DfT Operational Sustainability Strategy
2021 - 2025

September 2021

OGL

Contents

1. Introduction

It is internationally recognised that human activity has had a significant negative impact on the earth's environment and without action could cause irreversible change[1]. The UK government is leading the way in climate change policy – becoming the first major nation to declare a climate emergency and the first to set legally-binding emissions targets. Government operations themselves, however, have an environmental footprint and the central government recognises the need for internal action, in addition to external policy setting, to minimise its own environmental impact and become more sustainable.

We at the Department for Transport (DfT) fully support the government's greening agenda and have developed this strategy to set out what internal actions we will take to improve our operational sustainability performance over the next four years to reduce our impact on the environment.

The scope of this strategy covers the direct environmental impacts associated with DfT's operational activities (i.e. running the office and non-office estate) including energy consumption, waste, water, natural capital, and business travel. It does not cover the indirect environmental impacts on the national transport system or transport user resulting from policy decisions made by the department, or the environmental impacts of capital infrastructure projects funded by the department. These are considered through separate workstreams of the Transport Decarbonisation Plan and the Carbon Management Programme, respectively.

This strategy encompasses the operational activities of the central department, our four executive agencies, and eight arm's length bodies, as follows:

Driver and Vehicle Licencing Agency (DVLA)   National Highways (NH)

Driver and Vehicle Standards Agency (DVSA)   High Speed Two Ltd (HS2)

Maritime and Coastguard Agency (MCA)   Northern Lighthouse Board (NLB)

Vehicle Certification Agency (VCA)   Network Rail (NR)

British Transport Policy (BTP)   Office Rail and Road (ORR)

East West Rail Company (EWR)   Trinity House (TH)

To develop the strategy, we will first set out the challenge that is presented, the drivers for sustainable improvement, and the targets DfT have committed to; before outlining the overarching departmental approach for delivering these targets, and the detailed action that will be taken in each target area; and finally present next steps for the future.

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[1] IPCC, 2018: Summary for Policymakers. In: Global Warming of 1.5°C.

2. Executive Summary

The Department for Transport plays a big part in the Government's greening agenda; being one of the largest emitting departments, producing over 1 million tonnes of waste, and managing over 100,000 hectares of land. Our **challenge** therefore, is to continue to deliver our Departmental duties in a more efficient and sustainable way.

We are **driven** by international, national, and UK government commitments, which encourage all organisations to contribute to climate action. Sustainability is a core part of DfT's Strategic Priority to 'Be an Excellent Department' and has been identified as a strategic enabler that will be embedded across all departmental functions.

The Department has specific **targets** through the Greening Government Commitments which set ambitious goals for improving Departments' operational performances across seven environmental themes by 2025.

DfT's **approach** is to raise the importance of operational sustainability by continually monitoring progress against our targets and setting appropriate governance. We will use data to identify necessary action, prioritise options based on environmental benefit, and implement change by engaging with staff and relevant stakeholders. Results will be reported quarterly to the Corporate Delivery Group Performance Board with progress tracked under a milestone monitored by DfT's Executive Committee.

The specific **action** required comes in many forms and will involve contributions from the central department and all associated bodies. Headline actions to 2025 include:

- Estate projects – energy efficiency upgrades, water minimisation measures, improving waste management.

- Process changes – embedding sustainability considerations into processes and decision making across DfT functions.

- Policy changes – setting minimum standards for sustainability in procurement, HR, and commercial policy.

- Behavioural changes – reducing business travel, increasing paper-less digital working, and sustainable use of our offices.

- Sustainability awareness – staff training and communications to inform staff of their role and enable the above actions.

This strategy will put the Department for Transport in a strong position to meet **future** climate goals and will be updated in line with evolving departmental and national drivers.

3. The Challenge

The Department for Transport faces the challenge of continuing to fulfil our role in connecting people and places whilst minimising our impact on the environment. Therefore, we must find ways to become more efficient and more sustainable in the way we operate whilst delivering a quality service.

3.1 DfT Operational Responsibility

The Department for Transport, with our executive agencies and arm's length bodies, is responsible for a wealth of activities across all transport sectors (road, rail, maritime and aviation), which range from providing local level funding and guidance to financing major infrastructure projects and setting national transport policy.

The DfT is responsible for:

- providing policy, guidance, and funding to English local authorities to help them run and maintain their road networks, improve passenger and freight travel, and develop new major transport schemes.

- investing in, maintaining and operating around 4,300 miles of the motorway and trunk road network in England through National Highways.

- setting the strategic direction for the rail industry in England and Wales – funding investment in infrastructure through Network Rail, awarding and managing rail franchises, and regulating rail fares.

- improving English bus services through funding and regulation.

- working to make our roads less congested and polluted by promoting lower carbon transport, including cycling and walking.

- encouraging the use of new technology such as smart ticketing and low carbon vehicles.

- maintaining high standards of safety and security in transport.

- supporting the maritime sector by producing the overall strategy and planning policy for ports in England and Wales.

- setting national aviation policy, working with airlines, airports, the Civil Aviation Authority and NATS (the UK's air traffic service).

To deliver these activities, the central department, our agencies, and the eight arm's length bodies included in this strategy employ around 72,000 staff and operate an estate which includes buildings c. 600,000 m^2.

3.2 DfT Environmental Footprint

Performing all these activities requires energy, fuel, water, and materials, which ultimately results in the department building up an operational environmental footprint.

The Department for Transport, including our executive agencies and arm's length bodies, produced over 400,000 tCO$_2$e[2] greenhouse gas (GHG) emissions in 2017-18. The breakdown of consumption associated with these emissions and other environmental impact areas consists of:

- Used ~790 GWh of electricity, equivalent to powering ~210,000 homes or a city the size of Leeds for a year.

- Used 120 GWh of gas, equivalent to heating a ~10,000 homes or a town the size of Huntingdon.
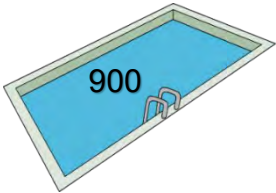
210,000

8,300

- Travelled ~330 million km, equivalent to travelling round the world ~8,300 times.

- Consumed 2.2 million m^3 of water, equivalent to ~900 Olympic swimming pools.

900

108,000

- Produced 1.3 million tonnes of waste, equivalent to ~108,000 builders' skips full.

15,000

- Used ~250,000 reams of paper, equivalent to ~15,000 trees.

DfT must look to reduce these figures over the next four years and establish business practices that can deliver all necessary functions with the minimum environmental impact possible.

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[2] CO$_2$e (carbon dioxide equivalent) is the universal unit of measurement to indicate the global warming potential of greenhouse gases, expressed in terms of the global warming potential of one unit of carbon dioxide.

4. The Drivers

Commitments have been made at both international and national levels, setting a level of expectation for environmental action globally. In turn this has been reflected in government strategies – to guide how departments can contribute to these wider goals. Below we highlight the key drivers for sustainable improvement, from international down to departmental level, that have influenced this strategy.

International

In 2015, all United Nations members adopted the 2030 Agenda for Sustainable Development, which outlined 17 **Sustainable Development Goals** (SDGs) that should underpin the global effort to achieve a better and more sustainable future for people and the planet. The goals cover topics of poverty, education, employment, economy, health, and nature and emphasize that all goals must be met to provide a truly sustainable future. The SDGs are an urgent call for action by all countries in a global partnership.

In 2016, the United Nations Framework Convention on Climate Change signed the **Paris Agreement** which commits to keep global temperature rise well below 2ºC (compared to pre-industrial levels) and pursue efforts to limit the increase to 1.5ºC to prevent the worst impacts due to climate change. These temperature levels provide a framework for organisations globally to set science based targets on the level of GHG reduction required.

National

In 2008 the UK Government became the first to set legally-binding emissions targets through the **Climate Change Act**, committing to 80% reduction in greenhouse gases by 2050. In 2019 this was updated to achieve 100% reduction or **Net Zero by 2050**; sending a clear message of the intention and drive for the UK to end its contribution to global warming.

In 2018 the **25 Year Environment Plan** was published setting out what actions at a national level will be taken to improve the environment and meet the government's goals for a more sustainable future. The plan covers all aspects of the environment including resources and waste, land and nature, the marine world, and pollution and climate change.

In November 2020 the Prime Minister published his **Ten Point Plan for a Green Industrial Revolution**, putting green investment at the centre of UK recovery following the coronavirus pandemic. The plan aims to deliver thousands of jobs and an economic boost whilst cutting carbon emissions though advancing renewable energy, zero-carbon transport, efficient buildings, and carbon capture and storage.

Cross government

In 2011, the government announced the first **Greening Government Commitments**, setting out what actions departments and their agencies will take to reduce their impacts on the environment. We are now in the third iteration of targets, continually striving for greater improvement.

The **Government Estate Strategy** sets a vision for a better public estate to deliver better public benefit. It includes measures to improve the efficiency and long-term sustainability of the estate to play its part in meeting the government's climate change commitments.

The **Government Functional Standard - Property** sets the minimum requirements for government property which includes a responsibility to ensure all government property is sustainably designed and operates at optimum efficiency.
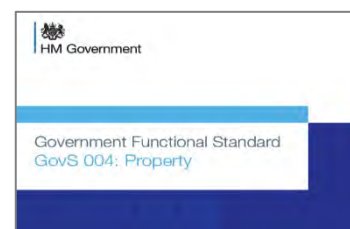
Corporate report

DfT Outcome Delivery Plan: 2021 to 2022

Published 15 July 2021

DfT's **Outcome Delivery Plan** (ODP) sets out the departmental strategic objectives and how we plan to achieve these. Sustainability is one of four strategic enablers in the ODP and the principles of which run through all priority outcomes, demonstrating how sustainable action is core to successful delivery of our departmental duties.

DfT has a large, varied and mostly operational estate which is managed by the property functions across the central department and its arms length bodies. The **Strategic Asset Management Plan** has been developed to provide objectives and clear direction for property decisions to ensure they align with the wider departmental and government estate strategy. A key objective within this is to deliver a sustainable, efficient and effective asset base.

Strategic Asset Management Plan 2021/22
DfT Group Strategic Summary

4.1 Socio-economic benefits

Becoming sustainable is not just about reducing environmental impacts, it is about developing a system where we can maintain a balance between social, economic, and environmental factors. Often depicted as concentric circles (Figure 1), all three aspects are interconnected and changes to one will influence the others as society acts within the confines of its environment and the economy in turn is a function of human society.

Often environmental action will provide associated socio-economic benefits. For example: reducing energy consumption will reduce energy bills, saving money for investment elsewhere; whilst enhancing biodiversity of the estate's green spaces has evidence of improving staff wellbeing and satisfaction. These benefits can be a real driver for action – demonstrating how an organisation can become more efficient and effective through sustainable initiatives – and therefore should be identified and considered within the decision-making process for proposed initiatives.
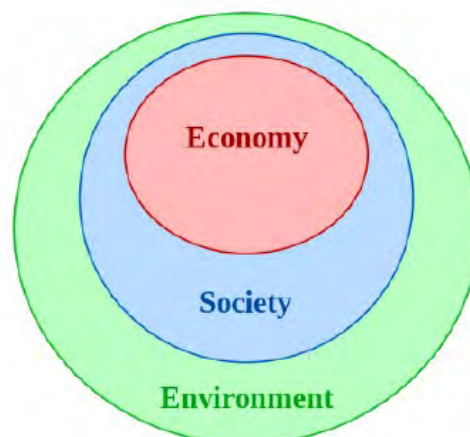

Figure 1 Concentric circles for sustainable development (Mitchell, 2000)

5. The Targets

As set out in the ODP, DfT have a core strategic objective:

to ensure our estate, activities and policies are sustainable and support climate change, resilience and adaptation

Achieving this across all our functions requires action in multiple areas; therefore, DfT have committed to a number of operational sustainability targets through the Greening Government Commitments to give focus and direction to the measures that must be taken.

5.1 Greening Government Commitments

The Greening Government Commitments (GGCs) are a set of cross-government targets that all departments and their associated ALBs have committed to meet to reduce impacts on the environment. The Greening Government Agenda was first launched in 2011 and has since been through two iterations of 5-year targets. We are now entering the third phase of the GGCs with new targets set for the period 2021-2025 (dates adjusted due to the coronavirus pandemic). DfT have participated in each phase and have already seen significant improvement in our environmental performance to date, but there is still more that can be done and we are committed to going further, faster by meeting the 2025 GGC targets.

The new phase also brings five additional ALBs into scope, who were previously exempt, ensuring we report on and improve operations across all functions. Most notably is Network Rail who are DfT's largest ALB and will represent nearly 70% of our new baseline emissions.

The proposed targets are aligned with key national policies and are supported by policy leads from relevant government departments across Defra, BEIS, Cabinet Office, HMT, and DfT itself. The GGCs as a whole are overseen by Defra, who publish annual reports on cross-government performance.

The 2021-25 targets are set around seven environmental themes, each with a headline target and subsequent detailed sub-targets. The seven headline targets, which DfT are committed to meeting by 2025, are set out below with more detail on the specific sub-targets and policy drivers for each topic provided later under "The Action".

Mitigating Climate Change

Reduce overall greenhouse gas emissions by 62% and direct greenhouse gas emissions by 19%, from a 2017/18 baseline.

Minimising Waste

Reduce the overall amount of waste generated by 15% from a 2017/18 baseline.

Reducing Water Use

Reduce water consumption by at least 8% from a 2017/18 baseline.

Sustainable Procurement

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.

Nature Recovery

Develop and deliver Nature Recovery Plans for departmental land, estates, development and operations.

Adapting to Climate Change

Develop an organisational Climate Change Adaptation Strategy across estates and operations.

ICT & Digital

Report on the adoption of the Greening Government: ICT & Digital Services Strategy and associated targets.

6. The Approach

Before addressing the specific measures that will be taken to meet each target, we will first set out the department-wide approach that is required to ensure every organisation within DfT has the resources, principles, and processes in place to be able to deliver on our commitments.

Figure 2 DfT's approach to sustainable action

6.1 Identifying Action

Data Management

In order to know what must be done, we must first understand where we are starting from. Therefore, data is key to identifying action and driving sustainable improvement.

DfT already have a rigorous data management process in place where energy, water, waste, and travel data are collected from our ALBs every quarter and held on a central database. We employ a data consultant to manage this data and provide quality checks. Any missing or erroneous data is then investigated and updated.

We will continually look for ways to improve our data management to close any data gaps that are identified and improve accuracy and granularity where possible by utilising new methods and technologies that arise.
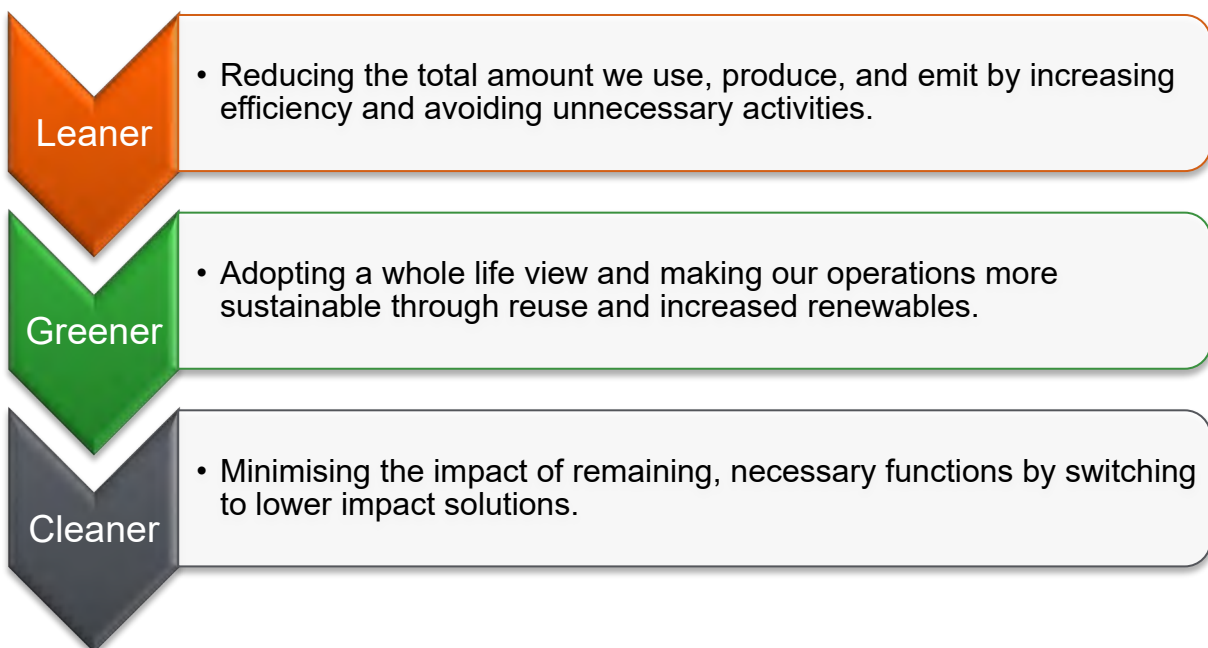
Guidance, Benchmarks and Best Practice

Using this data, we will monitor performance against the targets and compare it to published guidance, benchmarks, and industry best practice. This will help identify where action is required and what measures can be implemented to improve our performance and work towards the targets. Action may come in the form of practical estate projects, procedural changes to procurement or corporate decision processes, or even fundamental changes to the way we work.

6.2 Prioritising Action

Once potential action is identified it will be prioritised based on a combination of its environmental benefit and value for money.

Sustainability Hierarchy

Greatest environmental benefit will be achieved by following the sustainability hierarchy which looks to avoid environmental impact as a first priority, before minimising impact through more sustainable or less harmful measures:

Leaner
- Reducing the total amount we use, produce, and emit by increasing efficiency and avoiding unnecessary activities.

Greener
- Adopting a whole life view and making our operations more sustainable through reuse and increased renewables.

Cleaner
- Minimising the impact of remaining, necessary functions by switching to lower impact solutions.

Following this hierarchy, we will identify which actions deliver a leaner, greener, and cleaner DfT and prioritise them in this order, wherever possible.

Business Cases

For any major projects that require funding decisions, business cases will be produced to assess the cost benefit across all three pillars of sustainability (economic, social, and environmental). All business cases will follow HMT's Green Book guidance and will use the methodology outlined for valuing the financial cost of carbon emissions to help present the environmental benefit in an easily comparable format. Business cases will be presented to senior management for approval before project implementation.

Funding Sources

The main funding routes available for sustainable initiatives are:

- Central government funding, for example through Government Property Agency's Net Zero Programme.

- Departmental, or organisational, level funding through existing estate management budgets and future spending review bids.

- External grant schemes.

DfT will look to explore all funding options and will stay alert to any new avenues that arise.

6.3 Implementing Change

Implementing change will require action from staff in a range of roles, across the whole organisation. Every individual within DfT has a role to play in reducing our environmental footprint and it is important staff are aware of the potential influences they can have in their respective positions.

Responsibilities

We have set out broad responsibilities for different groups within DfT to illustrate how everyone can contribute towards our sustainability strategy.

Senior Management

Leaders – responsible for championing sustainable behaviours and integrating sustainability into all business decisions. Should ensure all team members are aware of and engaged with the DfT sustainability agenda.

Sustainability / Estate Managers

Enablers – responsible for identifying and delivering projects that directly improve estate performance and facilitate more sustainable behaviour from wider staff.
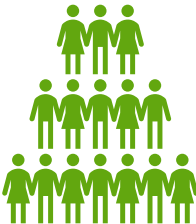
Staff

Implementers – responsible for engaging with and supporting sustainable initiatives. Day to day actions might seem small but if everyone acts collectively, then together we can have a big impact.

Raising Awareness

We will engage with staff to ensure they are aware of the DfT sustainability agenda and the role they play in achieving it. Planned engagement initiatives include:

- Sustainability communications – sharing project stories, sustainability tips, and key events to publicise how staff can get involved in sustainability.

- Sustainability workshops – across functions (e.g. HR, commercial, digital etc.) to identify how each team can contribute to our sustainable performance.

- Staff environment networks – collaboration with staff networks to educate, engage, and empower staff to support the greening agenda.

- Staff sustainability training – to provide basic understanding of the principles and need for sustainability, what DfT are doing, and how staff can help.

Facilities Management

Action across many of the target areas will require changes to the way our sites are run and therefore close collaboration with our facilities management contractors will be key to delivering the outcomes wanted. The central Department and a number of our ALBs currently share facilities management services through a central Total Facilities Management Contract. This contract is due for renewal during the GGC target cycle, which therefore presents an opportunity to ensure sustainability is embedded into the contract requirements and forms part of all future facilities decisions. This strategy, including the specific actions identified below, will be used to advise the procurement decision to ensure the new contractor has all the capabilities required to deliver the sustainable improvements necessary to meet our targets.

6.4 Reviewing Progress

Achieving sustainable operations is not a onetime task. Action plans must be continually reviewed to respond to performance results, to new methods and technologies as they arise, or to organisational and policy changes. Therefore, we have put in place necessary governance and learning processes to ensure continual improvement.

Governance

As mentioned above, sustainability data is collated quarterly and provided to Defra as part of our GGC reporting requirements. Data is reviewed against past figures to identify areas of progress and/or decline and advise ongoing action.

DfT's GGC performance is presented at the Corporate Delivery Group's Performance Board on a quarterly basis, tracking progress against our target trajectories, with reports provided to DfT's Executive Committee as required. Annual milestones for the GGCs are also included in the DfT risks and milestones system.

A senior level forum, consisting of estates directors from each body, also meet on a quarterly basis to review the overall strategic direction and drive action across the DfT group.

Knowledge Sharing

DfT have various established networks and connections which are used to ensure we keep up to date with latest standards, guidance, best practice, and innovations and share them across the DfT group so we can continually review and improve our approach:

- The **DfT Sustainability Forum** meets monthly, with sustainability leads from each body, to share knowledge, learnings and tackle common challenges across the DfT group.

- DfT attend the bimonthly **Government Property Sustainability Board**, which provides updates on cross-government sustainability work in the property function and is attended by sustainability leads from all departments.

- DfT have **connections with policy experts** from the leading government departments in each GGC target area, which we can draw on for expert advice when needed.

7. The Action

Below we set out what action DfT will take to achieve the GGC targets, by reviewing our current performance in each of the following seven GGC themes, identifying key challenges to overcome, the resources available to support our work, and the actions that will enable us to deliver on our goals:

1. Mitigating Climate Change
2. Minimising Waste
3. Reducing Water Use
4. Sustainable Procurement
5. Nature Recovery
6. Adapting to Climate Change
7. ICT & Digital

7.1 Mitigating Climate Change

Drivers

Targets

Headline Target:

Reduce overall greenhouse gas emissions by 62% and direct greenhouse gas emissions by 19%, from a 2017/18 baseline.

Sub-targets:

- Meet the Government Fleet Commitment of 25% Ultra-Low Emission Vehicle car fleet by 2022 and 100% Zero Emission Vehicle car and van fleet by 2027.

- Reduce emissions from domestic business flights by at least 30% from a 2017/18 baseline and report the distance travelled by international business flights, with a view to better understanding and reducing related emissions where possible.

- Departments that already have policies in place to compensate for emissions are encouraged to report on their implementation.

- Update organisational travel policies so that they require lower carbon options to be considered first as an alternative to each planned flight.
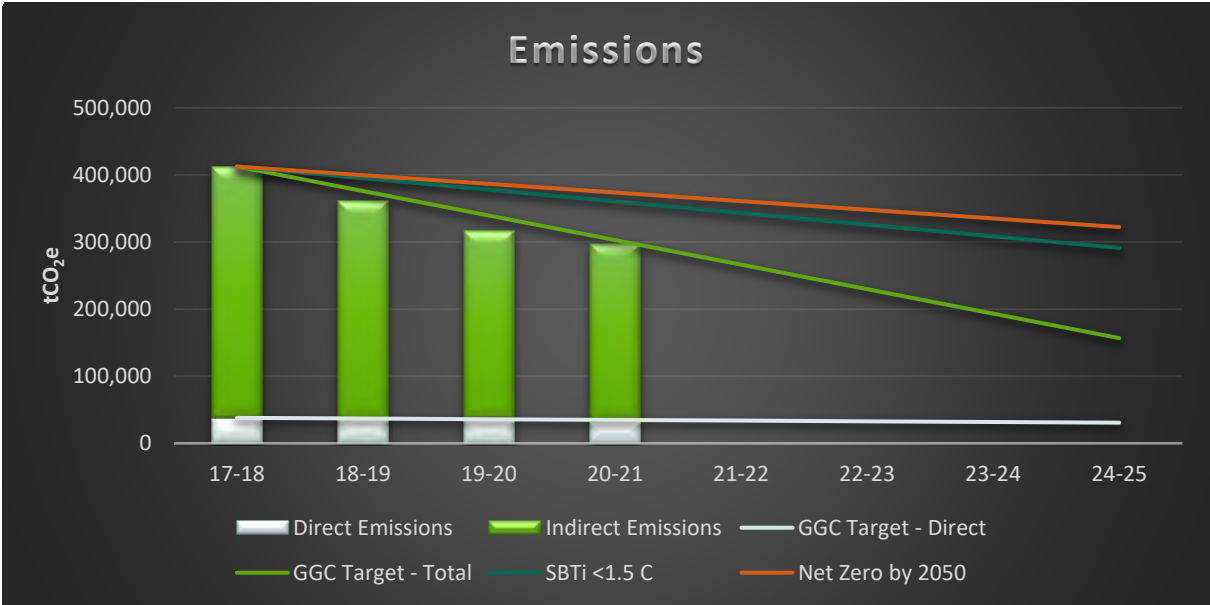
Current Performance

Figure 3 Total GHG emissions and targets from 2017-18 to 2024-25

DfT's total GHG emissions in 2017-18 were 412,459 tCO_2e with 9% of this coming from direct emissions[3]. Reaching Net Zero by 2050 will require the department to reduce emissions by ~13,000 tCO_2e or ~3% per year. But the climate emergency is more urgent than this and the Science Based Targets initiative (SBTi) advises that all businesses should aim to reduce emissions by at least 4.2% per year in order to keep global warming below 1.5^0C increase.

The emissions target DfT have set under the GGCs is an ambitious one, surpassing both the Net Zero and SBTi trajectories. This target incorporates current ambition within the Department to reduce emissions as well as forecasted grid decarbonisation. Meeting our targets will require an average annual reduction of 9% total emissions and 2.7% direct emissions. We are currently on track, having reduced our total emissions by 28% and direct emissions by 14% between 2018 and 2021, which, if maintained, will see the 24-25 target successfully met. However, the 2020-21 reduction is likely greater than expected due to reduced activity during the coronavirus pandemic, so increased effort will be required to continue on this path and significant action is needed to meet our stretching targets.
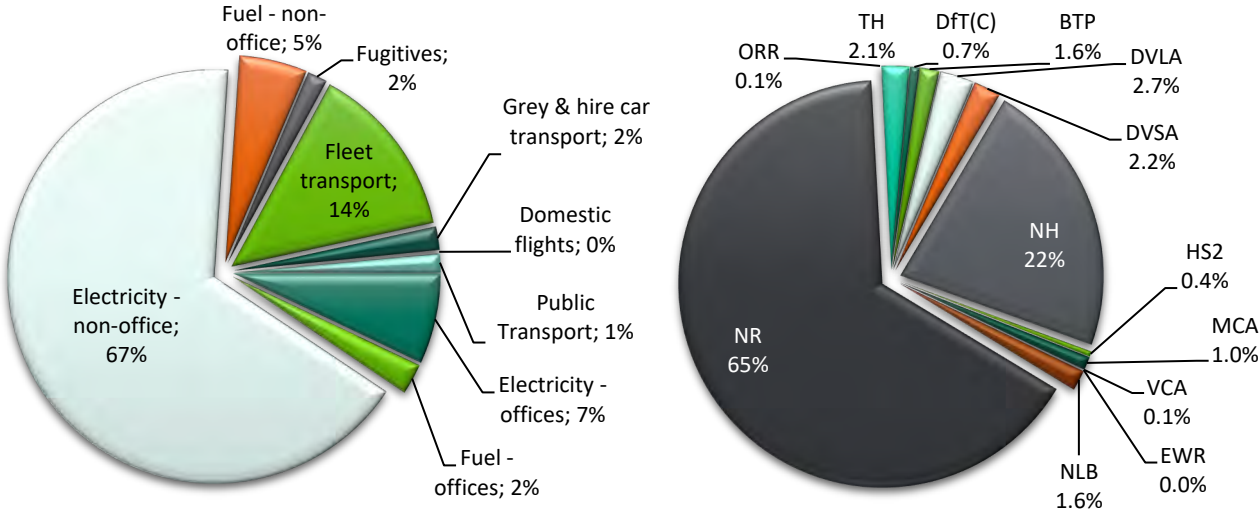

Figure 4 2017-18 baseline emissions by source (left) and organisation (right)

Over two-thirds of DfT's emissions originate from operational electricity used by Network Rail and National Highways to power non-traction rail systems and light the Strategic Road Network, respectively. These are therefore priority areas of focus. Both Network Rail and National Highways are working to improve energy efficiency, which has already reduced each of their energy uses by ~10% from 2018 to 2021.

The next biggest contributor is fleet transport, which again is dominated by Network Rail's ~9,500 vehicle fleet, followed by National Highways and British Transport Police. Work has begun on transitioning fleet to hybrid and electric vehicles, which will help meet both the Government Fleet Commitment targets and overall emission reduction targets. A significant other contribution to fleet emissions is fuel used by Trinity House's and Northern Lighthouse Board's vessels, which travel to lighthouses and buoys undertaking essential maintenance works. They will focus on increasing efficiencies to optimise vessel operations and will look at alternative fuels if/when they become available.

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[3] Direct emissions include those from fuel use and fugitive emissions at our sites. It does not include emissions from electricity use or business travel.

For the central department and a number of our bodies, office electricity and fuel are the biggest source of emissions, so focus in these cases will be on improving building efficiencies and transitioning heating systems to low-carbon alternatives.

> **Case Study**
>
> The Maritime and Coastguard Agency's duties include management of the UK's stockpile of counter pollution and salvage equipment, the majority of which run on fossil fuels. MCA have been investigating alternative fuels to reduce emissions and have successfully trialled HVO (hydrotreated vegetable oil) on 50% of equipment. HVO is made from 100% renewable materials and produces 90% less CO_2e emissions compared to diesel, whilst providing the required performance at a comparable price. MCA are therefore rolling out use of HVO and looking to expand this to the whole stockpile (subject to final testing) to minimise their direct emissions.
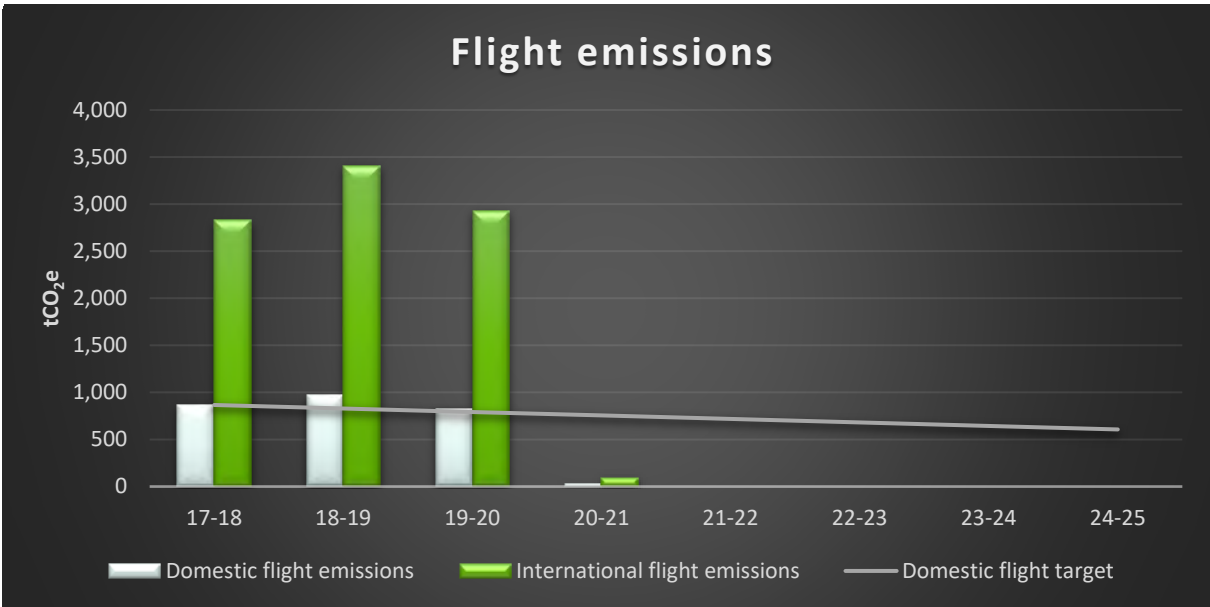

Figure 5   Flight emissions and targets from 2017-18 to 2024-25

DfT have already significantly reduced our domestic flights during the last round of GGCs, so continued reduction will be challenging as we are starting from a low baseline. However, the drastic drop in 2020-21 due to travel restrictions during the coronovirus pandemic presents an opportunity to reflect on what air travel is business critical and what can be replaced by teleconferencing or rail travel.

31% of our domestic flight emissions come from the Maritime and Coastguard Agency, who need to access remote locations across the UK for their emergency service work. The other major contributer to domestic flight emissions is Netowrk Rail at 44%. Although there is no quantiative target on international flights, DfT will work to monitor and reduce assocaited emissions – of which ~50% originates from the central department.

Challenges

- The Department has already grown since 2017-18 and is expected to grow further over the next four years – most significantly with the expanding Asset Delivery function within National Highways – therefore additional effort is required to counter any increased emissions resulting from this growth.

- A large proportion of our fossil fuel use is on specialist operational equipment, which do not currently have low carbon alternatives.

- A number of DfT fleet vehicles have specialist requirements which are not currently available on the market as hybrid or electric options and many operate in remote locations which lack sufficient charging infrastructure.

- The majority of our estate is leased and include a number of multi-occupancy buildings, where we often don't have control to undertake major building upgrades, therefore our ability to reduce estate emissions can be limited.

Actions

Leaner

Greener

Cleaner

- Conduct estate energy efficiency audits and upgrades – reducing base level energy use in office and non-office estate.

- Reduce business travel – encourage teleconferencing and remote working practices, where appropriate.

- Increase renewable generation on site – to enhance green energy supply.

- Transition fleet that can be replaced with plug-in hybrid or electric vehicles and work with manufacturers to identify future solutions for specialist vehicles.

- Identify opportunities to transition to low-carbon heating solutions in owned estate.

- Integrate sustainability considerations into property procurement decision process – to ensure future buildings are lower emitters.
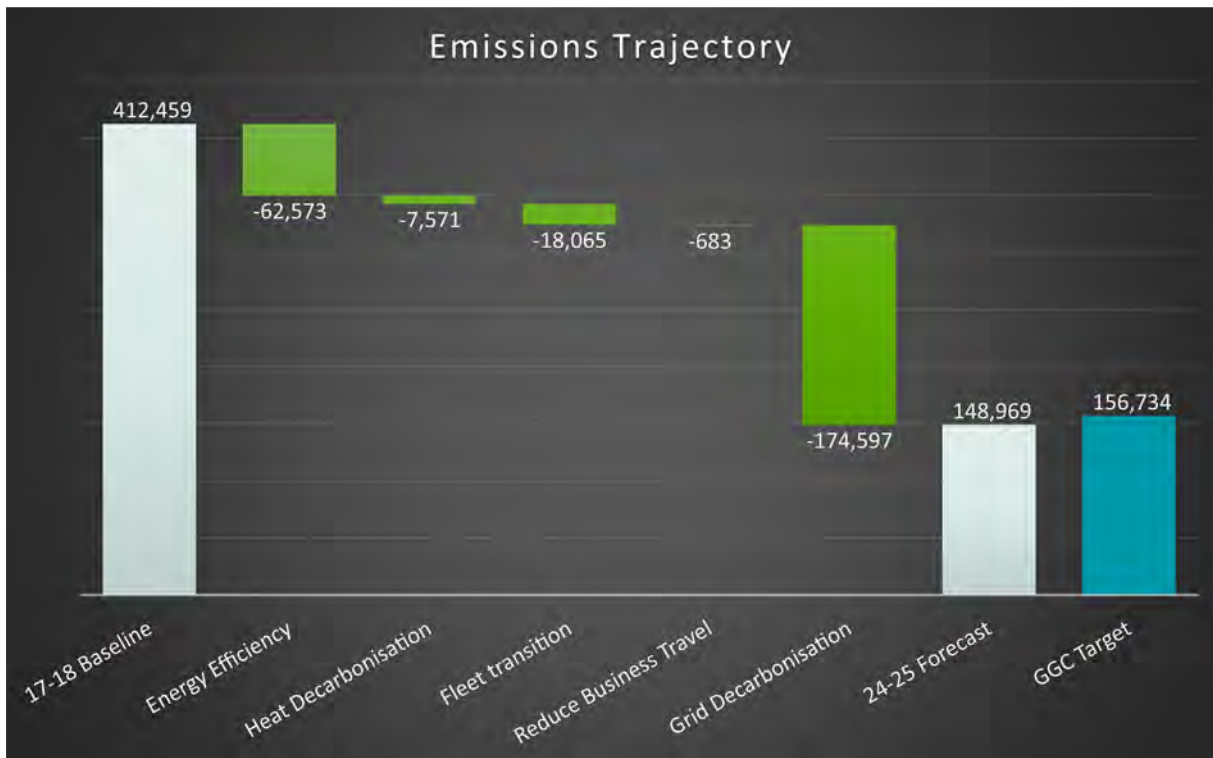
Figure 6 2024-25 forecast emissions trajectory

If we successfully implement all these actions and the national grid decarbonises at the rate projected by BEIS, we forecast that we should meet our GGC target. However, as shown in Figure 6, grid decarbonisation will be the single biggest contributor to DfT's emissions reduction, since 74% of our emissions originate from electricity use. Therefore, ability to meet our target will be heavily reliant on the national energy transition.

Resources Available

- **Energy Consumption Guide 19** (ECG019) provides best practice benchmarks for assessing office energy performance.

- **UK Green Building Council** have developed a **'Framework Definition for Net Zero Carbon Buildings'** to provide advice on how to achieve Net Zero carbon in construction and operation of buildings.

- **Office of Government Property** have developed a **'Net Zero Trajectory Tool'** to help government bodies identify the actions required to transition their property portfolio to Net Zero.

- **Energy Saving Trust** offer free tailored fleet reviews along with a range of general resources that provide independent advice on how to increase vehicle efficiency, reduce cost, and transition to lower emissions vehicles.

7.2 Minimising Waste

Drivers

Targets

Reduce the overall amount of waste generated by 15% from a 2017/18 baseline

Sub-targets:

- Reduce the amount of waste going to landfill to less than 5% of overall waste.
- Increase the proportion of waste which is recycled to at least 70% of overall waste.
- Remove consumer single use plastic (CSUP) from the central government office estate.
- Measure and report on food waste by 2022 (for estates offering a food service).
- Report on the introduction and implementation of reuse schemes.
- Reduce government's paper use by at least 50% from a 2017/18 baseline.
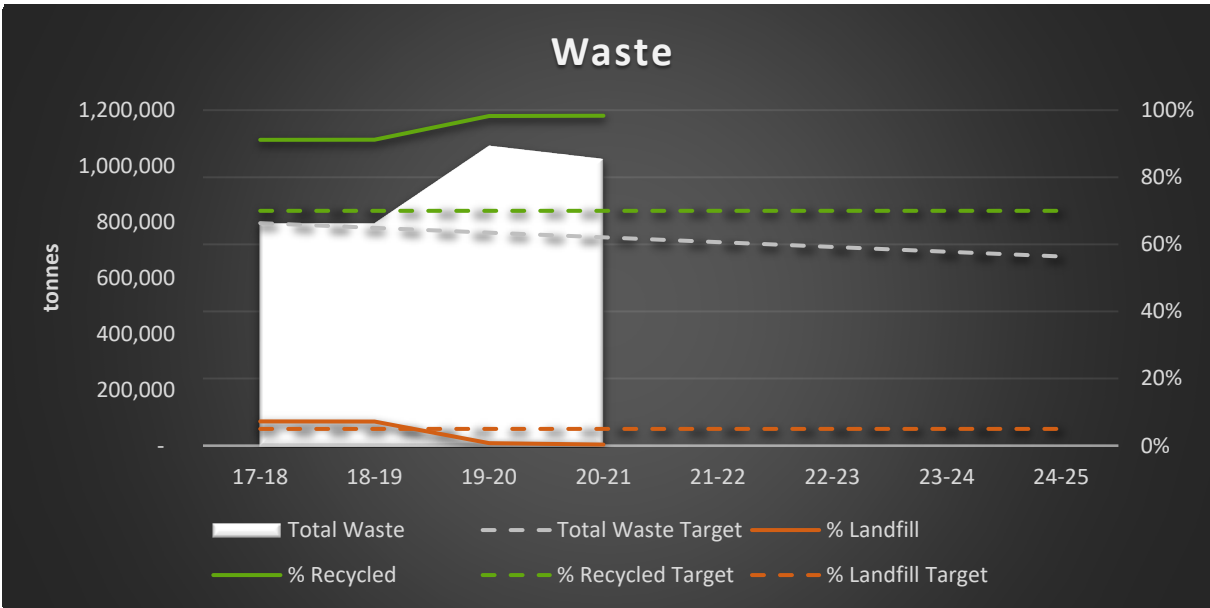
Current Performance

Figure 7 Total waste volumes, recycling and landfill percentages from 2017-18 to 2024-25

Figure 8 2017-18 baseline waste volumes and percentages by organisation (Network Rail waste shown on secondary axis)

99% of DfT's waste comes from Network Rail who process large volumes of construction waste at their depots, which originates from maintenance works. Volumes can be highly variable between years as the amount of work required changes; for example, 2020-21 volumes were ~30% higher than 2017-18. Despite these high volumes, Network Rail recycle over 90% of their waste so the overall DfT recycling and landfill performance is above our target.

The remainder of our bodies produce waste two orders of magnitude smaller, which is predominantly domestic waste, with the exception of Trinity House and Northern Lighthouse Board who have some operational construction waste. Recycling and landfill percentages vary highly across the group so there is work to be done to bring all bodies in line with the GGC targets. In particular, the Driver and Vehicle Standards Agency and British Transport Police both have high landfill percentages (at 82% and 66%, respectively), which is due to a large number of sites not having managed waste services; improvements have been made since 2017-18 but there is still more that can be done.
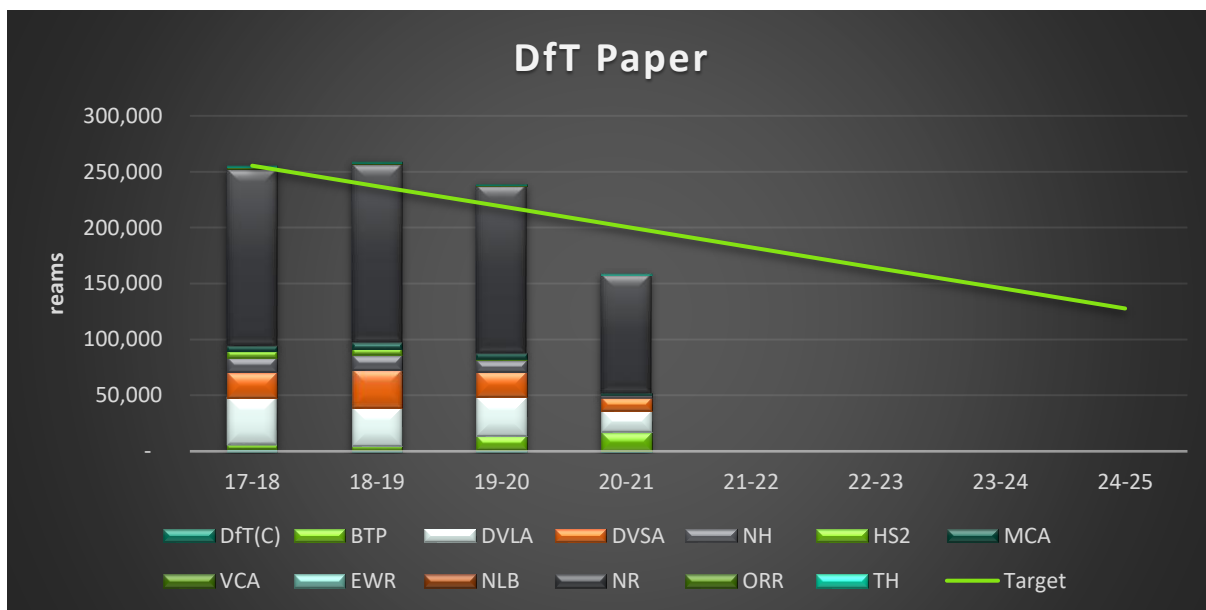
Figure 9 Total paper use and target from 2017-18 to 2024-25

DfT's paper volumes had increased above the target trajectory since 2017-18 until the sharp drop seen in 2020-21, which is attributed to the coronavirus pandemic and the move to home working. This is therefore not representative of business as usual and we expect volumes to increase again as staff return to the office; however, it does present an opportunity to continue current paperless working practices and to bring usage back in line with the target. Only administrative paper is included in the scope of GGC reporting and the figures above; however, the Driver and Vehicle Licencing Agency send out large numbers of official documents to customers as part of their functions, which they are legally obliged to print and are tracking the associated paper use separately.

The Department has been working with our facilities contractors to remove single use plastics from our estate and have replaced a number of items with reusable or compostable alternatives and are looking to identify further reductions.

Segregated food waste collections are available at the minority of DfT sites that have catering facilities, however, this is not currently reported upon. The volume of food waste produced at other sites needs to be investigated to determine if separate collection is viable.

Case Study

The Driver and Vehicle Licencing Agency are working with suppliers to reduce waste and single use plastics from deliveries. One exercise looked into the use of PVC packaging tape on boxes and polycarbonate stretch wrap on pallets. Teams identified and costed alternatives, ultimately agreeing to remove all PVC taping and trial replacing plastic pallet wraps with re-usable jackets and straps. This will result in the elimination of 92 km of plastic tape and 237 kg of plastic wrap annually.

Challenges

- Network Rail's waste volumes are directly linked to ongoing infrastructure projects, which vary annually.

- Many of our locations do not have managed waste services and are reliant on local council collections, therefore there is a lack of detailed data on and control over waste disposal routes.

- Efforts to reduce total waste volumes may impact recycling and landfill targets as avoidable waste is often recyclable, so what remains is harder to dispose.

Actions

Leaner

Greener

Cleaner

- Support Network Rail construction teams to enable waste minimisation where possible.

- Increase digital working practices to reduce paper use

- Reduce packaging and single use plastics and explore options for material reuse through engagement with suppliers.

- Introduce food waste reporting at DfT sites with catering facilities and trial separate food waste collections at other appropriate sites.

- Increase number of sites with managed waste services – to increase control on waste disposal and improve waste data.

- Waste data gap analysis – to improve data accuracy and waste reporting at unmanaged sites.

Resources Available

- **WRAP Food waste reduction Roadmap and Toolkit**– guidance on how to measure, report and reduce food waste within businesses.

- **The Resources and Waste Strategy, Defra 2018** – set out governments plans to minimise waste, promote resource efficiency, and move towards a circular economy.

- **WRAP Achieving good practice Waste Minimisation and Management guidance** – practical solutions for sustainable construction.

7.3 Reducing Water Use

Drivers

Targets

Reduce water consumption by at least 8% from a 2017/18 baseline.

Sub-targets:

- Ensure all water consumption is measured.

- Provide a qualitative assessment to show what is being done to encourage the efficient use of water.

Current Performance
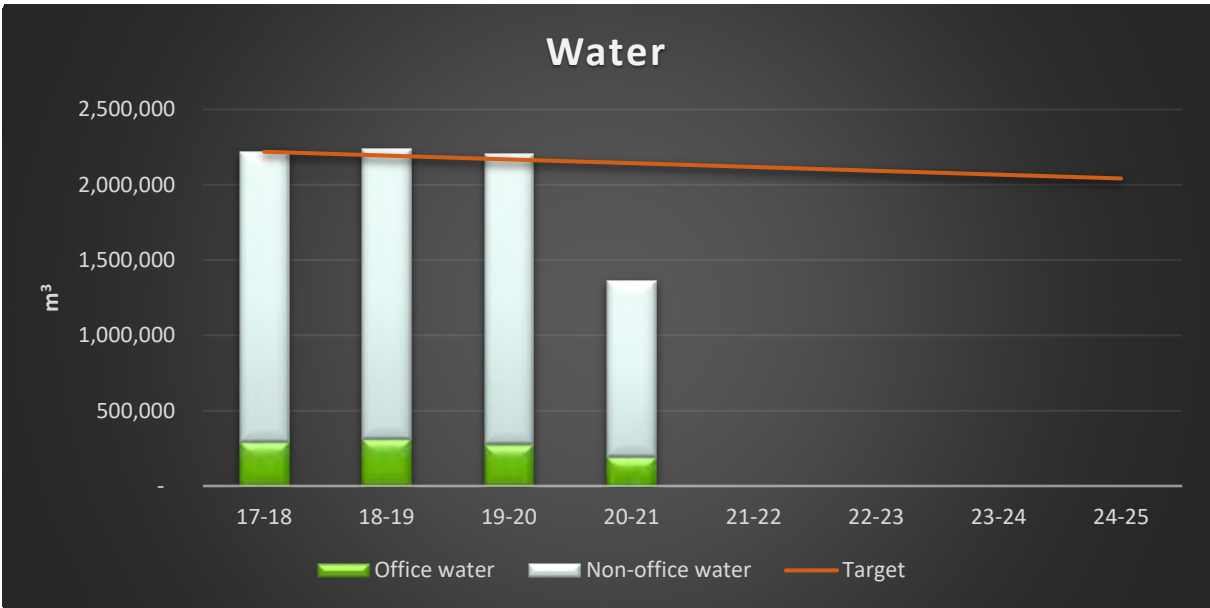
Figure 10 Total water use and target from 2017-18 to 2024-25

86% of the Department's water use originates from non-office, operational sites managed by Network Rail, which include maintenance depots where water is used for washing equipment. National Highways, Trinity House and Northern Lighthouse Board also use water for industrial processes, so proportionally have higher water use for their size of organisation. All other bodies predominantly use water for domestic, office-based purposes and usage is generally reflective of each organisation's size.

Meeting the GGC target will require a ~1% annual reduction in water use. In 2018-19 our water use increased by 1% before dropping ~2% in 2019-20, which has put us roughly 1 year behind the target trajectory. The sharp decrease in 2020-21 is attributed to the coronavirus pandemic resulting in reduced operations and occupancy at all of our sites; this is therefore not reflective of business as usual and we expect to see volumes increase when full business returns to normal.
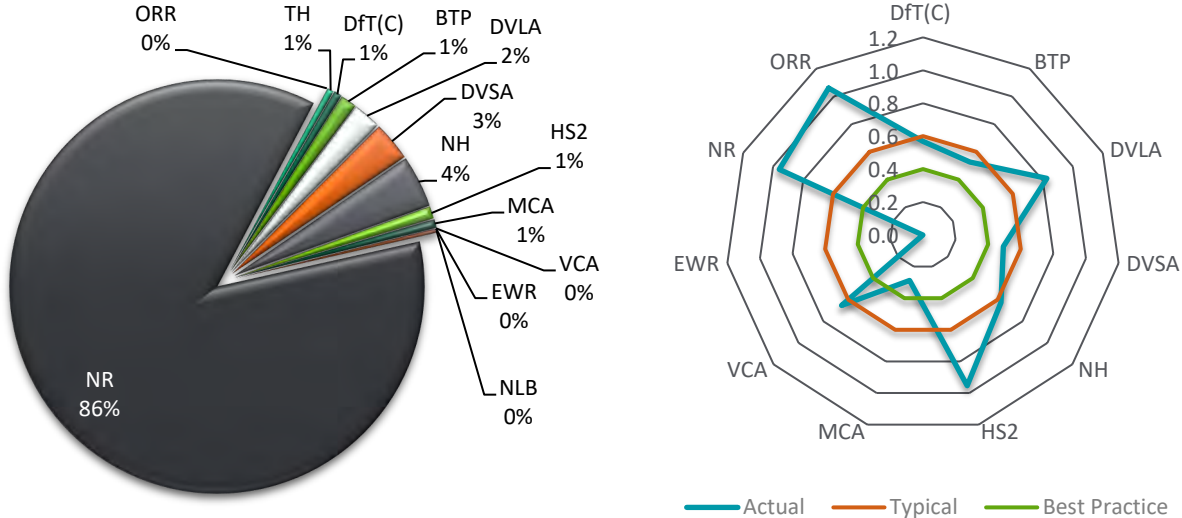

Figure 11 2017-18 total water use by organisation (left) and office-only water use compared to benchmark per m^2 office area (right)

For office-only consumption, only two of our bodies meet best practice benchmarks: the Maritime and Coastguard Agency who have many unmanned sites so would be expected to use less per m^2; and East West Rail Company who are a new organisation and only have data from 20-21 during the pandemic. All other bodies perform at or above typical usage per m^2 office space, indicting more could be done across the Department to manage our office water consumption.

> **Case Study**
>
> The Driver and Vehicle Licencing Agency has been awarded the Waterwise Checkmark for its work to promote sustainable practices and reduce water waste at its Swansea site. Water-saving measures that have been introduced include using aeration devices to reduce water flow from taps, putting up signs to help staff reduce water waste, encouraging staff to contact a helpdesk to easily report any leaks or issues, and using waterless urinals. There is also advanced monitoring of water use across the estate through sub meters and web-based software.

Challenges

- Operational non-office water use can be highly variable and does not have established benchmarks to compare against.

- Lack of metering and reliable water use data in some parts of the estate

- Water use could increase as a result of action towards other targets e.g. more active travel leads to more showering on site and removing single use plastic bottles leads to more mains drinking water use.

- Departmental growth will increase water use due to more staff and more sites.

Actions

Leaner

- Increase metering across sites – to improve reporting and leak detection.

- Water audits – to identify sites with high water use and water minimization measures that can be employed.

- Install low flow systems in taps and showers where not already present.

Greener

- Explore rainwater harvesting and water recycling opportunities for grey water usage – particularly on operational, non-office estate.

Resources Available

- **CIRIA C657** – provides best practice benchmarks for assessing office water consumption.

- **The Waterwise Guide for Offices –** guidance for businesses and facilities managers on how to reduce water use within offices**.**

- **Waterwise Water Neutrality Practice Guidance** – practical steps to minimise impact on water resources and the environment.

7.4 Sustainable Procurement

Drivers

Target

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 should take action to:

- Embed compliance with the Government Buying Standards in departmental and centralised procurement contracts.

- Understand and reduce supply chain impacts and risks.

- Ensure procurement policy is aligned with and contributes to wider decarbonisation efforts.

Current Performance

The Department's procurement function is managed through a collaborative operating model, which includes the central Department, our Executive Agencies, government owned companies and non-departmental public bodies. To date the Department has taken several steps to help embed sustainability into our procurement processes including:

- Appointing a Sustainable Procurement champion within the central Department who leads a virtual policy team across the DfT family to share and discuss emerging sustainable procurement policies.

- Collaborating with other government departments to set procurement targets for decarbonisation and implementing cross-government sustainability policies.

- Sustainable procurement guidance – provided on the Knowledge Hub to all procurement and contract management staff.

- Staff training – Sustainable Development eLearning module is available to procurement staff on the Civil Service Learning platform.

- Commercial Lifecycle Assurance function – ensures all major procurement processes are managed effectively, efficiently and compliantly; including consideration of relevant sustainability targets.

- Growing spend through small and medium enterprises (SMEs) – by updating the DfT SME Action Plan, creating an SME Working Group, and identifying a full time SME lead.

> **Case Study**
>
> Network Rail have been a leader within the Department in considering the environmental impact of procurement. They have calculated that their supply chain accounts for 66% of Network Rail's total carbon emissions and are working with suppliers to set carbon reduction targets in line with the 1.5ºC SBTi to reduce this impact. Network Rail have a target for 75% of its suppliers (by emissions) to have science-based targets by 2025 and will implement this through contractual arrangements.

Challenges

- Sustainable procurement actions are managed by individual bodies within DfT and there is no central resource to ensure complete consistency and monitor compliance across the group, therefore DfT must rely on our networks for sharing information and best practice.

- Some Government Buying Standards are not up-to-date with latest legislation and guidance on sustainability, therefore they do not provide a complete single reference for contract requirements and DfT must work to stay updated with current procurement legislation and guidance to ensure these are included in our contracts.

- Procurement has been viewed as a barrier to decarbonisation and needs to be considered further as part of the DfT and cross-government decarbonisation strategic approach.

Actions

- Develop an updated DfT Sustainable Procurement Strategy for 2021-25, which will include measures such as:

  o Increasing uptake of the 'Fighting Climate Change' outcome from the Social Value model – applying a minimum 10% weighting for environmental performance to all DfT procurements above Public Contract Regulations 2015, where appropriate.

  o Implementing the Carbon Exclusion measure – requiring all suppliers to provide a Carbon Reduction Plan and confirm their commitment to Net Zero by 2050, from September 2021 onwards.

  o Implementing the 'greener delivery' aspects of the Construction Playbook – introducing whole-life carbon cost assessments, strategies for Modern Methods of Construction, and the new Project Scorecard.

  o Extend staff training – offer more advanced training on sustainable procurement (currently being developed by BEIS) for staff with procurement responsibilities to fill identified gaps.

  o Continue to enhance SME spend – through the SME working group, collaboration with key stakeholders and increased SME engagement.

  o Review the Commercial Case Guidance to increase focus on carbon reduction.

Resources Available

- **The Construction Playbook** – best practice commercial policy framework for delivering construction projects 'better, faster and greener', which includes a strong emphasis for consideration of decarbonisation.

- **Social Value Policy Procurement Note (PPN 06/20)** – provides an evaluation model containing pre-set themes, outcomes, questions, criteria and reporting metrics for use in tenders to ensure government buying power is properly leveraged to achieve social value aims.

- **Flexible Framework Tool** – for measuring progress on sustainable procurement over time.

- **Project Scorecard** – provides guidance for assessing social, economic and environmental criteria within contracts.

7.5 Nature Recovery

Drivers

Target

Develop and deliver Nature Recovery Plans for departmental land, estates, development and operations.

By developing and delivering a Nature Recovery Plan, a department or partner organisation will show that it has:

1. Identified and taken opportunities to integrate biodiversity considerations into all relevant service areas and functions, and ensured that biodiversity is protected and enhanced in line with current statutory obligations at a minimum.

2. Recognised the potential of, and taken action to deploy nature-based solutions, including to mitigate their own and the country's carbon emissions.

3. Raised awareness of staff and managers about biodiversity issues.

4. Demonstrated a commitment and contribution to reporting against their Nature Recovery Plans as part of the GGCs, and, where appropriate.

5. Demonstrated progress against key biodiversity indicators and targets.

Current Performance

DfT's level of influence on nature recovery varies greatly across our bodies based on the type of estates they manage and the operations they perform. The greatest potential for nature recovery for DfT exists within the organisations that manage land associated with our existing transport infrastructure and as part of new developments. These organisations already have biodiversity commitments and Biodiversity Action Plans and going forwards these will need to meet the requirements of nature recovery plans as set out in the Environment Bill.

Network Rail manage the largest amount of land – 52,000 hectares located alongside their 32,000 km of track – and are one of the country's largest public landowners. Network Rail published their Biodiversity Action Plan in December 2020 to outline how they will manage this land sustainability to deliver their commitment to no net loss in biodiversity by 2024, and achieve net gain by 2035.

National Highways manage 47,438 hectares of land as part of England's Strategic Road Network. National Highways have a Biodiversity Action Plan from 2015 and have produced a Biodiversity Performance Plan. Their ambitions for supporting biodiversity performance are expected to be set out in a Biodiversity Report. This will

outline how they will deliver on their existing commitment to achieve no net loss in biodiversity by 2025 and achieve net gain by 2040.

Figure 12 Owned land area (in hectares) by organisation: as part of the transport network (left) and departmental building estate (right)

DfT can also have a significant influence on nature recovery through our major projects and developments, which will see more land enter departmental ownership over time. High Speed Two Ltd have committed to seek to achieve no net loss in biodiversity across the route, with an intention to move towards net gains for Phases 1 and 2a, where reasonably practicable. This will involve planting seven million new trees on Phase 1 and creating 516.7 ha of habitat to replace the 132.3 ha lost on Phase 2a. The next Phase of the scheme, Phase 2b, is aiming to go further by delivering a net gain in biodiversity. Similarly, East West Rail Company is committed to delivering 10% biodiversity net gain for Connection stage 1 of the project and work is being undertaken to produce a percentage commitment for Connection stages 2 and 3.

The remainder of our agencies and bodies have primarily office-based, urban estates with relatively lower potential for biodiversity enhancement whilst some do not own any land area at all as they occupy solely leased property. Therefore, with the exception of the Driver and Vehicle Licencing Agency, these bodies do not have existing Biodiversity Action Plans or commitments. DVLA have developed a Biodiversity Action Plan for their sites in Swansea, which identifies the habitats present and how they intend to conserve these.

> **Case Study**
>
> The Vehicle Certification Agency have recently installed a Bee and Insect Garden at their Midlands site as part of a staff volunteering event. The area has been planted with wildflowers and herbs that provide a supportive habitat for bee and insect life, to help increase dwindling bee populations. Outdoor seating has also been installed to offer a relaxing, open environment for staff to enjoy and connect with nature, hopefully supporting staff wellbeing.
>
> As the smallest estate in the DfT group, VCA have shown how any site can contribute to Nature Recovery, in its own proportional way.

Challenges

- The majority of land we own lies alongside operational transport infrastructure and therefore any nature recovery plans must be balanced with the need to ensure safe and sufficient access to keep our networks running.

- The majority of our office-based estate is leased and include a number of multi-occupancy buildings; therefore contractual arrangements may limit what can be done with surrounding areas of greenspace.

Actions

- Network Rail and National Highways to implement their Biodiversity Action Plans and deliver on their commitments.

- HS2 Ltd and East West Rail Company to take measures to deliver on their biodiversity commitments.

- Office based estates to consider how they can contribute to biodiversity improvement.

- Development of a DfT wide Biodiversity Action Plan to set out the Departmental approach for integrating biodiversity considerations across our relevant processes and functions.

- Staff training and engagement – to raise awareness of biodiversity importance and the impact we can have.

Resources Available

- **UK Biodiversity Action Plan** – identifies the UK's biological resources and provides detailed plans for their conservation.

- **The Economics of Biodiversity: The Dasgupta Review** – review of how we should account for Nature in economics and decision making.

- **Enabling a Natural Capital Approach** – guidance on understanding and considering the value of a natural capital approach in decision making.

- **National Biodiversity Network Gateway database** and **MAGIC website** – openly available data sources holding national species records and geographic environmental information (respectively). These can be used to identify and assess local biodiversity.

7.6 Adapting to Climate Change

Drivers

Headline Commitment:

Develop an organisational Climate Change Adaptation Strategy across estates and operations, by conducting a Climate Change Risk Assessment and developing a Climate Change Adaptation Action Plan to respond to the risks identified.

Sub commitments:

- Establish clear lines of accountability for climate adaptation in estates and operations.

- Report on work towards climate change adaptation in departmental annual report and accounts.

Current Performance

The Department is responsible for managing a significant proportion of the UK's transport infrastructure and services, which have been identified as at risk of climate change by the UK Climate Change Risk Assessment 2017. In response to this assessment, the Department contributed to the 2018 National Adaptation Programme, which set out Government's actions to address these risks and make the country resilient to a changing climate. Since then, the central department has ensured that climate change considerations are incorporated into all major plans and strategies to ensure that resilience is built-in from inception.

In addition, a number of our ALBs who manage or operate these important transport infrastructure and services voluntarily report their actions towards climate change adaptation through the Adaptation Reporting Power, introduced under the Climate Change Act 2008. These reports involve a detailed assessment of the risks presented to each organisation and identification of the actions required to respond to these risks. The ALBs involved are namely:

- Network Rail – covering the national rail network.

- National Highways – covering the strategic road network.

- Maritime and Coast Guard Agency – covering maritime safety services.

- Northern Lighthouse Board and Trinity House – covering lighthouses and other marine aids to navigation across the UK.

The remainder of our agencies and ALBs primarily operate office-based estates, which have limited direct public interaction so are not involved in the Adaptation Reporting Power. DfT does not currently have climate change adaptation strategies for our office-based estate. Whilst these sites are at a lower risk of significant impact from climate change than our infrastructure, it is important that we recognise the risks

they do face and set out suitable mitigation and adaptation measures to ensure they are fit for the future and can continue to perform their essential public services.

Challenges

- Our office-estate comprises hundreds of sites across the country, of which several may change each year due to lease cycles. Therefore, conducting site-by-site risk assessments is not practical due to the resource required.

- A significant proportion of the Department's climate change risk is indirect through our supply chain as we are reliant on their services to deliver our own. Management of these risks is somewhat limited as they are not within our direct control.

Actions

- Continue to contribute to the National Adaptation Programme during the next cycle planned for 2023 – updating departmental strategic actions to reflect latest climate change projections and guidance.

- Continue to report on our actions towards climate adaptation for major transport infrastructure and services through the Adaptation Reporting Power third round – due to be published by the end of 2021.

- Work with suppliers to understand their climate change risks and encourage development of suitable mitigation or adaptation plans.

- Develop a high-level, central climate change adaptation strategy for our office-based estate.

- Educate staff on the risks of climate change – to raise awareness of how it might impact and should be considered in their work.

Resources Available

- **UK Climate Change Risk Assessment** and corresponding **Climate Change Committee evidence report** – identifies six priority areas for climate change action in the UK, which can help advise adaptation strategies.

- **The Environment Agency's Climate Impacts tool** – tool to help understand potential high-level risks and impacts of climate change to a proposed plan.

- **UK Climate Projections 18** – provides the most up-to-date assessment of how the UK climate may change in future, including local and regional projections to aid place-based risk assessments.

- **Supplementary Green Book Guidance on Accounting for the effects of climate change** – comprehensive guidance on how to assess climate risk and develop climate adaptation options.

7.7 ICT & Digital

Drivers

Targets

Departments should report on the adoption of the Greening Government: ICT & Digital Services Strategy and associated targets, which include to:

- Reduce greenhouse gas emissions associated with digital services.

- Improve management of ICT resources and waste.

- Procure sustainable technology and digital services.

- Provide ICT sustainability strategy statements.

Departments should ensure they provide membership to the Sustainable Technology Advice & Reporting (STAR) team, who manage and deliver the Greening Government Commitments ICT reporting.

Current Performance

DfT recognise the influential role digital services can have on an organisation's performance, due to the way data and technology underpins all aspects of our operations. Our central department Digital Technology Strategy 2020-2023 is focussed on maximising the benefits of this influence, by delivering higher quality and more efficient digital services to meet our Departmental Strategic Objectives. These actions will inevitably have environmental benefits, through improved efficiencies; and the Strategy identifies this as one of the advantages to be unlocked.

Current work to date has focussed on reducing energy use through movement to cloud servers and management of technology resources in line with waste reduction targets. However, we recognise that the potential is much greater than this therefore we will look to integrate environmental considerations into all digital service functions to identify how they can be utilised for sustainable outcomes.

> ### Case Study
>
> National Highways have taken active steps to increase digital working through the installation of Microsoft Surface Hubs across all key National Highways sites. Training in the use of Surface Hubs has been rolled out across the organisation, with the overall aim to reduce miles travelled in support of business operations, whilst maintaining essential services. National Highways started these steps prior to the outbreak of Covid-19 and it has helped them to work more efficiently during the pandemic and reduce business travel emissions.

Challenges

- Technology and digital services are separately managed by each DfT body, which each have their own requirements based on the nature of services they provide. Therefore, progress against the targets will require action across many teams.

- With a greater move to cloud rather than on-premise data centres, the environmental performance of our digital services is heavily reliant on the sustainability credentials of our digital suppliers.

Actions

- Create a Sustainable Digital and Technology working group with representatives from all DfT bodies to monitor progress, share ideas, and set common goals.

- Continue the transition to cloud platforms and serverless technology to reduce onsite energy use.

- Work closely with suppliers to record the environmental impact of their services and look to embed sustainability considerations into technology procurement decisions.

- Attend STAR meetings and work with other government departments to drive sustainable technology improvement across government.

- Provide digital tools to facilitate remote and hybrid working practices to reduce business travel emissions.

Resources Available

- Defra will publish a series of guides as part of the **Greening Government ICT and Digital Services Strategy** to advise departments towards meeting the targets.

- Defra lead a **Sustainable Technology Advice and Reporting team**, which DfT are connected into for latest central government guidance, best practice, and strategy updates on sustainable technology matters.

8. The Future

Whilst this Strategy has focused on the immediate, short term actions over the next 4 years to meet our Greening Government Commitments, it has throughout been guided by long-term environmental policy as set out by the drivers. This strategy should therefore put the department in a strong position to continue our journey beyond 2025 to fully sustainable practice and meet future climate targets.

Here we provide an initial outlook on what the key long-term considerations are likely to be for DfT to maximise sustainability benefits on emergence from the Coronavirus pandemic and to reach Net Zero by 2050.

This strategy will be updated at a maximum 5-yearly interval to ensure the short-term actions and long-term outlook are relevant to latest departmental operations, challenges, and national drivers.

Learnings from the Pandemic

The Coronavirus Pandemic has shown that it is possible to make significant changes to working practices, with movement to near fully remote working in a very short space of time, whilst maintaining delivery of a quality service. Meeting long-term climate targets will also require significant business change and we can take learnings from the pandemic on what might be possible.

The landscape after the pandemic is still uncertain and DfT will consider how it will adjust to this new landscape as it evolves. Focus will be on maximising Departmental performance, but there is also opportunity to consider how such adjustments or changes could realise environmental gains. Some initial opportunities that have been identified and will be explored include:

- Potential to further rationalise departmental estate to respond to reduced office demand if hybrid and remote working becomes common practice – reducing estate emissions, water, and waste.

- Potential to move more functions to remote or digital practice, in line with technological advances – reducing business travel emissions.

- Potential to eliminate paper use through full digitalisation of departmental services – reducing resource consumption and waste production.

Pathway to Net Zero

Delivering on our 2025 GGC emissions target will put DfT in a strong position to continue to Net Zero by 2050 as it will reduce our gross emissions three times faster than a steady Net Zero trajectory (see Figure 1). Continued reduction beyond 2025, however, is likely to be slower as the baseline reduces and the proportional return on actions diminishes. The department will, nonetheless, continue to prioritise reducing our gross emissions, until they are at an absolute minimum, but recognise that there will always be some residual emissions associated with delivering our duties, that

cannot be avoided. Therefore, to reach Net Zero, we will need to consider opportunities to offset these, for which the Department will follow central government advise on appropriate schemes and timescales for implementation.

A high-level forecast of DfT's potential pathway to Net Zero is shown in Figure 10. This forecast is based on the following actions, that are in line with wider national policy:

- Continued energy efficiency upgrades throughout the departmental estate

- Full transition to electric fleet vehicles

- Replacement of all fossil fuel use with electric alternatives

- Source all estate power from renewable energy

- Forecasted national transport decarbonisation[4]

- Forecasted national grid decarbonisation[5]

This forecast assumes no significant change to the Department's functions, estate, staffing, or ways of working; which over 25 years, is likely to change in some form, but is difficult to forecast. Therefore, we have produced a pathway based on the current context which can be used to inform current decision-making and will be updated in line with any changes to the department's functions and/or national climate policy, as necessary.
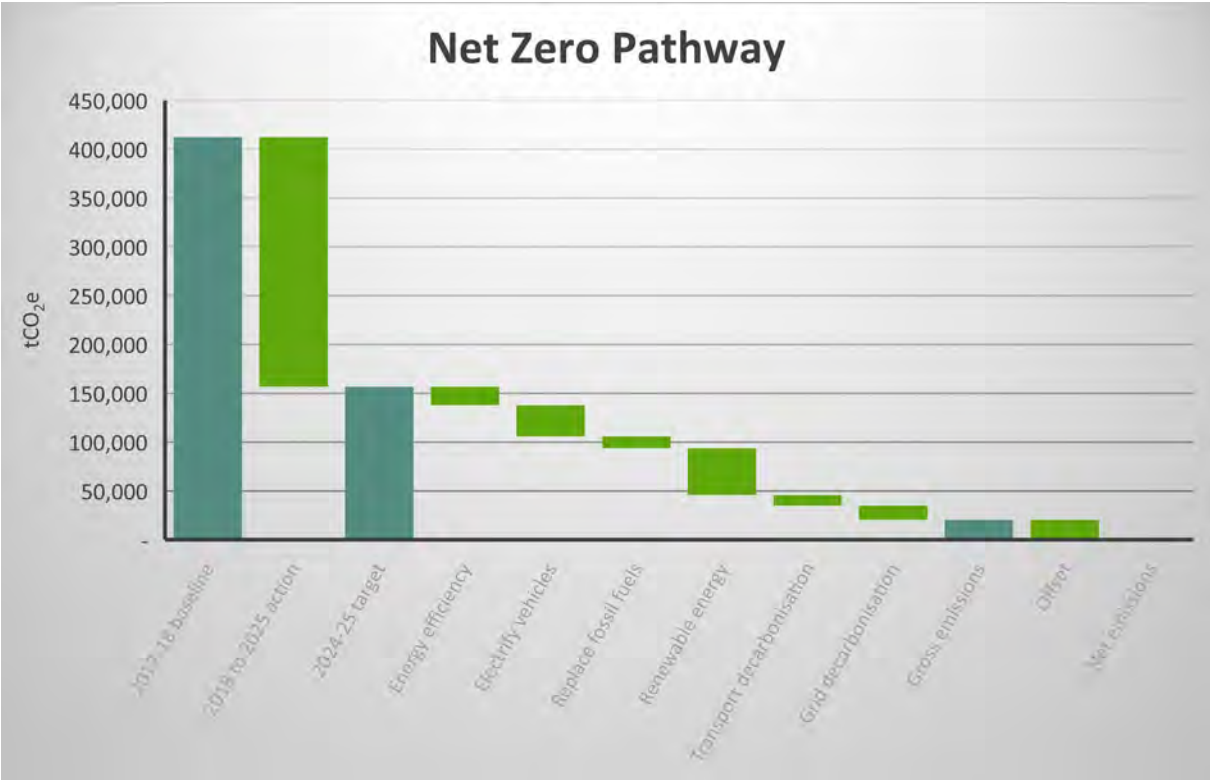

Figure 13 Indicative pathway to Net Zero for DfT's operational emissions

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[4] Using projected changes to transport emissions published by DfT in "Decarbonising Transport: setting the challenge" policy paper

[5] Using forecast emissions factors published by BEIS in the Treasury's Green Book

Glossary

ALB	Arm's length body
BEIS	Business, Energy and Industrial Strategy
BTP	British Transport Police
CO$_2$e	Carbon dioxide equivalent
CSUP	Consumer single use plastic
DEFRA	Department for Environment, Food and Rural Affairs
DfT	Department for Transport
DfTc	Department for Transport central
DVLA	Driver and Vehicle Licencing Agency
DVSA	Driver and Vehicle Standards Agency
EWR	East West Rail
FM	Facilities Management
GGC	Greening government commitments
GHG	Greenhouse gas
HMT	Her Majesty's Treasury
HS2	High Speed Two
HVO	Hydrogenated vegetable oil
ICT	Information and communications technology
MCA	Maritime and Coastguard Agency
NH	National Highways
NLB	Northern Lighthouse Board
NR	Network Rail
ODP	Outcome delivery plan
ORR	Office of Rail and Road
SBTi	Science based targets initiative
SDGs	Sustainable development goals
SME	Small and medium enterprise
STAR	Sustainable technology advice and reporting
TH	Trinity House
VCA	Vehicle Certification Agency