



Driver & Vehicle
Licensing
Agency



Driver & Vehicle Licensing Agency Sustainability Report



2020
>21





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Julie Lennard

Chief Executive's Introduction

I am very pleased to present our Sustainability Report for 2020-21.

This reporting year has been unlike any other. In common with all organisations, the COVID-19 pandemic brought challenges and disruption for us as an organisation, for our staff and for our customers.

Our [Annual Report and Accounts for 2020-21](#) details the challenges we faced as we kept the country moving when it was needed most. During this period our estate and business travel related environmental impacts were significantly reduced because of lower occupancy levels in our buildings as more staff worked from home. New ways of working including the digitalisation of many administrative processes will leave a legacy for years to come, further lowering our impact.

Our presence in Swansea and our strong community links continue. We won awards in the Best Environmental Impact category at both the 2020 UK National GO Awards and the 2020 GO Awards Wales.

We remain dedicated to our Strategic Plan ([DVLA Strategic Plan 2021 to 2024](#)), to continue to be a dynamic and digital organisation and putting our customers in control of how they access our services. The more customers who choose to use our digital services, the lower our environmental impact will be. We will continue to make the customer our primary focus and design services around their needs to encourage digital take up.

We are evolving as an organisation and this is reflected in our reducing impact on the environment. At the end of the 2016-2021 Greening Government Commitments, we can reflect on our high performance and know that our strategy is fully aligned to our sustainability objectives.

A handwritten signature in black ink, appearing to read 'Julie Lennard'.

Julie Lennard
Chief Executive,
DVLA

Sustainability highlights of the year

Winner of Best Environmental Impact award at **UK National GO Awards 2020**

Winner of Best Environmental Impact award at **UK GO Awards Wales 2020**

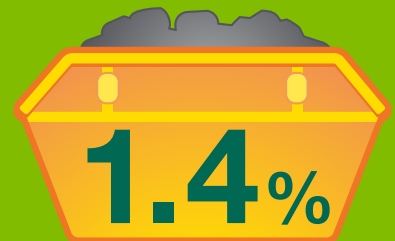


85% of our cars in scope of Government Fleet commitment were **Ultra Low Emission**

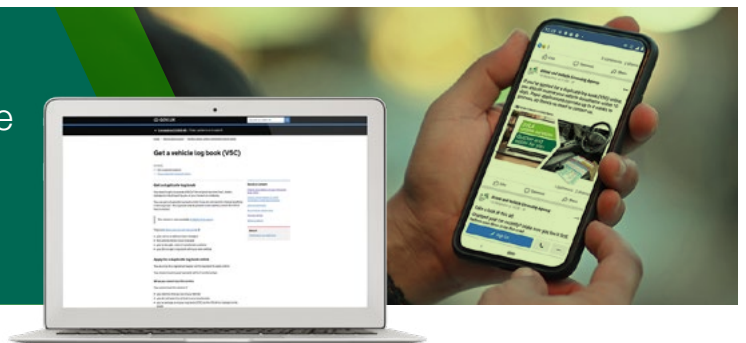
We're **ISO 14001:2015 certified**



We limited our **waste** to landfill to



We introduced **10 new digital services** which include replacing a V5C vehicle registration certificate (log book) or telling us you've changed address





Performance report



01

Who we are and what we do

Who we are

We are an executive agency of the Department for Transport (DfT).

Our core responsibilities are to maintain more than 49 million driver records and more than 40 million vehicle records. We collect around £7 billion a year in Vehicle Excise Duty (VED).

Our goal is to get the right drivers and vehicles taxed and, on the road, as simply, safely and efficiently for the public as possible. We deliver reliable and user-friendly services that provide value for money for taxpayers. We are one of the largest employers in South Wales with more than 6,000 staff.

Our role has evolved over the decades from dealing with paper transactions at the outset to becoming the dynamic digitally focused organisation we are today.

At our core, we remain committed to providing world class customer service.

We pride ourselves on being one of the most **innovative, efficient,** and **effective** agencies in government.

What we do

What we do touches on the day-to-day lives of almost every household in the UK and covers a wide range of services. We have a vital role to play in helping the country to keep moving while keeping our roads safe.

We pride ourselves on being one of the most innovative, efficient, and effective agencies in government. The vast majority of customers transact with us online and our flagship digital services mean they can choose to transact with us at a time and place that suits them. Our services are quick and easy to use which means customers transact with us in a matter of minutes and in some cases, 24 hours a day. Our digital services serve millions of motorists and businesses every day whether through registering a trailer, applying for a tachograph card, or registering brand new vehicles.

We work across government providing services to other government departments and health authorities across the UK, by providing information to Her Majesty's Revenue and Customs (HMRC) and Department for Work and Pensions (DWP) to support applications.



Our innovations are often at the forefront of digital services in government and we work closely with business customers and the public to adapt to changing motoring needs, ensuring the services we offer are designed with the future in mind.

Our contact centre operates multiple channels to answer customer queries. These are phone, social media, email and webchat including automated chatbots.

Our estate

Our estate consists of three sites in the Swansea area, covering around 63,700m². Most of our staff are based at our main site, with the remaining 1,000 staff working at our printing facility, contact centre, training facilities and newly acquired additional office space. We manage our environmental impacts through an ISO 14001:2015 certified management system.

Our supply chain

Our supply chain is vast, we work with around 250 suppliers directly and many more indirectly through our supply chain. We understand the influence we have on the wider market through the goods and services we're supplied with. We stringently manage our suppliers to reduce the direct environmental impact of our operations as well as driving social value through our supply chain.

To increase the opportunities to embed sustainability in our supply chain, we ask our sustainability team to review all our purchase requirements. Our key suppliers are managed strategically with regular reviews of their sustainability performance.

Our estate consists of **three sites** in the Swansea area, covering around 63,700m².



02

Overview of performance against Greening Government Commitments



Sustainability targets

Result

Greenhouse gas emissions	By 2020-21 reduce total carbon emissions by 53% compared to the 2009-10 baseline (tCO ₂ e)	Achieved
Greenhouse gas emissions	Reduce number of domestic business travel flights year on year	Achieved
Waste	<ul style="list-style-type: none"> By 2020-21 reduce the amount of waste going to landfill to less than 10% 	Achieved
	<ul style="list-style-type: none"> Increase recycling rate year on year 	Not achieved
	<ul style="list-style-type: none"> Reduce overall amount of waste generated year on year (tonnes) 	Achieved
Water	Reduce total water consumption year on year (m ³)	Achieved
Administrative paper	Reduce administrative paper use year on year (equivalent A4 reams)	Achieved



We achieved **6** out of our 7 sustainability targets...



03

Purpose and scope



The purpose of governmental sustainability reporting is to provide transparency on public sector performance in organisations year-on-year.

This report is produced to align to HM Treasury Sustainability reporting guidance 2020 to 2021 which is applicable to all central government bodies that fall within the scope of the [Greening Government Commitments](#).

How sustainability is integrated into DVLA's operations is demonstrated through [DVLA's 2020 to 21 annual report and accounts](#) and how it is a characteristic of strategic objectives and policy making is evidenced in the [DVLA Strategic Plan 2021 to 24](#).

Due to detailed sustainability reporting requirements, it is not possible to fully integrate annual reporting. This report should be viewed as a detailed supplement to the summary communicated in the annual report and accounts. This report has been reviewed to ensure it is fair, balanced and understandable. It highlights both good and bad performance along with aims and plans to improve areas where targets are not being met.

In 2020 to 21 we leased an additional building to increase capacity for socially distanced staff, which has increased the environmental footprint of our estate. This is reflected in our performance.

During an unprecedented year, we introduced large-scale remote working for the first time in our history, which saw more than 2,000 staff working from home. This significant change to the use of our estate influenced how much energy and resources we directly used. For the purposes of this report, the impact of homeworking has been excluded.



This report has been reviewed to ensure it is **fair, balanced and understandable.**

04

Strategy for sustainability



Our sustainability strategy is to meet the Greening Government Commitments.

The greening government commitments set out the actions UK government departments and their agencies will take to reduce their impacts on the environment. They set out:

- targets to reduce operational consumption and waste
- standards for transparent reporting on sustainable procurement and key sustainability areas including biodiversity, climate change adaptation, sustainable food and catering and sustainable construction

The commitments, previously intended to end in 2020, were extended to 2021 because of the coronavirus (COVID-19) pandemic.

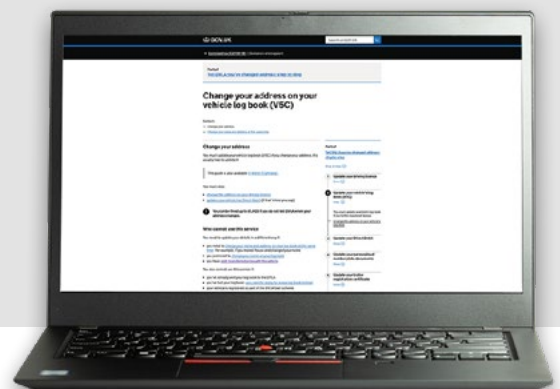
Using our digital services is always the quickest and easiest way to deal with us, with the lowest environmental impact. Our online services operated extremely well throughout the pandemic and we quickly developed and launched new digital services to further help customers.

In the past 12 months, we launched two new online services for vehicle keepers to [change the address on their V5C vehicle registration certificate \(log book\)](#) and [get a duplicate log book](#). Take up for these new services has been excellent.

Our strategy to redevelop our drivers' services, as outlined in our [Strategic plan](#), will allow more people to transact with us digitally, driving down associated carbon emissions from paper-based channels.

The majority of emission reduction will be undertaken, on our behalf, through our supply chain. Because we have a high degree of influence, through our procurement activities and the services we ask our supply chain to perform, we're increasingly using supply chain emissions as a factor in assessing supplier suitability. Together with our digital strategy, this will give significant reductions in all scopes of our emissions.

Using our **digital services** is always the **quickest** and **easiest way...** with the **lowest environmental impact.**



05

Greenhouse gasses and Government Fleet Commitment



GHG emissions within the scope of the Greening Government Commitments are limited to Scope 1, Scope 2 and business travel emissions and electricity transmission and distribution losses from electricity only from Scope 3.

This is our accounting boundary for the purposes of this report.

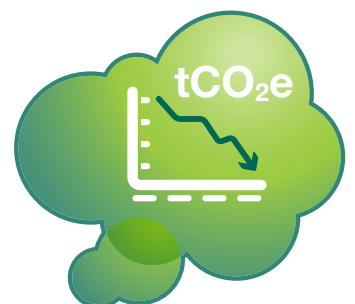
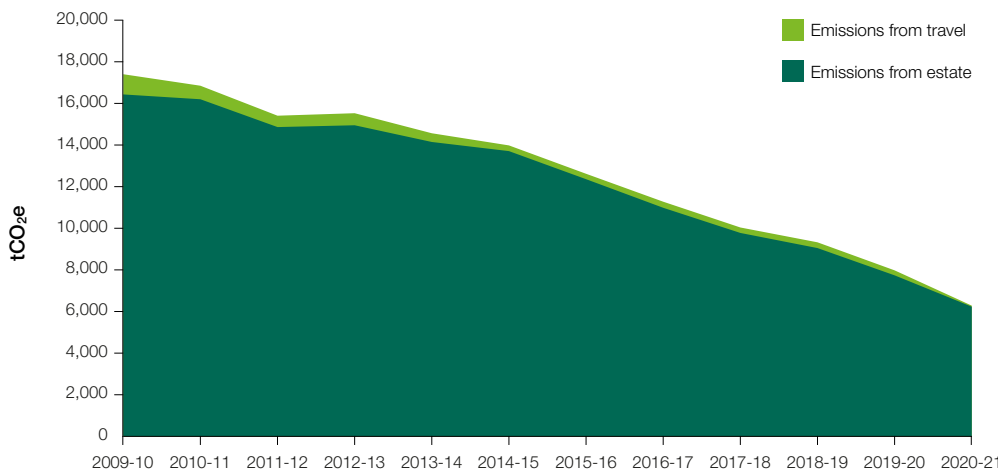
Our greenhouse gas consumption is measured in equivalent tonnes of carbon dioxide (tCO₂e). This includes all seven greenhouse gasses covered by the Kyoto Protocol (CO₂, SF₆, CH₄, N₂O, HFCs, PFCs and NF₃).

We surpassed our target, of 53%, to reduce our emissions from 2010 to 2021 by achieving a 65.5% reduction.

We **surpassed our target**, of **53%**, to reduce our emissions from 2010 to 2021 by achieving a...



Total greenhouse gas emissions



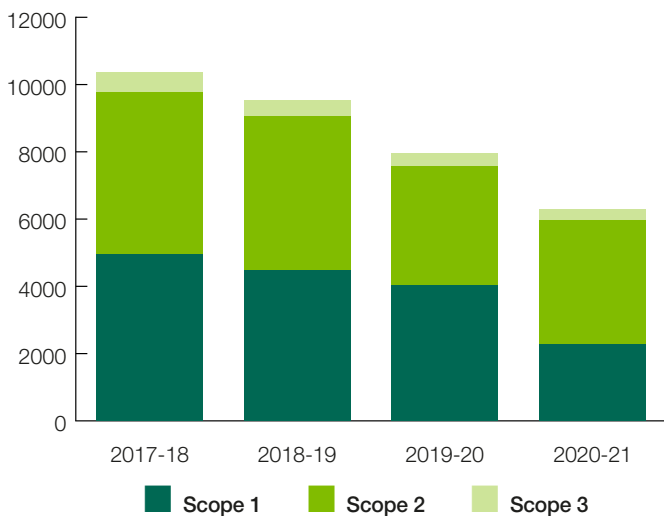
DVLA office estate

Office Greenhouse gas emissions per FTE	2017-2018 1.4 tCO ₂ e	2018-2019 1.57 tCO ₂ e	2019-2020 1.09 tCO ₂ e	2020-2021 not available
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Our three main facilities

	2017-18	2018-19	2019-20	2020-21
Contact Centre	790 tCO ₂ e	608 tCO ₂ e	471 tCO ₂ e	397 tCO ₂ e
Print facility	1,043 tCO ₂ e	831 tCO ₂ e	719 tCO ₂ e	646 tCO ₂ e
Main site	6,929 tCO ₂ e	6,525 tCO ₂ e	5,691 tCO ₂ e	4,383 tCO ₂ e

Emissions by scope



Scope 1

Gas, oil and fleet business travel

Scope 1 emissions are those that occur from sources owned or controlled by us. Examples include emissions, as a result of, combustion in boilers owned or controlled by us and emissions from fleet vehicles we own. Scope 1 emissions accounted for 36% of the total emissions in the GGC accounting boundary compared to 51% the year before.

We operated one of our two combined heat and power plants (CHP) throughout the year. This plant helped meet our electricity and cooling demands at our main site.

As a result, carbon from gas reduced to 33% of our total emissions from 40% last year. Gas remains the primary source of heating fuel for our estate.

We use oil for remote lighting and power offsite and to power contingency generators onsite. Last year oil accounted for 2% of our carbon emissions.

Scope 1 business travel consists of travel undertaken in vehicles that we own or lease. 97% of the miles we travelled for business last year were in these vehicles (139,000 miles), accounting for 96% of travel emissions, and less than 1% of emissions overall.

Scope 2

Scope 2 emissions are energy indirect emissions. This is electricity we consume supplied by another party, for example, the national grid.

Scope 2 emissions increased its share of our total emissions to 64% last year compared to 53% the year before.

Electricity supplied was 13% less than the previous year, a total of a 2 gWh reduction, mostly attributed to lower occupancy levels in our buildings due to COVID-19 restrictions.

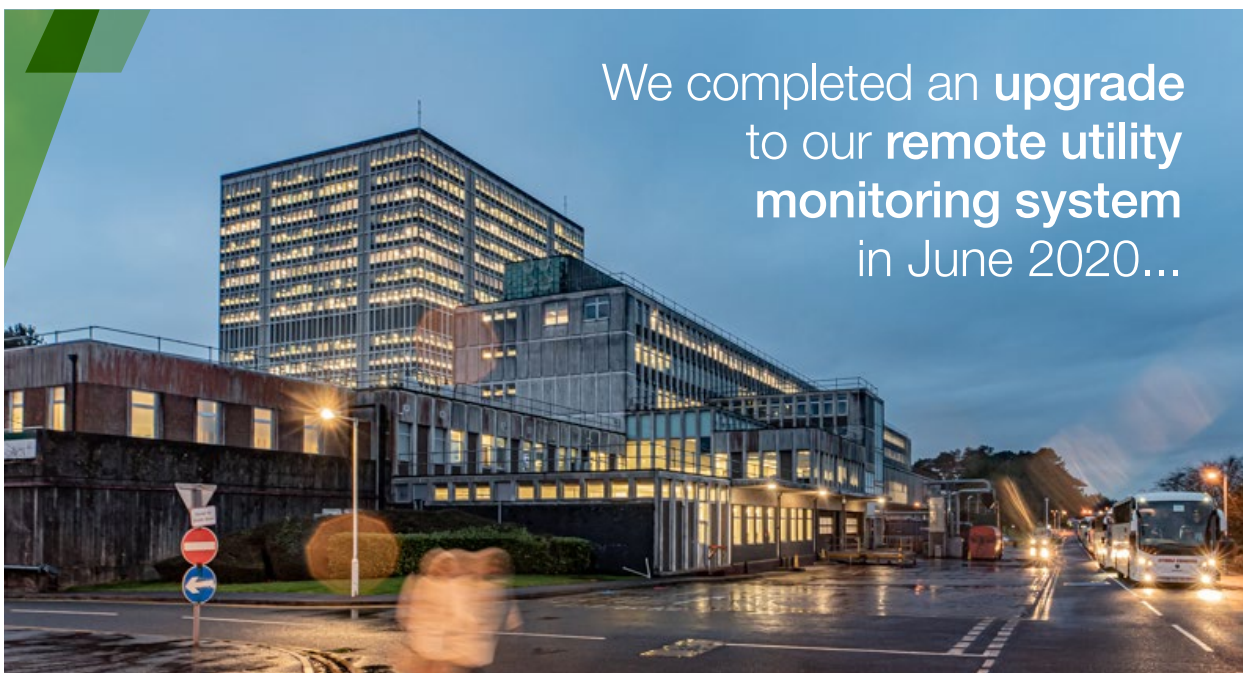
We completed an upgrade to our remote utility monitoring system in June 2020 which greatly increased our ability to monitor usage and identify trends and opportunities.

Scope 3

Scope 3 emissions are other indirect emissions. For the purposes of Greening Government Commitments this is non fleet business travel and transmission and distribution losses related to our electricity supply only.

Rail journeys within the UK and non fleet vehicle journeys accounted for only 4% of our travel emissions last year and 3% of the miles we travelled. This substantial shift was due to COVID-19 travel restrictions and government advice to avoid public transport wherever possible.

Our staff travelled just over 5,000 miles in road vehicles that we do not own or lease and just over 4,000 miles by train. No flights were undertaken either within the UK or internationally.



Renewable energy generation

We have a **15 Solar PV installation** on our estate. The electricity generated is used to part supply one of our buildings.

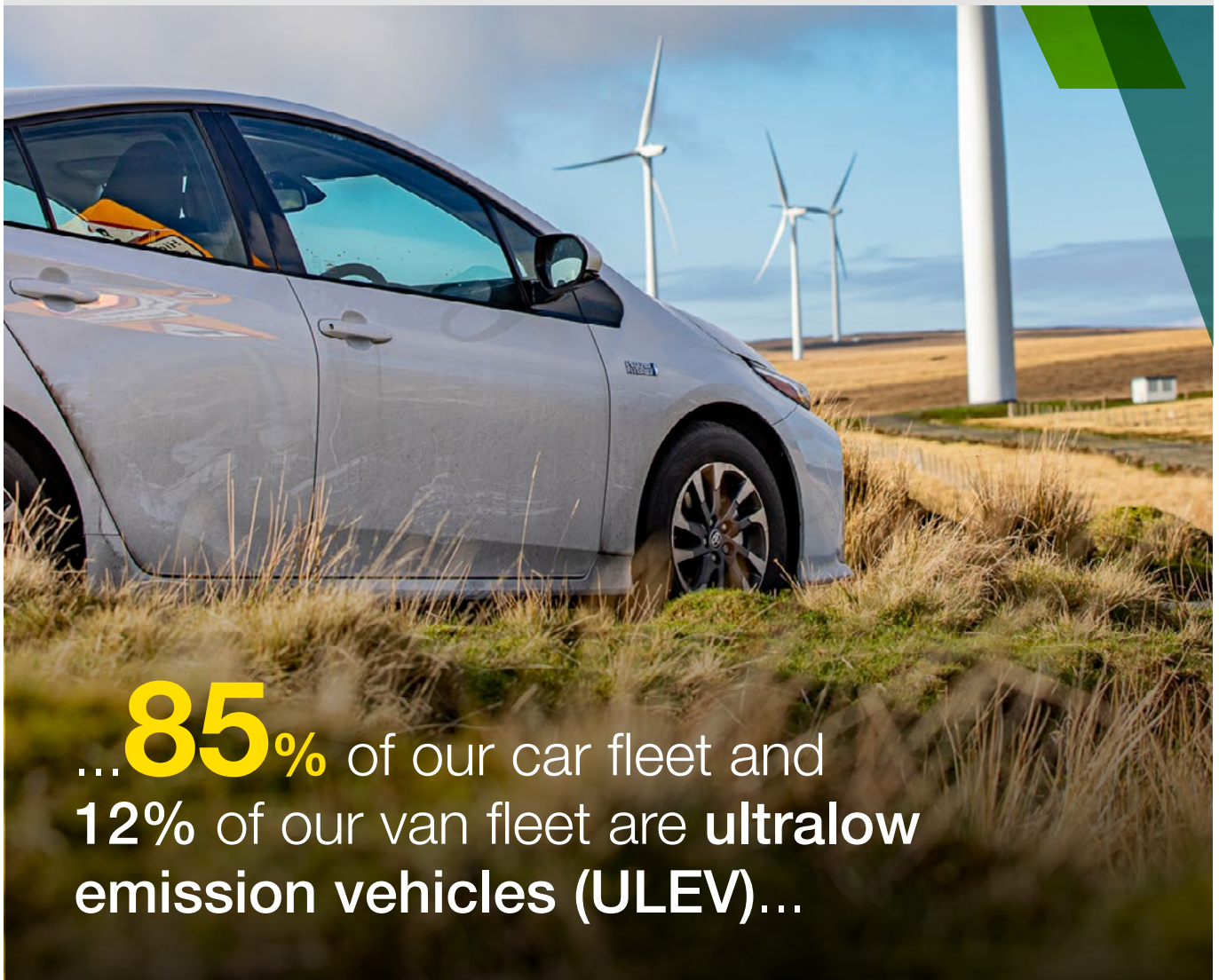


Government Fleet Commitment

The UK government has committed to make **25%** of cars in central government department fleets ultra low emission (ULEV) by December 2022 introduced through [The Road to Zero strategy](#) and strengthened in [DfT's Decarbonising Transport: A better, greener Britain](#) publication.

During 2020 to 21 **85%** of our car fleet and **12%** of our van fleet are ultralow emission vehicles (ULEV), making our entire fleet **33%** ULEV overall.

The average fleet emissions across our car fleet is 87g/km and 133g/km across our van fleet, comfortably meeting the minimum mandatory levels in the Government Buying Standards for vehicles.



... **85%** of our car fleet and **12%** of our van fleet are **ultralow emission vehicles (ULEV)**...

06

Waste minimisation and management



In line with the Greening Government Commitment to reduce the overall amount of waste generated, in 2020 to 21 we disposed of 771 tonnes of waste.

Waste volumes are closely linked to occupancy rates in our buildings which were significantly reduced from normal.

Paper waste remains the major source of waste from our estate. We've increased opportunities and encouraged our customers to interact with us digitally during 2020 to 21. This has been reflected in a reduction of 189 tonnes in paper waste.

We produced 110 tonnes of construction waste, and 100 tonnes was recycled or reused.

We are also committed to increasing the proportion of our waste we recycle every year, and to decrease the proportion we send to landfill. We did not achieve this, marginally increasing the proportion in each category. This was predominantly due to COVID-19 restrictions resulting in the abandonment of plans to donate large volumes of renovation waste in Spring 2020. However, our performance remains noteworthy:

Waste	
1.4%	was sent to landfill
93.1%	was recycled
5.5%	was incinerated with and without energy recovery

Within the recycling total we sent 13 tonnes of food waste for anaerobic digestion. 95% (42 tonnes) of incinerated waste was conducted with energy recovery.

In line with the policy outcomes in the [Greening Government: ICT and Digital Services Strategy 2020-2025](#), we require our IT disposal contractor to commit towards zero landfill. In 2020 to 21 zero IT waste to landfill was achieved. Of the 9.4 tonnes of IT waste created in 2020 to 21, 6.6 tonnes (70%) was recycled and the remainder recovered. 1.2 tonnes were reused through commercial sale, bringing revenue back into the public purse and extending the lifecycle of the kit.

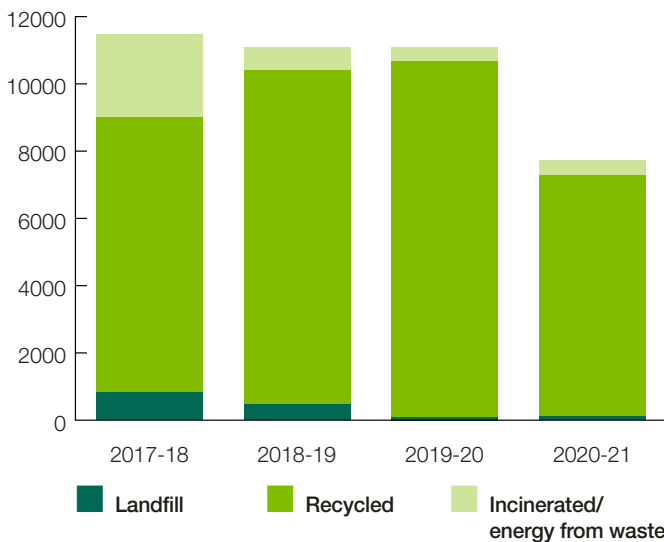
...we **require** our IT disposal contractor to commit towards **zero landfill.**

We successfully donated surplus furniture and other office infrastructure to the local community in a safe way that would have otherwise entered the waste stream, reducing waste by around 2.5 tonnes. Around 60 tonnes of what would have been waste was reused in other ways, including 45 tonnes of waste from refurbishment programmes being repurposed.

We had nearly 700 collections of waste from our estate in 2020 to 21 which we categorise into 28 different waste streams. We monitor both waste volumes and compliance with waste regulations through monthly audits within our ISO certified environmental management system.

We continue to take our **commitment to remove single-use plastics** from our estate seriously.

Waste volumes and treatment types



Single use plastics

We continue to take our commitment to remove single-use plastics from our estate seriously. COVID-19 safety took priority and we introduced some items to ensure staff safety. However, we remain committed to remove single-use plastic where we can and purchased plastic free cleaning wipes and pouch-free antibacterial gel from local sources.

To reduce plastic waste from deliveries, we've worked in close partnership with one of our strategic suppliers and main source of deliveries outside of our facilities contract, to trial reusable delivery jackets and boxes.



07

Finite resource consumption



It is important that we, as a public sector organisation, lead the way in managing our use of finite resources.

In line with the Greening Government Commitments, the resources we use that have a material impact are paper and water.

Paper

The Greening Government Commitment aim is to reduce office paper consumption year-on-year.

We measure this by how much paper we buy for office use, however as we progress our digital journey, and remain passionate about sustaining inclusive services that put the customer first, we retain paper channels for our customers to interact with us.

Therefore we're committed to being transparent on how much paper we buy in total, but remain dedicated to encouraging our customers to choose to use the digital channels we make available to them.

In 2020 to 21 we purchased 1,375 tonnes of paper, equivalent to 551,355 reams of 80g A4 paper.

This represents a significant 38% reduction of paper purchased compared to 2019 to 2020, much of which can be attributed to COVID-19 restrictions

Of this paper total, 5.67% (78 tonnes or 31,277 equivalent 80g A4 reams) was office paper. We used 41% less office paper than 2019-2020, largely attributed to a significant proportion of our staff homeworking during the year.

The remaining 94.33% of the paper we purchased was operational paper we issue to our customers. That is forms, applications, official documentation and reminder letters.

We continue to use our bespoke carbon calculator to measure the impact of our services when they are subject to change. This often includes the reduction of paper, and crucially, the removal of a journey an application makes if our customers chose to use an online (digital) service instead of making a paper application. Formally measuring these benefits is an established part of our process for developing businesscases for projects and programmes in line with HM Treasury guidance on appraisal and evaluation.

We continue to use **our bespoke carbon calculator** to measure the impact of our services...



Water

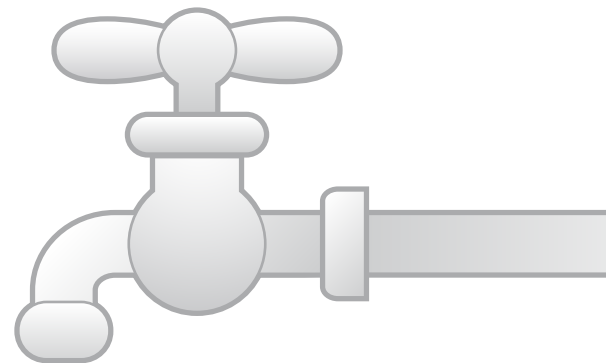
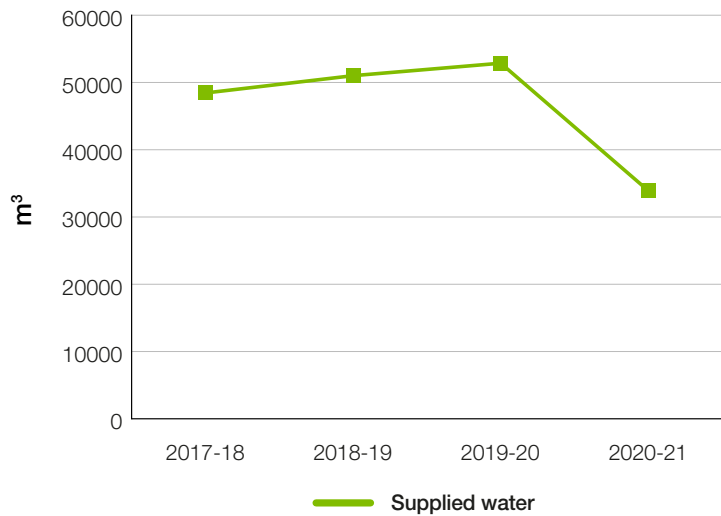
Another finite resource we're committed to reducing is our water consumption.

We consumed 34,587 m³ of water in 2020-21. So closely aligned to occupancy rates, which were significantly reduced due to COVID-19, this was nearly 36% less than 2019 to 20.

We're aware that our water use has increased over the last few years. We installed 10 additional water meters in our biggest building to aid with identifying opportunities to reduce consumption.

This is in addition to current processes, well established to limit water waste. These include waterless urinals and aeration devices to reduce water flow from taps. A communications plan and visual reminders also help staff reduce water waste and encourage them to contact our facilities helpdesk to easily report any leaks or issues. There is also advanced monitoring of water use across our estate through web-based software.

Water consumption



We installed **10** additional water meters in our biggest building to aid with identifying opportunities to reduce consumption.

08

Biodiversity action planning



DVLA's biodiversity action plan covers our plans up to 2025.

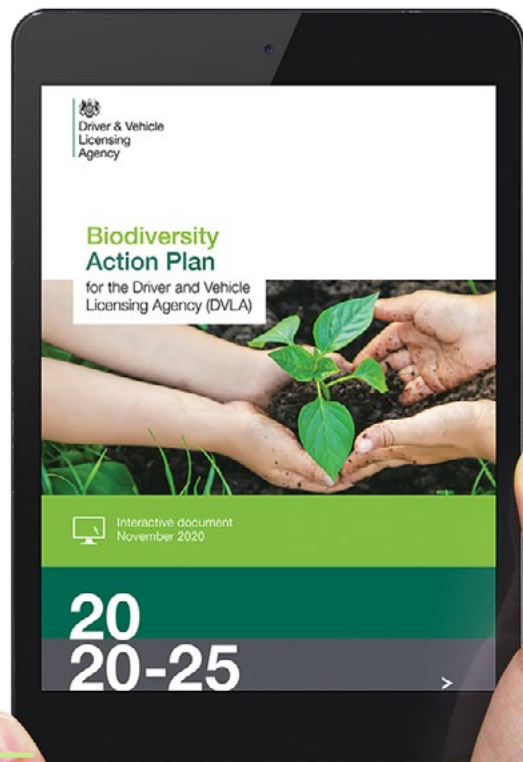
In creating the plan, we conducted a number of ecological surveys. These included preliminary ecological assessments, three separate bat surveys and seven reptile surveys for each of our sites.

The surveys provided baseline data on the existing condition of biodiversity across our estate. Using this information, we've been able to identify key habitats and species which can be enhanced by targeted conservation management. Actions to support and improve their biodiversity status are included within the Biodiversity Action Plan.

We also recognise the importance of raising awareness amongst our staff and the local community. We've included our four objectives within the plan. Our communications and sustainability teams will work closely together to achieve this aim.

To oversee the actions outlined in the plan we've established an internal Biodiversity Steering Group with senior membership from DVLA's Estates Management Group.

...we've been able to **identify key habitats and species** which can be enhanced by targeted conservation management.



09

Sustainable procurement

We were extremely proud to be recognised in the GO Awards Wales and the UK National GO awards. We won Best Environmental impact category in each ceremony for our efforts to encourage reuse of our IT equipment in a recent procurement exercise.

The contract demonstrates true social value by delivering local services with a supply chain we can be proud of who is an asset to our community. The GO Awards recognise excellence in public sector procurement.

Sustainability continues to play a pivotal role within our procurement activities. We've a number of opportunities to drive sustainability improvements and this includes using our strategic supplier relationship model (designed to improve relations with suppliers) where our strategic contracts are continually assessed against sustainability criteria.

...we continued to raise the level of **sustainable procurement awareness** amongst our commercial staff...



Our sustainability team also risk assess and review all purchase requirements to advise of any relevant policies including the **Government Buying Standards**. The standards set out the criteria for use in procurement, developed by government and industry, that purchasers should use to ensure their procurement is sustainable.

In 2020 to 21, we continued to raise the level of sustainable procurement awareness amongst our commercial staff through mandatory ethical procurement training. This included elements on sustainability, social value and mandatory sustainability training for those undertaking a professional diploma in procurement and supply.

We welcomed the updated government **procurement policy** on taking account of social value in the award of central government contracts in 2020. We applied the social value model to scrutinize our procurement activities from January 2021.

Our food and catering is supplied by our PFI contractors, Telereal Trillium who outsource to Sodexo UK. The use of Government Buying Standards is specifically mandated in the primary contract along with the requirement to comply with any government guidance on sustainable food and farming in delivering our catering service. In 2020 we increased the scrutiny of these standards, being upheld in our food and catering service, by monitoring compliance through quarterly reporting.

Construction or refurbishment activities have been undertaken historically through our PFI contract, which is subject to the controls described above to maximise sustainability. No construction activities were undertaken in 2020-21.

10

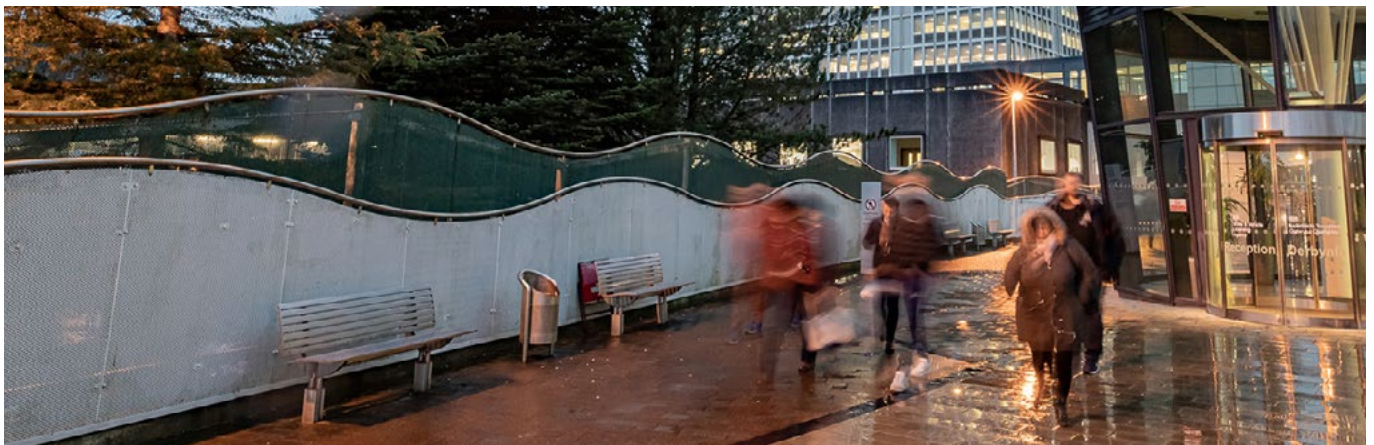
Climate change adaptation

By working with the local authority, a recent assessment of the effect of climate change has identified an increased flood risk in part of our estate.

In response to this natural hazard we're identifying resilience opportunities to reduce the impact on the estate, agency services and infrastructure. We're developing a contingency plan to prepare, protect, respond and recover from a river flooding event.

As part of normal business continuity planning activities we require our supply chain to produce evidence of their own business continuity and disaster recovery plans. These include the potential effect of extreme weather events, and any testing or exercising of these events.

We're **developing a contingency plan** to prepare, protect, respond and recover from a river flooding event.





Performance tables



Greenhouse
gas emissions

Scope 1*

		2017-18		2018-19		2019-20		2020-21	
FTE	Floor space	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e
Gas		26,434,399	4,868	24,052,241	4,425	13,829,493	3,817	11,200,223	2059
Oil		256,134	71	283,800	78	329,080	84.5	409,649	105
Fugitive emissions		652		347		345		61	
Fleet transport		129		143		129		48	
Total		5,720		4,993		4,376		2,274	

Notes *Scope 1 – Emissions are direct GHG emissions. These occur from sources we own or directly control.
Fugitive emissions are emissions from leaks or other unintended releases of gases, for example from refilling air conditioning units.
Figures may differ from previously reported due to reconciliation and inclusion of fugitive emissions.

Greenhouse
gas emissions

Scope 2*

		2017-18		2018-19		2019-20		2020-21	
		kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e	kWh	tCO ₂ e
Mains standard electricity		13,757,070	4,836	14,879,428	4,571	13,829,493	3,535	15,876,772	3,702
Total		tCO₂e							
		4,836		4,571		3,535		3,702	

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

Greenhouse gas emissions

Scope 3*	2017-18	2018-19	2019-20	2020-21
tCO₂e				
Direct emissions from electricity losses	452	359	300	318
Non fleet business travel	133	134	109	2
Total	585	493	409	320

Notes *Scope 3 – Official business travel emissions (excluding those from our fleet) and transmission and distribution losses. This only includes official business travel which we directly pay for.
 Figures may differ from previously reported due to reconciliation.

Waste

	2017-18	2018-19	2019-20	2020-21
Tonnes				
Landfill	83	46	10	11
Recycled/reused	863	1006	1070	718
Incinerated or energy from waste	247	72	41	42
Total	1193	1124	1121	771

Finite resource consumption

		2017-18	2018-19	2019-20	2020-21
m³					
Water	Supplied	47,878	51,011	52,865	34,587
	Harvested	–	–	–	–
	Consumption per FTE	8.2	8.74	9.56	–
Reams of A4					
Administrative paper		19,262	52,479	53,301	31,277

Notes Administrative paper totals have been amended to reflect use using parameter described on page 18.

Financial indicators	2017-18	2018-19	2019-20	2020-21
Expenditure				
Energy	£2,565,649	£2,713,096	£3,230,368	£2,791,091
CRC gross	£154,335	£127,016	–	–
Water and sewerage	£147,884	£144,523	£156,770	£154,488
Business travel	£803,000	£794,375	£610,456	£148,218
Emissions reduction projects or low emissions solutions	£215,148	£714,075	£0	£0
Revenue				
Waste	–	£2,705.09	£0	£0

Notes Expenditure on waste disposal is included under DVLA's PFI contract. This includes disposal costs and purchase and management of licences.
Carbon Reduction Commitment Scheme ended in 2018-19.
Emissions reduction projects have been included in refurbishments.
Waste revenue was incorrectly reported in 2018-19.
Business travel expenditure includes only expenditure from expenses claims for travel, car hire and leasing, air and rail travel, taxi expenditure and fuel. This includes ANPR fleet vehicles.



Sustainability Report 2020-21

DVLA
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1/22