

# **Sustainable Development in Government: Departmental Summaries**

**Fourth Annual Report 2005**

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The Estate Background information is taken from Departmental websites, information provided by the SDC and information provided by the Departments in answer to the 2004-05 SDiG questionnaire. The comments provided in the Departmental summaries are based on data reported for the SDiG 2004-05 process, which has not been verified by SDC or PwC. The summaries should be read in conjunction with the detail contained in the Fourth Annual SDiG Report. Comments on the performance of the Departments are based on a subjective assessment of their performance relative to the other Departments that provided data in the 2004-05 SDiG process.

Department	<a href="#">Cabinet Office</a> (CO)
Estate Background	<p>The CO coordinates policy and strategy across Government Departments and works alongside the Treasury and the Prime Minister's Office.</p> <p>Its Executive Agency, the Government Car and Despatch Agency (GCDA) provides cars and drivers to Ministers and senior officials within Government and the public sector. Other agencies within the Cabinet Office include: the National Schools for Government, and the regional Government News Networks. However, the CO's response to the SDiG questionnaire only covered the core central London estate and excluded 21 other office sites where impacts were identified as not being as significant.</p> <p>The CO Estate consists mainly of office-based sites (15) with one non-office site. It is one of the smaller Departments with 1,796 full-time staff and a total estate size of 77,867 m<sup>2</sup>.</p>
Overall performance during 2004-05 SDiG year	<p>CO performance was generally below average when compared with other Departments due to a poor performance against Overall Commitments (Part A), Water (Part C) and Energy (Part E). However, performance was good against specific targets under Procurement (Part F), Estates Management (Part G) and mixed against Waste (Part D).</p>
Areas of strength	<ul style="list-style-type: none"> <li>▪ CO performed well to increase their recycling rate beyond the required 5% annual increase for the 4<sup>th</sup> year running. CO reports that waste monitoring systems and waste minimisation schemes are now in place across the whole of their estate (Target D4)</li> <li>▪ Environmental risk assessments have been included in all procurement processes ahead of most Departments (Target F2)</li> <li>▪ The DCMS 'Protocol for the Care of the Historic Government Estate' has been incorporated into contractual agreements (Target G1D).</li> </ul>
Areas of weakness	<p>CO performed poorly against the Overarching Commitment Targets (Part A) and against a variety of specific Waste, Water and Energy Targets.</p> <ul style="list-style-type: none"> <li>▪ Three out of five delivery plans required haven't been published yet (Target A2), nor has a statement explaining that the CO does not have a significant impact on biodiversity. However the delivery plan for Part A does cover all specified areas</li> </ul>

- CO has the highest water consumption of all Departments, which it explained was partly due to leaks in its buildings, although consumption has decreased slightly since last year. CO is one of only two Departments not to have met the 2002 interim target to reduce water consumption (Target C2)
- It is also one of eight Departments that have increased their total waste arisings since last year, which goes against Target D3 of the Government's Framework
- CO increased both its absolute carbon emissions by 17% and its energy use per m<sup>2</sup> by 10% since 1999-2000, when it should be aiming to decrease its absolute carbon emissions by 12.5% (Target E1) and its energy use per m<sup>2</sup> by 15% (Target E2) by 2010-11, relative to its 1999-2000 baseline.

Department	<a href="#">Department for Constitutional Affairs</a> (DCA)
Estate Background	<p>The DCA is responsible for upholding justice, rights and democracy.</p> <p>Its agencies include the Courts Service and the Law Tribunals. The DCA reported 14,304 full-time equivalents and the sixth largest estate building size, of with 76,1475m<sup>2</sup>. The estate is mainly made up of mixed or non-office sites (305) with 25 office-based sites reported in the 2004-05 SDiG return.</p> <p>DCA reported that it had 95 listed buildings during this SDiG year. These are principally law courts and form about 25% of the Department's estate. The DCA reports that it has since taken on another 90 listed buildings.</p>
Overall performance during 2004-05 SDiG year	DCA had an average performance compared to other Departments with a particularly strong achievement in Estates Management and Construction (Part G).
Areas of strength	<p>In general, DCA performed very well against the Estates Management and Construction Targets (Part G) for example:</p> <ul style="list-style-type: none"> <li>▪ It is one of only two Departments which a) assesses the risks and potential opportunities posed by climate change and variable weather, and b) meets the requirements to promptly dispose of surplus assets and ensure sensitive management of these assets where appropriate after their disposal (Targets G1B and G1E respectively).</li> </ul> <p>Other areas of strength included:</p> <ul style="list-style-type: none"> <li>▪ Achieved a low average water consumption (6.7m<sup>3</sup> per person), exceeding Target C2 to reduce consumption to 7.7m<sup>3</sup> by 31<sup>st</sup> March 2004</li> <li>▪ All new contracts established last year included clauses to ensure opportunities are identified, and measures taken, to reduce CO<sub>2</sub> emissions, and for collecting energy data by fuel type (Target E6)</li> <li>▪ All new grounds/maintenance contracts and all new build, refurbishment or leasing contracts initiated since October 2003 have clauses included to minimise impacts on biodiversity (Target H5).</li> </ul>
Areas of weakness	<p>DCA's areas of weakness are captured by the following examples:</p> <ul style="list-style-type: none"> <li>▪ Only one pilot EMS is running within its estate (Target A3)</li> <li>▪ There was no sustainable procurement training programme in place unlike most other Departments (Target F3)</li> </ul>

- It is the only Department not to have a waste monitoring programme in place to assess both the quantity of waste arisings and to identify waste types. However, this will be an action within the forthcoming DCA Sustainable Development Strategy (Part D of the Framework)
- It is one of three Departments that does not have 100% of offices covered by recycling schemes.

Department	<a href="#">Department of Culture, Media and Sport</a> (DCMS)
Estate Background	<p>The DCMS aims to improve the quality of life for all through cultural and sporting activities, to support the pursuit of excellence and to champion the tourism, creative and leisure industries.</p> <p>DCMS' responsibilities cover the identification, conservation and enhancement of the historic built environment in England and it has one Executive Agency, the Royal Parks Agency (RPA).</p> <p>DCMS is the third smallest Department in terms of estate size (33,324m<sup>2</sup> which includes the RPA estate of 20,055 m<sup>2</sup>), and is the smallest Department in terms of staff numbers with 707 full-time equivalents. It has 12 office-based sites and 2 non-office or mixed sites.</p>
Overall performance during 2004-05 SDiG year	Although DCMS performed better than average against many of the Energy Targets (Part E) and the Overall Commitments Targets (Part A), its performance overall is average.
Areas of strength	<p>DCMS performed consistently well across the Overall Commitments Targets (Part A) and have established a network of Environmental Champions to raise awareness of environmental issues amongst staff.</p> <p>Other areas of strength include:</p> <ul style="list-style-type: none"> <li>▪ DCMS has the highest percentage of alternatively fuelled fleet cars amongst all Departments (85%), far exceeding the 10% requirement (Target B2)</li> <li>▪ DCMS was the second highest performing Department against the energy efficiency target (Target E2) – achieving a 27% reduction in energy use per m<sup>2</sup>. Although DCMS experienced a 99% increase in floor area, energy consumption did not increase proportionately</li> <li>▪ Sourcing 86% of its electricity from renewables – well above the departmental average of 19% and meeting Target E3. This was all achieved in the current SDiG year</li> <li>▪ Performing well against the Biodiversity Targets (Part H), although one target (H4) was missed due to a decline in one of the Department's Sites of Special Scientific Interest.</li> </ul>
Areas of weakness	<ul style="list-style-type: none"> <li>▪ Second highest increase in waste arisings (80%). This represents poor performance against Target D3, which seeks to reduce departmental waste arisings by 1% per annum</li> <li>▪ Third highest increase (33%) in absolute carbon emissions (Target E1).</li> </ul>

Department	<a href="#">Department for Environment, Food and Rural Affairs</a> (Defra)
Estate Background	<p>Defra works for the essentials of life: water, food, air, land, people, animals and plants. Their remit is the pursuit of sustainable development - weaving together economic, social and environmental concerns.</p> <p>The Estate is made up of 149 office based sites and 72 mixed or mainly non-office sites. Defra is responsible for several executive agencies, including the Centre for Environment, Fisheries &amp; Aquaculture Science, the Rural Payments Agency, the Central Science Laboratory and the Veterinary Laboratories Agency.</p> <p>Defra is one of the larger Departments in terms of the number of reported full-time equivalent staff (16,725) and the size of its estate buildings (c.400,000m<sup>2</sup>). Defra has excluded sites where it is a minor occupier from the 2004-05 SDiG process.</p>
Overall performance during 2004-05 SDiG year	Defra performed well in relation to most Departments and targets, particularly against Waste (Part D) and Biodiversity Targets (Part H).
Areas of strength	<p>Defra achieved a strong performance against the Waste Targets (Part D), with a 9% reduction in waste arisings, as well as a high percentage (52%) of waste recovered. It has also established a network of Recycling Champions throughout the Department.</p> <p>All Biodiversity Targets (Part H) were met apart from the target relating to the condition of Sites of Special Scientific Interest (SSSI) (Target H4). However, it should be noted that Defra only owns one SSSI.</p> <p>Other areas of strong performance included:</p> <ul style="list-style-type: none"> <li>▪ A 9.3% reduction in water consumption (Target C2) since last year. Defra achieved an average of 6.79m<sup>2</sup> of water consumed per person, thereby exceeding the March 2004 target of 7.7m<sup>2</sup></li> <li>▪ A sustainable waste strategy was published by the deadline and included all three required themes, one of only three Departments to achieve this (Target D1)</li> <li>▪ The Department is making good progress towards the requirement to source electricity from good quality CHP (Target E4). Many Departments still source no energy from CHP</li> <li>▪ Being one of only three Departments to have published a statement on their website about contaminated land (Target G1F).</li> </ul>

Areas of  
weakness

Defra's areas of weaker performance included:

- Poor achievement (only 6%) in comparison to other Departments against the requirement for 10% of the car fleet to be alternatively fuelled by 31<sup>st</sup> March 2006 (Target B2)
- A 3% increase in absolute carbon emissions since 1999-2000, whereas Defra should be working towards a 12.5% decrease by 2010-11 (Target E1).

Department	<a href="#">Department for Education and Skills</a> (DfES)
Estate Background	<p>The Department was established with the purpose of creating opportunity, realising potential and achieving excellence for all.</p> <p>The Estate is comprised of 5 main office sites, which cover an area of 88,775m<sup>2</sup> making it the seventh largest estate. DfES is a comparatively small Department in terms of staff numbers employing 5,635 full-time equivalents (7<sup>th</sup> smallest Department).</p> <p>The DfES Estate covered by the Framework does not include schools or higher education establishments nor any buildings which are vacant or sub-let to private companies.</p>
Overall performance during 2004-05 SDiG year	<p>DfES' performance against the Framework targets was slightly below average compared to other Departments although they did perform particularly well against the Travel Targets (Part B). The Department had a mixed performance against the Waste Targets (Part D) and Energy Targets (Part E).</p> <p>Despite having yet to develop a waste management strategy (required by October 2004) DfES has waste monitoring systems in place and is only one of five Departments to reduce its waste arisings. In relation to energy, DfES has reduced its carbon emissions but is one of the few Departments yet to source at least 10% of electricity from renewables or increase the energy efficiency of its buildings.</p>
Areas of strength	<ul style="list-style-type: none"> <li>▪ DfES is one of five Departments which have reduced road transport emissions by at least 30% ahead of the March 2006 deadline (Target B1) (However, there are questions over the accuracy of the baseline data for all Departments for this target)</li> <li>▪ 11% of all DfES fleet cars (44) are alternatively fuelled, therefore already meeting the target for 10% of all fleet cars to be alternatively fuelled by 31st March 2006 (Target B2)</li> <li>▪ Achieved a 6% reduction in waste in this SDiG year, meeting the target of annual reductions of at least 1% (Target D3). Only four other Departments met this target</li> <li>▪ A 6% reduction in absolute carbon emissions since 1999-2000 (Target E1)</li> <li>▪ All new air conditioning systems (4) and all those refurbished in this SDiG year (7) were free from HCFC and HFCs.</li> </ul>
Areas of weakness	<ul style="list-style-type: none"> <li>▪ Missed the average water consumption target of 7.7m<sup>3</sup> set for 31<sup>st</sup> March 2005 (Target C2). DfES had an average water consumption figure of 10.19m<sup>3</sup> per person in 2004-05</li> </ul>

- Percentage of electricity sourced from renewable sources declined from 10% (which met Target E3) to 7%
- Increase in total energy use per m<sup>2</sup> by 8% since 1999-2000. This trend goes against the target to increase the energy efficiency in buildings by 15% by 2010-11, relative to 1999-2000 (Target E2). This performance, however, is comparable to other Departments.

Department	<a href="#">Department for International Development</a> (DFID)
Estate Background	<p>DFID manages Britain's aid to poor countries and works to eradicate extreme poverty.</p> <p>The DFID Estate is one of the smallest in Government in terms of both size and employees. It comprises of three office based sites. There are also overseas offices in more than sixty countries but these are not covered by the Framework. In the majority of these overseas sites, DFID tends to occupy space within the Foreign and Commonwealth Office managed Embassy/High Commission buildings. However, there are a number of separate offices, the largest of which are in Delhi, Kampala, Dakar, Pretoria and Nairobi.</p> <p>DFID has 1,750 full-time equivalent employees and the total size of its estate buildings is 26,752m<sup>2</sup>.</p>
Overall performance during 2004-05 SDiG year	DFID have an above average performance when compared to other Departments. It has a strong performance against the Travel Targets (Part B) but has a mixed performance against Energy Targets (Part E) and Waste Targets (Part D).
Areas of strength	<ul style="list-style-type: none"> <li>▪ One of nine Departments to develop and publish delivery plans for the 6 required areas of the Framework (Target A2)</li> <li>▪ 17% of fleet cars are alternatively fuelled<sup>1</sup>, therefore meeting Target B2 ahead of the 31<sup>st</sup> March 2006 deadline</li> <li>▪ A 75% reduction in single occupancy car commuting has been achieved at the East Kilbride office, but this was the only office for which DFID provided data (Target B3)</li> <li>▪ Highest percentage of waste recycled/composted (77%) and the only Department to recycle/compost 75% of waste arisings (Target D4)</li> <li>▪ 94% of electricity is from renewable sources, the fourth highest achieving Department against Target E3.</li> </ul>
Areas of weakness	<ul style="list-style-type: none"> <li>▪ DFID reported increased waste arisings up by 6% thereby failing to meet the requirement to achieve a reduction of 1% per annum (Target D3)</li> <li>▪ Increase in both absolute carbon emissions (by 31%) and total energy used per m<sup>2</sup> (by 13%) since 1999-2000 indicating that DFID is not currently on course to meet the longer term reductions required (Targets E1 and E2 respectively)</li> </ul>

<sup>1</sup> DFID has 3 leased cars in its fleet – one of these uses 50% petrol and 50% LPG

- Although DFID is one of only two Departments to conduct a biodiversity audit for their whole estate, the Department has yet to produce a management plan for its one significant site (Target H3). However, the Department is currently developing a plan based on recommendations by the Scottish Wildlife Trust.

Department	<a href="#">Department for Transport</a> (DfT)
Estate Background	<p>DfT's objective is to oversee the delivery of a reliable, safe and secure transport system that responds efficiently to the needs of individuals and business whilst safeguarding the environment.</p> <p>DfT has six executive agencies, all of which have been included in the analysis. These include:</p> <ul style="list-style-type: none"> <li>▪ Driver and Vehicle Licensing Agency (DVLA)</li> <li>▪ Maritime and Coastguard Agency (MCA) with 1000 properties</li> <li>▪ Driving Standards Agency (DSA) with a 20 acre residential training centre</li> <li>▪ Highways Agency (HA) motorway depots with rock salt storage barns.</li> </ul> <p>Overall, DfT has 76 office-based sites and 1044 non-office or mixed sites. It has a medium-sized estate compared with other Departments (285,056m<sup>2</sup>), and is the seventh largest employer with 15,668 full-time equivalents.</p>
Overall performance during 2004-05 SDiG year	<p>Although DfT's performance is strong in some areas (see below), its performance across the Framework Targets is below average due to its weak performance under Waste (Part D) and increases in absolute carbon emissions and energy use per m<sup>2</sup> since 1999-2000 (Targets E1 and E2 respectively).</p>
Areas of strength	<ul style="list-style-type: none"> <li>▪ Achieved a 14% reduction in road transport vehicle CO<sub>2</sub> emissions since 2002-03 in line with the target to reduce these emissions by at least 10% (Target B1). DfT was one of only five Departments to have met this target before 31<sup>st</sup> March 2006. (However, there are questions over the accuracy of the baseline data for all Departments for this target)</li> <li>▪ One of only four Departments to identify non-office sites where there are likely to be opportunities for significant water savings by November 2002 (Target C3).</li> <li>▪ High percentage (71%) of energy is sourced from renewable sources, meeting the target early to source at least 10% by 31<sup>st</sup> March 2008 (Target E3).</li> </ul>
Areas of weakness	<ul style="list-style-type: none"> <li>▪ 125% increase in waste arisings since last year which is the largest of any Department (Target D2). DfT reported that it is hoping to explain this increase following an external data verification exercise</li> <li>▪ The lowest waste minimisation performance with only 61% of the office estate covered by waste minimisation schemes (Target D3)</li> </ul>

- Large increases in both absolute carbon emissions (23%) and energy use per m<sup>2</sup> (15%) since 1999-2000 which moves them away from achieving Targets E1 and E2 respectively
- Only 34% of DfT's 50 Sites of Special Scientific Interest (SSSI) are in a favourable/unfavourable recovering condition. This needs to double to achieve the 68% target of such sites by 2006 (H4). The remainder of sites are in an unfavourable no change or unfavourable declining condition.

Department	<a href="#">Department of Health</a> (DH)
Estate Background	<p>The aim of the DH is to improve the health and wellbeing of people in England.</p> <p>The Department has several agencies, including the Medical and Healthcare Products Regulatory Agency and the National Health Service Purchasing and Supply Agency (NHS PASA). The latter has a significant influence on public sector procurement. NHS PASA <i>“works with around 400 NHS trusts and health authorities and manages 3,000 national purchasing contracts, influencing around half of the £7 billion spent in the NHS on purchasing goods and services in the health service.”</i></p> <p>DH is one of the smallest Departments in terms of estate size (73,021m<sup>2</sup>), and is the sixth smallest Department in terms of staff numbers with 4,514 full-time equivalents. It has 27 office-based sites and 3 non-office or mixed sites. DH has excluded other sites it owns where there are a small number of staff.</p>
Overall performance during 2004-05 SDiG year	DH had an average performance across the targets, with a mixed performance against Energy Targets (Part E) falling down in relation to increasing energy efficiency of its buildings.
Areas of strength	<ul style="list-style-type: none"> <li>▪ Third highest absolute carbon emission reduction since 1999-2000 when considering the performance of DH combined with its agency NHS PASA (11%) against Target E1. The agency itself had the highest percentage absolute carbon emission reduction (27%)</li> <li>▪ NHS PASA had the highest increase (34%) in energy efficiency per m<sup>2</sup> since 1999-2000 (Target E2). However DH didn't perform well against this target, see below</li> <li>▪ 100% of energy was sourced from renewable sources by DH alone, but its agency NHS PASA performed less well (85%), which brings their combined achievement to 99%, and therefore the 2<sup>nd</sup> highest performing Department against Target E3.</li> </ul> <p>Other areas of success included:</p> <ul style="list-style-type: none"> <li>▪ Lowest water consumption per person per year (5.56 m<sup>3</sup>), and one of only six Departments to meet the target for 31<sup>st</sup> March 2004</li> <li>▪ 59% of waste is recovered (not including IT waste) which is more than double the average of 28% across all Departments.</li> </ul>
Areas of weakness	<ul style="list-style-type: none"> <li>▪ Only 4.2% of its 66 fleet cars are alternatively fuelled (Target B2)</li> </ul>

- Waste arisings have risen by 10% in the last year, when Departments should be aiming for a reduction in waste of 1% per annum (Target D3). However, this poor performance is in line with most other Departments
- DH's energy efficiency per m<sup>2</sup> decreased by 10% despite the target to increase efficiency by at least 15% by 2010-11, relative to 1999-2000.

Department	<a href="#">Department of Trade and Industry</a> (DTI)
Estate Background	<p>DTI aims to work with businesses, employees and consumers to drive up UK productivity and competitiveness to deliver prosperity for all.</p> <p>DTI submitted data for four of its executive agencies, including the Patent Office and Companies House.</p> <p>DTI has a medium size Department in terms of both estate area (239,532m<sup>2</sup>) and staff numbers with 9,766 full-time equivalents. It has 82 office-based sites and 11 non-office or mixed sites. However, 33 offices were omitted from the analysis due to nearly all having less than 50 members of staff.</p>
Overall performance during 2004-05 SDiG year	DTI's performance was average or above average against most targets. Performance was particularly strong against Energy Targets (Part E) but weak against Travel Targets (Part B).
Areas of strength	<ul style="list-style-type: none"> <li>▪ Joint highest reduction in absolute carbon emissions (15% reduction since baseline year of 1999-2000) thereby meeting the target for 12.5% reduction by 2010-11 well ahead of time (Target E1)</li> <li>▪ 36% of DTI's energy is sourced from renewables, which is nearly double the average across the Government estate, meeting the requirement to source 15% of energy from renewables by 31<sup>st</sup> March 2008 (Target E3)</li> <li>▪ The only Department to have reported any self-generated renewable electricity, which comes from photovoltaic cells, providing 0.04% of DTI's energy</li> <li>▪ 10% of electricity sourced from good quality combined heat and power (CHP), making it the second highest achieving Department against this target (Target E4)</li> <li>▪ All non-office sites have been assessed for water saving opportunities (Target C3). DTI is one of only four Departments to have met this target by the November 2002 deadline.</li> </ul>
Areas of weakness	<ul style="list-style-type: none"> <li>▪ None of DTI's eight fleet cars are alternatively fuelled (Target B2)</li> <li>▪ 88% of staff that commute to work by car are single occupancy commuters (Target B3) but DTI provided no baseline data to judge progress.</li> <li>▪ 8.15 m<sup>3</sup> of water per person was used over the last year, still exceeding the target of 7.7 m<sup>3</sup> required by 31<sup>st</sup> March 2004 (Target C2).</li> </ul>

Department	<a href="#">Department for Work and Pensions</a> (DWP)
Estate Background	<p>DWP aims to:</p> <ul style="list-style-type: none"> <li>▪ promote opportunity and independence for all</li> <li>▪ help individuals achieve their potential through employment</li> <li>▪ work to end poverty in all its forms.</li> </ul> <p>DWP's agencies include Job Centre Plus, the Child Support Agency, and the Health and Safety Executive. Eight executive agencies were included in the analysis.</p> <p>DWP is the third largest Department in terms of estate size (2.6million m<sup>2</sup> which includes the Job Centre Plus estate of 1.8million m<sup>2</sup>), and is the second largest Department in terms of staff numbers with 119,229 full-time equivalents. It has 1750 office-based sites.</p>
Overall performance during 2004-05 SDiG year	<p>Overall, DWP's performance was slightly below average. It performed strongly against Travel Targets (Part B) but its performance under the remaining parts of the Framework was patchy.</p>
Areas of strength	<ul style="list-style-type: none"> <li>▪ Second highest reduction in CO<sub>2</sub> emissions from road transport vehicles, 30% reduction since 2003-03 (Target B1). (However, there are questions over the accuracy of the baseline data for all Departments for this target)</li> <li>▪ 22% of all 2704 fleet cars are alternatively fuelled, one of eight Departments to have met the target early for 10% of all fleet cars to be alternatively fuelled by 31<sup>st</sup> March 2006 (Target B2)</li> <li>▪ 99% of DWP's main office estate is covered by the certified EMS of their estate providers. Therefore DWP has nearly achieved Target A3 to have all main office estates covered by EMS. The remaining sites (33 Rent Service sites) are considering or planning EMS coverage</li> <li>▪ The one Site of Special Scientific Interest (SSSI) on the DWP estate is in a favourable condition (Target H4).</li> </ul>
Areas of weakness	<ul style="list-style-type: none"> <li>▪ 10.2m<sup>3</sup> of average water consumption per person for 2004-05, therefore missing the target of an average of 7.7m<sup>3</sup> per person by 31<sup>st</sup> March 2004 (Target C2). However, this represented a reduction in water consumption compared to last year</li> <li>▪ 17% increase in waste arisings, against the target of 1% reduction per year (Target D3). DWP is one of 9 Departments reporting an increase in waste arisings since last year</li> <li>▪ 19% increase in absolute carbon emissions since 1999-2000, indicating that DWP is not currently on track to meet the target of 12.5% reduction by 2010-11 (Target E1).</li> </ul>

Department	<a href="#">Foreign and Commonwealth Office</a> (FCO)
Estate Background	<p>The purpose of the FCO is to work for UK interests in a safe, just and prosperous world.</p> <p>The FCO's estate portfolio is worth £1billion. It owns, or rents, properties in over 150 countries, but these overseas properties were not included in the Framework assessment.</p> <p>FCO is a relatively small Department in terms of estate size (93,213m<sup>2</sup> which includes its Executive Agency Wilton Park of 2,326m<sup>2</sup>), and staff numbers (3,540 full-time equivalents). In total it has 2 office-based sites and 4 non-office or mixed sites.</p>
Overall performance during 2004-05 SDiG year	Although FCO's performance was quite strong against some targets (see below), overall its performance was slightly below average.
Areas of strength	<ul style="list-style-type: none"> <li>▪ One of eight Departments to develop and publish delivery plans for the 6 required areas of the Framework (Target A2)</li> <li>▪ 3 out of 12 of the FCO's fleet cars are alternatively fuelled (25%), therefore meeting the requirement to have at least 10% of all fleet cars alternatively fuelled by 31<sup>st</sup> March 2006 (Target B2)</li> <li>▪ 41% of energy is sourced from renewable sources, exceeding the target to source 10% of electricity from renewable sources by 31<sup>st</sup> March 2008 (Target E3)</li> <li>▪ All 6 of FCO's new estate management contracts initiated since August 2004 included clauses to ensure opportunities are identified and measures taken for reducing carbon emissions and collecting energy data (Target E6).</li> </ul>
Areas of weakness	<ul style="list-style-type: none"> <li>▪ 5% increase in absolute carbon emissions since 1999-2000, which runs against the target to achieve a 12.5% reduction in absolute carbon emissions by 2010-11 (Target E1)</li> <li>▪ None of the procurement staff, senior management and those with procurement responsibility are given appropriate sustainable procurement training (Target F3). However, the FCO reports that procurement staff are familiar with OGC/Defra guidance and keep abreast of developments in the field</li> <li>▪ 4% increase in waste arisings since last year, thereby failing to meet the target to reduce waste arisings by 1% per annum (Target D3)</li> <li>▪ FCO has missed the October 2003 deadline to have developed comprehensive methods for identifying and monitoring impacts on biodiversity (Target H1).</li> </ul>

Department	<a href="#">Her Majesty's Customs &amp; Excise</a> (HMCE)
Estate Background	<p>HMCE has now merged with Inland Revenue (IR) to become HM Revenue and Customs. However, for the purposes of the 2004-05 SDiG year, it reported as a separate Department.</p> <p>HMCE is one of the larger Departments in terms of both estate size (360,756m<sup>2</sup>) and staff numbers with 26,398 full-time equivalents. It has 218 office-based sites and 139 non-office or mixed sites.</p>
Overall performance during 2004-05 SDiG year	<p>HMCE performed very well against a few specific targets such as those relating to sourcing renewable energy, procurement and biodiversity. However, the Department performed poorly in securing the required reductions in waste arisings, water use and carbon emissions. This meant that overall, HMCE's performance is average or just below average compared to other Departments.</p>
Areas of strength	<ul style="list-style-type: none"> <li>▪ 53% of HMCE's electricity is sourced from renewable sources. This is more than double the average across all Departments and meets the requirement to source 10% before 31<sup>st</sup> March 2008 (Target E3)</li> <li>▪ Every relevant contract for goods, works and services has environmental clauses built in, ahead of the 1<sup>st</sup> December 2005 deadline (Target F2)</li> <li>▪ Identified two sites as being significant for biodiversity. One of these has been audited, thereby meeting the target to audit 40% of such sites by October 2004 (Target H2).</li> </ul>
Areas of weakness	<ul style="list-style-type: none"> <li>▪ Only 4% of main office sites are covered by a certified EMS when 100% coverage was required by 31<sup>st</sup> March 2004 (Target A3)</li> <li>▪ Although HMCE met Target C2 to use on average 7.7m<sup>3</sup> of water per person per year, it increased its water consumption by 18% since 2003-04 from 6.3m<sup>3</sup> to 7.4m<sup>3</sup> in 2004-05</li> <li>▪ HMCE has yet to draw up a sustainable waste management strategy even though the October 2004 deadline has passed (Target D1)</li> <li>▪ Waste arisings rose by 4% last year, contrary to the target which requires waste to be reduced by at least 1% per annum (D3). However, this was a moderate increase compared with other Departments whose waste arisings had also increased</li> <li>▪ 24% increase in total carbon emissions since 1999-2000. This indicates that HMCE is not currently on track to reduce carbon emissions by 12.5% by 2010-11 (Target E1).The fourth highest increase amongst Departments.</li> </ul>

Department	<a href="#">HM Treasury</a> (HMT)
Estate Background	<p>HMT defines its role as:</p> <p><i>“...the United Kingdom's economics and finance ministry. It is responsible for formulating and implementing the Government's financial and economic policy. Its aim is to raise the rate of sustainable growth, and achieve rising prosperity and a better quality of life with economic and employment opportunities for all”.</i></p> <p>HMT occupies just one office-based site, and is the smallest estate included in the SDiG report (21,500 m<sup>2</sup>). The Department reported the second lowest full-time staff equivalent of 1,400 (including 200 contractors).</p> <p>HMT did not include the Debt Management Office in its submission.</p>
Overall performance during 2004-05 SDiG year	<p>Despite having only one office based site, HMT displayed a mixed performance across the targets but an above average performance overall due to strong performance in respect of Overarching Commitments (Part A), Travel (part B), Waste (Part D), Energy (Part E) and Estates Management (Part G).</p>
Areas of strength	<ul style="list-style-type: none"> <li>▪ One of only eight Departments to have developed and published its delivery plans for five required areas of the Government's Framework (Parts A, B, C, D, E) and a statement for Part H to indicate that the impacts are insignificant and therefore do not warrant a plan</li> <li>▪ One of eight Departments which have already met the target to have 10% of all fleet cars alternatively-fuelled by March 2006 (Target B2). However, HMT only has six cars</li> <li>▪ One of only nine Departments to have drawn up a sustainable waste management strategy (Target D1) and one of 12 to have monitoring mechanisms in place for the quantity and type of waste arisings (Target D2). HMT was able to provide consistent waste data, unlike the majority of Departments</li> <li>▪ Reduced its absolute carbon emissions by 15% since 1999-00 and therefore has already exceeded the 12.5% carbon reduction required for 2010-11 (Target E1). DTI is the only other Department to have met this target ahead of time. It also sources 100% of its electricity from renewable sources</li> <li>▪ One of six Departments on course to have an appropriate estates management strategy in place by 1 December 2005 (Target G1). However, HMT has yet to put processes in place to assess risks and opportunities relating to climate change (Target G1B).</li> </ul>

Areas of  
weakness

- HMT reported a high water consumption figure per person (17m<sup>3</sup>), well above the 7.7m<sup>3</sup> target (Target C2) and representing a large increase on the previous year when HMT met the target. The Department reported that a faulty water meter had affected the 2003-04 data and amended their consumption figure to 7.9m<sup>3</sup> (still failing to meet the target) after the SDiG 2004-05 submission deadline
- Waste arisings rose by 9%, therefore HMT failed to meet the 1% per annum reduction target (Target D2)
- HMT was unable to provide most of the procurement data required in time for the SDiG Report 2005. The target deadlines are set for 1<sup>st</sup> December 2005. The Department did report that it was developing the required Sustainable Procurement Strategy.

Department	<a href="#">Home Office</a> (HO)
Estate Background	<p>The HO seeks to ensure that “...we live in a safe, just and tolerant society”. It is responsible for the police in England and Wales, national security, the justice system and immigration.</p> <p>The HO estate comprises HM Prison Service (80% of its building area and therefore has a large impact on the performance of the estate), the Criminal Records Bureau, the Forensic Science Service and the UK Passport Agency. HO has excluded all offices with less than 50 staff and buildings with a floor area of less than 1,000 m<sup>2</sup> from SDiG 2004-05.</p> <p>HO reported on one of the largest estate building areas (over 4.6million m<sup>2</sup>) and the fourth-largest number of full-time equivalents (over 74,000). It has 25 main office sites and 135 mixed and non-office sites.</p>
Overall performance during 2004-05 SDiG year	HO performed in line with other Departments for most targets, but a little better than average for Waste (Part D) and Energy (Part E) and poorer than average for Travel (Part B) and Water (Part C).
Areas of strength	<ul style="list-style-type: none"> <li>▪ One of eight Departments to have met the requirement to develop and publish delivery plans for Parts A, B, C, D, E and H of the Framework by the end of the 2004-05 SDiG year (Target A2)</li> <li>▪ Performed better than average in respect of the Waste Targets. It was one of nine Departments that have produced a sustainable waste management strategy (Target D1), although this did not include the required prioritisation of significant sites for waste arisings. HO was one of twelve Departments to have monitoring programmes in place for the quantity and type of waste arisings (Target D2)</li> <li>▪ Although performing in line with most Departments for the Energy Targets (Part E), HO reported particularly good progress towards the energy efficiency target (Target E2). They achieved an 11% reduction in total energy per m<sup>2</sup> since the baseline year – the target requires a 15% reduction by 2010-11. HO is also one of only five Departments that source electricity from good quality CHP (Target E4), although the amount is negligible.</li> </ul>
Areas of weakness	<ul style="list-style-type: none"> <li>▪ Only 10% of its estate is covered by an EMS; whereas the target is to have 40% of its estate covered by 31<sup>st</sup> March 2004</li> </ul>

- A 1% rise in road transport vehicle CO<sub>2</sub> emissions since 2002-03, and therefore not on track to meet the required 10% reduction by March 2006 (Target B1). All other Departments that provided data have secured reductions, however, there are questions over the accuracy of the baseline data for all Departments for this target
- Whilst HO's overall performance for the Waste Targets was strong, it was unable to provide figures for waste arisings in 2003-04 and therefore could not report any waste reduction achieved. HO reported one of the highest waste arisings figures this year. However, as one of the largest Departments in terms of both area and employees this is not surprising. As HO now has a waste monitoring programme in place its overall waste management performance is likely to improve.

Department	<a href="#">Inland Revenue</a> (IR)
Estate Background	<p>IR has now merged with HM Customs &amp; Excise to become HM Revenue and Customs. However, for the purposes of the 2004-05 SDiG year, it reported as a separate Department.</p> <p>IR is one of the larger estates and is entirely office-based. Its buildings cover an area of 1.5 million m<sup>2</sup> and it has the third largest staff population (82,600 full time equivalents). IR has one Executive Agency, the Valuation Office Agency.</p>
Overall performance during 2004-05 SDiG year	The Department's overall performance was slightly above average across the target areas, with only a few occasions of particularly strong or weak performance.
Areas of strength	<p>There are a number of specific targets against which IR performed relatively well, including:</p> <ul style="list-style-type: none"> <li>▪ IR reported a 14% reduction in road transport CO<sub>2</sub> emission reduction targets (Target B1). This exceeds the target requirement of 10% by March 2006. (However, there are questions over the accuracy of the baseline data for all Departments for this target)</li> <li>▪ One of only seven Departments to have met the March 2004 water consumption target (Target C2) of 7.7m<sup>3</sup> per person with an average consumption of 7.3m<sup>3</sup></li> <li>▪ One of only five Departments to have reduced its total waste generated since the prior year (by 12% - Target D3). However, its data was not consistent and therefore cannot be relied upon – see Part D of the annual progress report</li> <li>▪ Making progress towards improving energy efficiency in line with the target to achieve a 15% increase by 2010-11 (Target E2). The Department reported a 4% reduction per unit floor area since the baseline year, 1999-00.</li> </ul>
Areas of weakness	<p>IR performed in line with other Departments against most of the other targets. It was a little below average in the following areas:</p> <ul style="list-style-type: none"> <li>▪ Less than 1% of its estate covered by EMS (Target A3), the 2<sup>nd</sup> lowest coverage out of all Departments which are mainly office-based estates</li> <li>▪ Has not yet published a sustainable waste management strategy which was required by October 2004 (Target D1)</li> <li>▪ Did not report whether procedures were in place to meet the requirements of Target G1C (limiting ozone depleting substances), as it is currently working towards its Estates Management strategy. It is therefore unclear whether processes are already in place separately from the strategy.</li> </ul>

Department	Law Officers' Departments (LOD)
Estate Background	<p>The Law Officers' Department includes four Executive Agencies, the activities for which are summarised below (see <a href="#">LOD Departmental Report</a>):</p> <ul style="list-style-type: none"> <li>▪ The Crown Prosecution Service (CPS) is headed by the Director of Public Prosecutions. It was set up under the Prosecution of Offences Act 1985 and is responsible for deciding independently whether criminal proceedings begun by police in England and Wales should be continued, and for prosecuting those cases it decides to continue</li> <li>▪ The Serious Fraud Office (SFO) was set up under the Criminal Justice Act 1987. It investigates and prosecutes the most serious or complex cases of fraud in England, Wales and Northern Ireland and thus contributes to the deterrence of such fraud</li> <li>▪ The Treasury Solicitor's Department provides legal services to most Government Departments. The Treasury Solicitor is the Head of the Government Legal Service</li> <li>▪ The Legal Secretariat to the Law Officers, is a small, separate Department which services the Attorney General and the Solicitor General, and is also included in the report of the Treasury Solicitor's Department.</li> </ul> <p>The LOD is a medium sized (151,600 m<sup>2</sup>) office-based estate, with 96 office sites (91 of which are CPS sites). It has a similar number of full-time equivalents as the DTI, at just over 9,700 (again medium-sized compared to other Departments).</p>
Overall performance during 2004-05 SDiG year	<p>LOD performed generally below average in comparison with the other Departments for the target areas. Performance was strongest in relation to Estates Management Targets (Part G) but poor in respect of Energy (Part E), Biodiversity (Part H), Water (Part C) and Waste Targets (Part D).</p>
Areas of strength	<ul style="list-style-type: none"> <li>▪ One of eight Departments to have already met the requirement for 10% of its fleet cars to be alternatively fuelled, ahead of the deadline of 31<sup>st</sup> March 2006 (Target B2). However, it only has a small car fleet of six cars (CPS only)</li> <li>▪ Achieved a small improvement in energy efficiency reducing its energy use per m<sup>2</sup> by 2%. This shows promising progress towards the 2010-11 target of 15% (Target E2). This was a good performance relative to other Departments, many of which failed to reduce their energy consumption</li> </ul>

	<ul style="list-style-type: none"> <li>▪ One of four Departments reporting that it had plans for the systematic replacement or modification of refrigeration, air conditioning and fire protection equipment containing ozone-depleting substances and those with a high global warming potential (GWP) with more environmentally-friendly alternatives (Target G1C) – based on CPS data only</li> <li>▪ One of only five Departments to have procedures in place to ensure that HFCs and other greenhouse gases with a high GWP are not used, where more environmental, safe, cost-effective and feasible alternatives are available.</li> </ul>
<p>Areas of weakness</p>	<ul style="list-style-type: none"> <li>▪ Low percentage of its sites covered by an EMS and these are only at a pilot stage (Target A3)</li> <li>▪ One of only two Departments that could not supply data for the water consumption target (Target C2)</li> <li>▪ Waste monitoring programmes (quantity and type) were in place for paper only. Most of the other Departments had waste monitoring programmes in place for the whole estate and for all waste types (Target D2)</li> <li>▪ Increased carbon emissions by 65%, which runs against the target to reduce carbon emissions by 12.5% by 2010-11 relative to the baseline in 1999-2000 (Target E1)</li> <li>▪ Performed relatively poorly in respect of the Biodiversity Targets (Part H). Although LOD has methods in place to identify impacts on biodiversity, it is one of only three Departments that have not yet integrated these into its EMS (Target H1).</li> </ul>

Department	<a href="#">Ministry of Defence</a> (MoD)
Estate Background	<p>MoD is the largest Government Department. It is the third largest landowner in the country with responsibility for 240,000 hectares representing 1% of the total area of the UK.</p> <p>The UK estate comprises over 4,000 sites. Sites are classified as “built” or “rural”. The built estate comprises barracks, naval bases, depots and aircraft hangers, covering around 80,000 hectares and more than 45,000 buildings (excluding housing). The remaining 160,000 hectares are relatively undeveloped rural land, including a number of training areas.</p> <p>MoD’s footprint extends beyond the UK, and the Department has forces stationed in more than twenty countries, employing over 316,000 people, of which 207,000 serve in the armed forces and 109,000 are civilian employees.</p> <p>In recognition of its large estate MOD often has longer deadlines for compliance than other Departments.</p>
Overall performance during 2004-05 SDiG year	<p>The MoD’s progress towards the Framework targets is mixed, but varies around average/above average for most of the targets. MoD performed particularly well on the Estate Management (Part G) and Water (Part C) Targets.</p>
Areas of strength	<ul style="list-style-type: none"> <li>▪ One of only six Departments which is working towards an Estates Management Strategy in line with the requirements of Part G. On the basis of its existing Estates Management Strategy, MoD is one of only two Departments which has processes in place to meet the requirement to site new developments in areas less vulnerable to climate change and to build resilience to climate change into new developments (Target G1B), and one of only two Departments to meet all four heritage requirements (Target G1D). It also meets the requirements for sensitive property disposal and contaminated land, unlike many other Departments</li> <li>▪ Undertaken a biodiversity audit across its entire estate to assess biodiversity impacts in line with Target H2 – only one other Department has achieved this. MoD has developed biodiversity action plans for all of its significant sites</li> <li>▪ One of only five Departments to source electricity from good quality CHP (Target E4), although this is a relatively small amount for such a large estate</li> <li>▪ Achieved a 2% carbon reduction thereby making progress towards the target reduction of 12.5% by 2010-11 (Target E1). This is significant, as due to its size, MoD accounts for about two thirds of the carbon used on the Government estate</li> </ul>

	<ul style="list-style-type: none"> <li>▪ A sustainable waste strategy was published by the required deadline and included all three required themes, one of only three Departments to achieve this (Target D1)</li> <li>▪ Published all of its delivery plans for the target areas as required by the end of the SDiG year, with the exception of Energy (Part E), which was published in May 2005 and therefore missed the deadline of November 2004 (Target A2).</li> </ul>
<p>Areas of weakness</p>	<ul style="list-style-type: none"> <li>▪ Performed relatively poorly in respect to the Procurement Targets (Part F). Data submitted suggests progress in the development of a sustainable procurement strategy but MoD currently has not developed or implemented training or awareness programmes, nor environmental clauses for its contracts. The latter is under development and the Army does have certain timber-related clauses in operation. However, the deadline for the Part F targets was not until 1<sup>st</sup> December 2005</li> <li>▪ Unable to provide data in respect of waste arisings, despite having some monitoring systems in place (Target D2), however it's not required to meet its waste targets yet</li> <li>▪ Also unable to provide data in respect of the condition classes of its 179 SSSIs – unlike most of the other Departments which were able to provide the data.</li> </ul>

Department	<a href="#">Office of the Deputy Prime Minister</a> (ODPM)
Estate Background	<p>ODPM aims to create prosperous, inclusive and sustainable communities for the 21<sup>st</sup> century, places where people want to live, that promote opportunity and a better quality of life for all. ODPM works with other Government Departments, Government Offices, Regional Assemblies, local councils, businesses, the voluntary sector and communities themselves.</p> <p>The Department's estate includes 11 Government Offices for the regions, as well as the Fire Services College, the Planning Inspectorate and the Queen Elizabeth II Conference Centre in London.</p> <p>ODPM has a relatively small number of employees compared with other Departments (6,872 full time equivalents reported) but is the fourth-largest estate in terms of building area (c. 2.4 million m<sup>2</sup>), due to the size of the Fire Services College.</p>
Overall performance during 2004-05 SDiG year	ODPM performed well overall, either in line with, or better than, other Departments across the suite of Framework target areas.
Areas of strength	<p>There are key areas of above average performance:</p> <ul style="list-style-type: none"> <li>▪ One of eight Departments that has already met the March 2006 target for at least 10% of its fleet cars (it has 108) to be alternatively fuelled, ahead of many other Departments (Target B2)</li> <li>▪ ODPM seems to be progressing a little ahead of other Departments in respect of the Waste Targets (Part D) although it is still developing a sustainable waste management strategy which was required by October 2004</li> <li>▪ One of only 5 Departments to have reduced its waste arisings. It reported a 41% reduction from 2003-04 levels which far exceeds the 1% reduction target per annum (Target D3). This is due to the increased roll-out of recycling schemes and the exclusion of waste from retail outlets occupying the ODPM building (which has changed the basis for data collection since the baseline year). ODPM has also used waste hierarchy and reporting requirements in the three new waste management contracts concluded this SDiG year (Target D5). (Like many Departments, ODPM did not provide entirely consistent waste arisings data despite having a monitoring system in place)</li> <li>▪ Performed in line with other Departments in respect of energy, but shows progress towards the target to source at least 15% electricity from good quality CHP (Target E4)</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Performed above average for the Estates Management requirements of the Framework (Part G). The Department had written its original estates strategy in 2004 and was in the process of updating it in line with the targets outlined in Part G</li> <li>▪ One of five Departments to a) have an action plan for the systematic replacement of equipment with ozone-depleting substances and those with a high global warming potential (Target G1C), and b) formally adopt DCMS's Protocol for the Care of the Historic Government Estate. It was also one of four to include in its strategy both arrangements for quadrennial condition surveys for listed buildings and arrangements to protect other heritage sites for which it is responsible (Target G1D)</li> <li>▪ One of only three Departments to have published a statement on contaminated land (Target G1F).</li> </ul>
<p>Areas of weakness</p>	<ul style="list-style-type: none"> <li>▪ One of five Departments to report that it has not yet published a delivery plan for Part H of the Framework (Target A2). However, this is the only outstanding delivery plan for ODPM</li> <li>▪ ODPM also reported that it does not publicly report on SD impacts of its estate operations (aside from the annual SDiG reports). However, the Department plans to do so in Autumn 2005, summarising three years' performance (Target A5)</li> <li>▪ Water consumption is 8.05 m<sup>3</sup> per person just falling short of the 7.7 m<sup>3</sup> target that was required by March 2004 (Target C2) but ODPM did hit the 2002 interim target of 11 m<sup>3</sup>.</li> </ul>

Department	<a href="#">Office for National Statistics</a> (ONS)
Estate Background	<p>ONS is responsible for producing a wide range of economic and social statistics. It also registers life events and holds the decennial census of the population.</p> <p>ONS reports that its estate is mainly office-based, with 5 main offices and one mixed / non-office site. ONS is one of the smaller estates in terms of the number of reported full-time equivalent staff (4,790) and the size of its estate buildings (c.74,500m<sup>2</sup>). ONS has no historic property or Sites of Special Scientific Interest (SSSI).</p>
Overall performance during 2004-05 SDiG year	ONS performed in line with, or above average in comparison with other Departments for all of the Government's Framework Target areas except for Travel (Part B).
Areas of strength	<p>ONS performed particularly well in respect of its progress towards meeting the suite of targets contained in the parts covering Overall Commitments (Part A), Waste (Part D) and Estates Management (Part G).</p> <ul style="list-style-type: none"> <li>▪ ONS is one of only four Departments which has developed and published all of the required delivery plans, and its plan for Part A covers all the required areas (Target A2)</li> <li>▪ One of four Departments to have 100% of its main offices covered by an EMS by 31<sup>st</sup> March 2004 (Target A3)</li> <li>▪ Developed a sustainable waste strategy, unlike many other Departments, despite the target deadline for this having passed in October 2004 (Target D1)</li> <li>▪ One of only five Departments to have met the waste minimisation target (D3). Its 9% reduction in waste arisings is in line with the 1% per annum reduction required</li> <li>▪ Making good progress towards the target to increase the energy efficiency of buildings by 15% by 2010-11 (Target E2). It reduced energy use by 7% in the SDiG reporting year</li> <li>▪ In respect of the Estates Management Targets, (Part G), ONS performed well relative to other Departments across all of the targets. The Department is one of only two Departments to have processes in place to assess the risks and opportunities posed by climate change and variable weather (Target G1B).</li> </ul>
Areas of weakness	<p>ONS scored particularly poorly against the Travel Targets.</p> <ul style="list-style-type: none"> <li>▪ CO<sub>2</sub> emissions (Target B1) have increased by over 400% (explained by increased staff numbers and field surveys and therefore a four-fold increase in business mileage)</li> </ul>

- None of the 13 fleet cars are alternatively fuelled (Target B2)
- ONS has yet to source at least 10% electricity from renewable power sources by March 2008 (Target E3) when almost all other Departments have already met this target or exceeded it.