOD core
Defence Electronics and Components Agency (DECA)	Full within MOD core
UK Hydrographic Office (UKHO)	Full within MOD core
MOJ	
Criminal Injuries Compensation Authority	Full
HM Courts and Tribunals Service	Full
HM Inspectorate of Prisons	Full
HM Inspectorate of Probation	Full
HM Prison Service	Full
Information Commissioner's Office	Full
Judicial Appointments and Conduct Ombudsman	Full within MOJ core
Judicial Appointments Commission	Full
Law Commission	Full within MOJ core
Legal Aid Agency	Full

National Offender Management Service (NOMS)	Full
Office of the Public Guardian	Full
Parole Board for England and Wales	Full
Prison Services Pay Review Body	Full within MOJ core
Prisons and Probation Ombudsman	Full
Probation Trusts x 35	Full
The National Archives	Full
Victims Commissioner	Full within MOJ core
NCA - No qualifying ALBs	
ONS - No qualifying ALBs	
UKEF - No qualifying ALBs	