



Sustainable  
Development Commission

# Becoming the “Greenest Government Ever”

Government progress against the Sustainable Operations on the Government Estate Targets 2009

Energy efficiency	Up by <b>7.9%</b>
Water use	Down by <b>19.9%</b>
Recycling	Up to <b>48.4%</b>
Waste	Down by <b>13.7%</b>
CO <sub>2</sub> emissions (offices)	Down by <b>10%</b>
CO <sub>2</sub> emissions (vehicles)	Down by <b>17%</b>

**Front cover**

Government performance against the main six *Sustainable Operations on the Government Estate* targets for 2009. Darker green squares are better than lighter green.

Becoming the  
**“Greenest Government Ever”?**

**Sustainable Development in Government**

Reporting period 2006 – 2009



**Sustainable**  
Development Commission

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# Foreword

Tackling the UK's unprecedented national deficit is a challenge which is rightly occupying minds across government, affecting every policy area and every operational decision in the quest for efficiencies. And yet one of David Cameron's first commitments on taking up office was to ensure that the current Government earns the title of the "Greenest Government ever". His ambitions for cutting carbon emissions outstrip any commitments to date, with a promise of a 10% cut within 12 months.

Greening government may seem like a luxury better suited to more prosperous times, but in fact this is a sound and vitally important move if the decisions we make now are to hold good in the long term. It makes simple good sense to take a responsible attitude towards the environmental resources on which we all rely, and strong leadership on climate change is crucial if we are to enjoy a secure and prosperous future.

But beyond the wider environmental, social and economic benefits of greening government, there is an immediate financial imperative to do so. During the time that the SDC has been holding government to account on its sustainability commitments, the slow progress made towards more sustainable operations has started to pay tangible dividends in terms of dramatic reductions in fuel and water bills, the cost of dealing with waste and saving staff time by reducing road journeys.

Sustainable development is no peripheral, nice-to-have concept for times when it can be afforded. It is the best way of delivering more for less, while ensuring that the drive for efficiencies doesn't cost more in the long run. Because only a government which takes into account the full range of its impacts, now and in the future, can claim to be the greenest government ever.

**Will Day**

Chairman

Sustainable Development Commission July 2010



# 1 Becoming the “Greenest Government Ever”

## Achieving sustainability in operations and procurement

The UK’s new government has pledged, in the words of David Cameron shortly after the election, to be “the greenest government ever”, with far-reaching plans to protect the natural environment, tackle climate change and promote sustainability. There is much that it can do to encourage businesses, communities and individuals to take up this challenge, and one of the best places to start is on its own doorstep – taking action to ensure that its own workplaces meet the highest standards.

The challenging economic conditions, and consequent far-reaching cuts to public expenditure, should not be a barrier to progress in this area. As government is reshaped and restructured, environmental efficiencies can be considered alongside cost efficiencies, to ensure outcomes that work for sustainability as well as economic stability.

The Sustainable Development Commission (SDC) is the UK Government’s independent adviser and watchdog on sustainable development, and holds Government to account to ensure the needs of society, the economy and the environment are properly integrated in the way it runs itself as well as in the policy decisions it makes. When we first reported on performance in 2005, the carbon footprint of Government offices was still rising rapidly on 1990 levels. Last year, we reported that departments had finally achieved a 10% reduction in emissions from offices, and had met the target of a 15% reduction in emissions from administrative road vehicles.

However, it is clear that progress under the previous administration, though it improved towards the end, was far too slow – barely scratching the surface of the potential which

exists to transform operations. In this context the commitment by the new Government to achieve a further 10% cut in emissions in 12 months – which will mean accelerating the rate of progress tenfold – is very welcome indeed. Achieving this commitment will require a culture change towards a more outcome-driven approach, one which will equip the Government to accelerate progress towards a similar reduction in other areas such as waste or water use. The transfer of the Centre of Expertise for Sustainable Procurement (CESP) into the Cabinet Office also places more capacity at the disposal of the centre and makes it easier to find solutions that deliver structural reform, deficit reduction and sustainable operations.

This report sets out how the previous Government performed against its targets between 2006 and 2009 – the performance the new government has inherited. It then looks forward and recommends ways in which performance can be improved in the years ahead thereby allowing this Government to meet its joint aspirations of being the “greenest ever” at the same time as reducing the size of the budget deficit.

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### 1.1 The case for action

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The SDC has independently scrutinised progress to date and our analysis shows that there are very substantial savings to be made from promoting more efficient and sustainable working practices. These savings can however, only be secured with strong leadership.

Central Government departments have already demonstrated the type of savings to be made

from more sustainable practices. For example, in 2008-2009, the savings from reduced road travel led to avoided fuel costs totalling £13.7M<sup>1</sup> and the equivalent of 1.7 million hours of staff time. This equates to over 1,000 full time staff working 220 days of the year,<sup>2</sup> and does not count the savings from reduced car purchases, repairs and administration.

**Between 2006 and 2009, the watchdog work carried out by the SDC found that government:**

- Achieved carbon emissions reductions from offices and administrative road travel totalling over 600,000 tonnes – the equivalent of over 22,000 average UK households over the same period<sup>3</sup>
- Saved 18 million cubic metres of water - the equivalent of 7,200<sup>4</sup> Olympic swimming pools and £25.5M worth of water bills between 2006 and 2009. Savings totalled £13M in 2008-2009<sup>5</sup>
- Reduced its waste by 126,000 tonnes – equivalent to the total waste produced in a year by over 250,000 UK individuals<sup>6</sup>

Altogether, the benefits of more sustainable management in 2008-09 alone amounted to some £60-70M<sup>7</sup> from a combination of annual cost savings and equivalent benefit to society. Given that the efficiencies are likely to be felt for a number of years, this could lead to a benefit to society and cost savings equivalent to £300 – 350M over the course of the next parliament even if no further improvements were made.

**A number of factors have contributed to progress to date:**

- A clear focus on improving particular areas of operational performance
- Leadership within departments, and the effort and passion of departmental staff who have often driven the agenda within their own organisations
- Support and guidance from the Centre of Expertise for Sustainable Procurement (CESP) – now in the Cabinet Office
- Improving transparency and accountability about Government’s performance through published data - independently scrutinised by the SDC

**However, a number of factors have also held back progress:**

- A slow improvement in quality of data and a lack of transparency over impacts
- Lack of leadership from the centre of Government
- A lack of definitive commitments that drive behaviour change
- An over-reliance on a narrow target framework that has resulted in patchy examples of innovative practice

Achievements in recent years give a clear indication of the potential impact that better management and behaviour change can make; not only saving money, but creating social and environmental benefits from reducing pollution, traffic congestion, pressure on water resources and demand for landfill. The challenge now will be for this Government to acknowledge the potential for change and act decisively to drive progress throughout its operations and procurement.

The SDC estimates that if this Government achieved a 10% reduction in waste arisings and water consumption, then it would benefit from further annual cost savings of £6.8M.<sup>8</sup> Furthermore, Defra estimates that if the 2022 target for energy usage set out in the Low Carbon Transition Plan is achieved, the Government would deliver between £79M and £235M cost savings from reduced electricity, gas and petroleum bills. Many savings would be enjoyed year-on-year and so the earlier they can be achieved, the earlier savings can start to be made.

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## 1.2 The way forward

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In an age of increasing budgetary constraints, an approach that relies solely on a narrow set of targets is only likely to deliver incremental improvements and is therefore unlikely to be sufficient to meet the Government’s primary aims of deficit reduction and structural reform. Putting sustainability at the forefront of decisions about how to run government is one crucial way to enable the sort of major transformation in the way government runs its own business as set out in the Coalition Programme and

the Cabinet Office Structural Reform Plan. It will require strengthened leadership that challenges current working practices and drives improvements across government. In order to meet Government’s stated commitment to transparency it needs to ensure that good quality information on impacts is available that and this is complemented by independent scrutiny. Without this type of scrutiny function, any statement that it had met its ambition of being the “greenest government ever” would lack credibility.

The existence of quality data will also place this Government in a position where it can accurately manage performance and mainstream sustainability into its planning and reporting processes.

There are a number of immediate, simple and effective steps that Government could take to improve its performance on sustainability and some longer term changes that could be instigated, with little or no net cost to the public purse. The following immediate, effective steps will deliver swift financial and environmental benefits:

**1 Meet the commitment enshrined in the coalition agreement to “reduce central government carbon emissions by 10% in 12 months”.**

Committing to an ambitious course of action to slash emissions through improved energy efficiency has set government a massive challenge – achieving the same level of cuts took the previous government ten years. However, the potential prize in terms of reduced energy bills, increased know-how to lead the way towards a low-carbon UK, and potential environmental and climate benefits, is too great to be ignored. Meeting the commitment is likely to require Government to reduce its emissions from offices by approximately 248,000 tonnes of CO<sub>2</sub> in the next 12 months.<sup>9</sup> If achieved, the SDC estimates that it could equate to a benefit to society of around £13M<sup>10</sup> in addition to any reduction in energy bills. If this commitment were also applied to government travel, wider agencies and other elements of the government estate, it would result in much greater benefits.

Equally, it is important for Government to raise the ambition level in other areas of environmental performance and the SDC would welcome similar commitments in water and waste. A ramping up of ambition in these areas would have similar win-win benefits including making financial savings and protecting the environment.

**2 Use demand management and behaviour change measures to drive out waste and inefficiency across departments.**

Effective demand measurement need not cost departments anything in terms of initial investment but can have a huge impact. The new Government needs to establish the best way to build demand management into procurement

procedures and enforce it rigorously. IT and travel should be clear priorities for action.

**IT** - The Department of Work and Pensions has already found that, by increasing the cycle of replacement for desktop computers from three to five years, it will avoid the need to procure 138,648 computers, saving £35M. Rolling out similar measures across government could have significant impact on procurement bills in addition to the embedded carbon savings from purchasing fewer products. This Government needs to implement a rigorous demand management programme within IT and throughout its procurement. Avoiding the need to buy more IT equipment is the easiest way to save money and reduce stress on the environment but it requires strong leadership. The SDC is encouraged to note the more joined-up ICT strategy set out in the Cabinet Office Structural Reform Plan but believes that sustainability must be integrated into the strategy if it is to achieve genuine long term value for money.

**Travel** - The SDC was delighted to note the announcement in June 2010<sup>11</sup> by the Environment Agency to ban domestic air travel in England and Wales and to destinations served by Eurostar except in exceptional circumstances as part of its comprehensive review of staff travel. The agency already encourages staff to travel only when necessary and to take the train wherever possible but expects the change in air travel policy to save approximately 30 tonnes of carbon a year. The SDC believes that the whole of Central Government should follow suit.

The Review of Government Travel carried out by JMP was the result of a joint initiative by the SDC and CESP. It highlighted the extent of government’s influence on the travel habits of both its employees and service users and this provides a useful starting point to access further efficiencies and savings. The potential benefits have already been demonstrated within the private sector. For example United Biscuits implemented a transport load sharing system that pooled transport arrangements with suppliers, customers and competitors to manage demand for travel. This has saved £13.7M through reduced lorry mileage, transport and vehicle costs and has also saved £1.3M from additional revenue

generated by the sharing loads pick-up scheme.<sup>12</sup> This Government could use its considerable influence to effect similar change. Even at the simplest level, if behaviour change resulted in government workers travelling 10% less by road, it is likely that £7.7M<sup>13</sup> from reduced fuel costs, 14,927 tonnes of CO<sub>2</sub> and in the region of 102,000 days of employee time<sup>14</sup> would be saved with minimal investment.

### **3 Improve the delivery structure for operations and procurement.**

Despite the hard work of many practitioners in previous years, progress has in many cases, been hampered by a lack of coordinated delivery across central government. Encouraging more partnerships and collaboration will allow resources and equipment to be reused and services to be shared making them more efficient. Critical to this will be how Government is structured and the SDC is encouraged by the centralisation of property and procurement functions proposed in the Cabinet Office Structural Reform Plan. CESP has now moved into the Cabinet Office and it will be important for the Cabinet Office to learn from previous work on the existing sustainable operations and procurement reporting framework carried out by Defra, CESP, DECC and the SDC. If sustainable development principles are built into the new centralised operations and procurement arrangements then it presents an excellent opportunity for this Government to effect real change. Taking a sustainable development approach will provide a transparent framework to reduce the budget deficit at the same time as fulfilling its other stated commitments of reducing emissions from central government offices by 10% and working towards being the “greenest government ever”.

### **4 Put sustainability at the heart of civil service appraisal and staff development processes.**

The ability of staff to integrate financial and environmental goals, and arrive at innovative solutions is directly linked to capability in sustainable development. Recognising sustainability as a core competence in the framework of professional skills for government would provide direct signals to the government’s entire workforce.

Toyota is an example of a private sector organisation that has identified that the management of environmental issues is critical to business success. It has put in place a range of detailed staff engagement programmes including environmental training and an eco points system. The former is aimed at increasing employee awareness of environmental issues and the latter at encouraging employees to engage in activities and develop innovative solutions. The culmination of these activities have contributed to making Toyota a significantly more efficient business and since the early 1990s it has reduced energy usage by over 68% per vehicle, reduced waste by 60% per vehicle, reduced volatile organic compound emissions by over 70% and reduced water consumption by 70%.<sup>15</sup>

Whilst the business of manufacturing cars and that of running government are on the face of it very different, both have impacts, both have to work within budgetary constraints and both have to deliver their particular business effectively. The above example of Toyota indicates that taking a sustainable development approach has not damaged the ability of Toyota to deliver its chosen business but has allowed it to eliminate waste, become more efficient at what it does and save money that would otherwise be spent on energy, water and waste bills. This has created a stronger business model that is more resilient to external factors and is more sustainable.

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### 1.3 Set the right direction for the future

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In addition to the initial actions detailed above, it will also be important for this Government to set out its strategic direction. The SDC believes that this should incorporate the following elements

#### 1 Getting to grips with the full extent of the Government's supply chain.

Defra estimates that around 75% of Central Government's carbon emissions are derived from its supply chain.<sup>16</sup> If a similar proportion of other environmental and social impacts are embedded in the supply chain then it points to an element of government activity where there is huge potential for change. Central Government spend on procurement was in the region of £125BN in 2007 and taking a sustainable development approach will allow government to pursue its joint aims of reducing the budget deficit and being the 'greenest government ever'. Ultimately the first step in respect of both is demand management which is outlined above.

Where procurement cannot be avoided, the SDC is pleased to note the commitment to transparency in terms of financial spend but believes that environmental and social impacts should be given equal weight so that the decisions can be taken in the full knowledge of all impacts. Some valuable work has been done to date through the Carbon Disclosure Project, Carbon Disclosure Project for Water and Forest Disclosure Project, as well as through Defra's work on product road-mapping and carbon footprinting of government. What is needed now is clear leadership and commitment to go beyond this.

There are excellent examples from the private sector where companies have taken the type of clear action required. Walmart/Asda has taken decisive actions on both carbon emissions and packaging within its supply chain. Firstly the whole company has committed to cutting 20 million tonnes CO<sub>2</sub> from its supply chain by 2015 and has started by mapping whole lifecycle emissions for 19 products to allow the organisation to identify and disseminate best practice. Secondly, Asda (part of the Walmart group) took the decision to reduce packaging of its own brand food products by 25% by the end of 2009 and in fact exceeded this. To achieve this, Asda placed a requirement on suppliers

to reduce the amount of packaging used for products and then carried out a packaging audit to determine the reduction in natural resources purchased and the financial benefit of avoiding their procurement. The initial savings from this programme totalled in the region of £10M and Asda has passed the benefit to consumers through lower prices at the same time as reducing environmental impacts. Given the size of Government's purchasing power there is no reason why this Government could not adopt a similar radical approach which would see the reduction in costs of packaging lead to a saving in taxpayers money – the movement of the Office of Government Commerce into the Cabinet Office and proposed centralisation of commodity procurement provides an ideal opportunity for this type of bold commitment.

The centralisation of property and procurement across Whitehall also provides further opportunities for economic efficiencies and reduced environmental impacts. Again it is possible to draw some inspiration from the private sector in terms of how a new model could operate. There have been examples such as the growth of city car clubs that indicate a shift in some areas from the procurement of products to services. A specific example is the US carpet company Interface who, in the mid-1990s, shifted the company's strategy to redirect its industrial practices to include a focus on sustainability without sacrificing its business goals. This involved a move from providing carpet tiles as a product to providing a flooring service. This has allowed the company to evolve and implement a closed loop system and it now recycles tiles once they become worn. This model has allowed its clients to retain flexibility and avoid procuring a new product when circumstances change. This is an interesting model that the Cabinet Office should explore within the context of the Structural Reform Plan. Any model that increased sharing of IT equipment and related services across central government would undoubtedly lead to greater efficiencies, significant financial savings and would have a positive impact on the environment. Furthermore it should be noted that the Home Office and Her Majesty's Revenue and Customs are already piloting the CAESER system,<sup>17</sup> an IT solution to

help manage supplier engagement and facilitate sharing of knowledge. Such a system could support departments in a move to more joint working in procurement.

## **2 Transparency and direction of travel.**

The SDC has long highlighted the importance of transparency, both in terms of financial accountability to the taxpayer but also with a view to clearly identifying and managing the wider social and environmental impacts of Government's operations and procurement. It is therefore encouraging to note the premium that this Government has already placed on transparency in the context of financial spend and energy use. Given the size of Government spend on water, waste and travel, the SDC believes that this Government should build on the current system and provide increasingly transparent and up to date information on both usage and spend relating to these areas. This needs to be accompanied by a clear strategy for reducing the social and environmental impacts of operations. As highlighted above, the SDC is pleased to note the initial announcement relating to the 10% reduction in carbon emissions over the coming 12 months; there is now however a clear opportunity over the coming years to signal equal intent in relation to water, waste and carbon emissions from Government travel. It is however, important that any short term commitment sits within a longer term sustainable strategy that should be based on sound science.

It is vital that an approach focusing on improving transparency is supported by the appropriate scrutiny function that provides assurance to the public that data is accurate and impacts are being captured, financial and otherwise.

## **3 Government sphere of influence and the potential for change.**

The previous administration was slow to begin investigating the benefits that can accrue through raising ambition levels for what could be achieved through sustainable operations and procurement. The SDC has carried out work on government travel and public sector energy and believes that Government needs to understand both the sphere of influence of its operations and procurement and the potential for change, including the potential to link operations and procurement with policy goals. By developing a better appreciation of its influence beyond its direct and indirect impacts, Government can do more to support the creation of sustainable communities, for example, through the influence of Government's flexible working policies on the work life balance of employees.

The potential benefits of such an approach can easily be seen in procurement where good procurement choices can provide much-needed support to small and medium-sized businesses and third sector organisations across the UK. Sustainable procurement decisions can also lead to a greater number of skills, training and apprenticeship opportunities, reduced youth unemployment and reduced environmental impacts. The previous administration made a start to this work through the Policy through Procurement Action Plan<sup>18</sup> but there is a real opportunity to go well beyond this in the current reforms taking place.

An example of where progress has been made is Government's Buying Solutions' reserved framework RM722. This allows contracting authorities to "reserve" the right to participate in a public procurement exercise for supported factories and business (known as "sheltered workshops" in the Article 19 of the EU Public Sector Procurement Directive) where most of the employees (50%) concerned are disabled persons who, by reason of the nature or seriousness of their disabilities, cannot carry on occupations under normal circumstances. Remploy are one of the companies that are on the framework and last year they supported over 10,000 people into sustained employment and aim to increase the number supported annually to over 38,000 people by 2012. In 2009 – 2010, this included formal training and work experience for 669 disabled people.

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## 1.4 Conclusion

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### **Sustainable development will provide a framework to reduce the deficit and work towards environmental and social priorities**

As the UK moves into an era that will be dominated by the enormity of the budget deficit and the increasing urgency of addressing climate change and other serious environmental problems, it is vital that Government ensures that sustainable development structures, strategies, and tactics employed to drive improvements in operations and procurement are in place. These need to be sufficiently ambitious to meet the challenges faced and make the fullest possible contribution to the UK's economic recovery, longer-term well-being and resilience. Understanding the mutually reinforcing nature of different operational activities, their longer term effects and the potential benefits of taking a more innovative approach to running Government's business will help it work towards its wider policy goals through its procurement and operational activities.

Sustainable development has been adopted and successfully built in to the business models of a number of private sector organisations including Marks and Spencer and Price Waterhouse Coopers as well as those highlighted above. It is clear that best practice and sustainable practice are increasingly being seen as one and the same given the need to deliver financial, environmental and social benefits now and to manage long term risk. While the task ahead may appear daunting to already stretched departments, the progress already achieved in both the public and private sectors demonstrates that there are clear benefits of a sustainable development approach and the challenge to run government more sustainably is one that it is worth overcoming. The new Government needs to learn from the experience of the private sector and build on some excellent high level commitments. It needs to commit to sustainable development and take decisive action to ensure that it achieves its aspirations.



## 2 The Sustainable Operations on the Government Estate (SOGE) Targets

The previous chapter of this report examines the wider issues and opportunities relating to the way Government manages its operations and procurement. It highlights how a renewed focus on sustainable development as the central organising principle for operations and procurement could help Government work towards its stated aim of being the “greenest Government ever” at the same time as reducing the budget deficit and delivering structural reform.

The following chapters look more closely at Government’s progress against the targets in the Sustainable Operations on the Government Estate (SOGE) Framework,<sup>19</sup> including a summary of progress over the first three years of the SOGE Framework. The assessment is based on data provided by

departments to the Centre of Expertise in Sustainable Procurement (CESP) in the Office of Government Commerce (OGC) for the financial year 2008/2009 – included in the performance commentary published in December 2009 - and data collected by the SDC from Government in 2006/2007 and 2007/2008.

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### 2.1 The SOGE Framework

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In order to help meet the commitments set out in Government’s Sustainable Development Strategy *Securing the Future*, the previous Government created a set of targets, and tools for supporting improved performance, collectively called the SOGE Framework. The SOGE Framework is made up of three main sections (see Appendix A for more detail):

- Operational targets relating to areas like energy, travel, water and waste
- Mandated Mechanisms - a series of tools, such as Environmental Management Systems, to help departments drive improvement against the operational targets
- Sustainable Procurement Action Plan (SPAP) commitments, which focus on reducing Government’s supply chain impacts.

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### 2.2 Government SOGE Performance to Date

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Chapter 1 wholly supports this Government’s drive for transparency and sets out that this should involve reporting on and continuously improving Governmental impacts from its operations wherever they might occur. The SDC is therefore pleased to see increasing levels of reporting in some areas of Government over the last three years, with some additional Executive Agencies included for the first time in 2008/2009, although much is still missing – mainly from Non-Departmental Public Bodies (NDPBs) and supply chain impacts. Government should be able to account for the totality of its impacts to provide an accurate picture of how it is performing and to encourage innovative and joined-up solutions. However, the SDC understands that this is not always straightforward, and that reporting across

Government must be fair and consistent. Reporting on all operational activities – administrative and non-administrative - with agreed levels of granularity would help to overcome this difficulty, and the SDC intends to discuss with Government how this might be achieved. There are some key examples where this difficulty has manifested itself in 2008/2009, namely in relation to the Royal Mint and Royal Parks. A detailed commentary is included in Appendix D.

The table below shows that in 2008/2009 Government maintained the 4 star rating it achieved in 2007/2008, after improving from 3 stars in 2006/2007. By 2008/2009, HMG was able to report that it was on track for, or had already met, most operational targets. The notable exception was CO<sub>2</sub> from offices but it is

# HMG 3 Year Analysis

## Operations

<b>CO<sub>2</sub> Offices<sup>i</sup> (tonnes) Target:</b> Reduce carbon emissions by 12.5% by 2010-11, relative to 1999/2000 levels.	
<b>CO<sub>2</sub> Vehicles (tonnes) Target:</b> Reduce carbon emissions from road vehicles used for Government administrative operations by 15% by 2010/11, relative to 2005/2006 levels.	
<b>Energy Efficiency (kWh/m<sup>2</sup>) Target:</b> Departments to increase their energy efficiency per m <sup>2</sup> by 15% by 2010, relative to 1999/2000 levels.	
<b>Waste Arisings<sup>ii</sup> (tonnes) Target:</b> Departments to reduce their waste arisings by 5% by 2010, relative to 2004/2005 levels.	
<b>Recycling (% of waste arisings) Target:</b> Departments to increase their recycling figures to 40% of their waste arisings by 2010.	
<b>Water (m<sup>3</sup>) Target:</b> Reduce water consumption by 25% on the office and non-office estate by 2020, relative to 2004/2005 levels.	
<b>Water: New Builds (m<sup>3</sup>/FTE) Target:</b> Reduce water consumption to an average of 3m <sup>3</sup> per person/year for all new office builds or major office refurbishments.	
<b>SSSIs (ha) Target:</b> Departments to meet or exceed the aim of having 95% of Sites of Special Scientific Interest (SSSIs) in sole ownership or control in target condition by 2010.	
<b>Renewables (% of MWh) Target:</b> Departments to source at least 10% of electricity from renewables (by 31 March 2008)	
<b>CHP (% of MWh) Target:</b> Departments to source at least 15% of electricity from Combined Heat and Power (by 2010)	

## Mandated mechanisms

<b>BREEAM Target:</b> The application of BRE's Environmental Assessment Method (BREEAM) excellent standards, or equivalent, to all new builds and major refurbishments	
<b>EMS Target:</b> Departments to work towards an accredited certified environmental management system (EMS) such as ISO1401 or EMAS	
<b>Office Relocations Target:</b> All Departments to conduct sustainability appraisals of office relocations.	
<b>Carbon Trust Target:</b> Departments to adopt the Carbon Trust's Carbon Management Programme – involves the proactive management to the risks and opportunities relating to climate change mitigation	

## Sustainable Procurement Action Plan (SPAP) Commitments

<b>PUS Objectives</b>	
<b>Staff Objectives</b>	
<b>SDAP</b>	
<b>Quick Wins</b>	
<b>Engagement</b>	
<b>Flexible Framework</b>	

N.B. – For the operational targets, all performance figures have been rounded to the nearest whole number and percentages to 1 decimal place. An improvement in performance compared to the baseline is represented by negative percentages for

2006/2007

2007/2008

2008/2009

★★★★☆☆			★★★★☆☆			★★★★☆☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
-4.0%	2,411,945	2,314,797	-6.3%	2,821,801	2,642,623	-10.0%	2,882,711	2,593,726
1.5%	140,762	142,885	-10.3%	165,785	148,762	-17.0%	179,871	149,270
-21.7%	119	93	-7.2%	96	89	-7.9%	98	90
-5.3%	160,348	151,866	-28.8%	237,583	169,085	-13.7%	359,269	309,887
38.5%	NA	118,923	35.0%	NA	157,943	48.4%	NA	150,022
-0.1%	36,573,563	36,523,492	-17.8%	48,053,411	39,482,795	-19.9%	46,661,514	37,376,253
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
1,155	3,350	2.9	5,792	61,666	10.6	3,091	15,087	4.9
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
82.0%	146,828	120,399	88.0%	146,356	128,860	94.3%	145,903	137,530
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
28.3%	3,194,512	929,844	22.0%	3,565,067	787,470	16.9%	3,509,504	593,966
5.8%	3,194,512	189,961	8.7%	3,565,067	311,438	8.6%	3,509,504	303,406

★★★★☆☆	★★★☆☆☆	★★☆☆☆☆
RED	RED	RED
RED	AMBER	GREEN
RED	RED	AMBER
AMBER	AMBER	AMBER

	★★★★☆☆	★★★★☆☆
AMBER	GREEN	GREEN
	RED	AMBER
GREEN	GREEN	GREEN
	AMBER	AMBER
	GREEN	GREEN
AMBER	AMBER	AMBER

CO<sub>2</sub> emissions, energy efficiency, water usage, and waste arisings. All other targets show an improvement in performance compared to the baseline with a positive percentage.

## Key

BLUE	'Excellent progress warranting recognition'
GREEN	'Good progress'
AMBER	'Some progress'
RED	'No progress or poor progress'
N/A	Not applicable.

Star ratings are also used to denote progress against targets. Full details of both star and colour ratings are included in Appendix E

pleasing to note that for this target, Government has now accelerated its rate of improvement from 2007/2008 to 2008/2009, to the point where it was almost considered to be on track, but not enough for a green traffic light. If Government maintains this rate of progress, it will be well on track by the end of 2009/2010 to meet this

target too. In 2008/2009 the Government also reported 4 stars for the SPAP commitments, up from 2 stars in 2007/2008. However, as the target dates approach, Government is still not showing sufficient progress against the Mandated Mechanisms and is still only on 2 stars.

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## 2.3 Operational Targets

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There are 15 outcome-based operational performance targets designed to support delivery of three of the four UK Sustainable Development Strategy's shared priority areas for immediate action: climate change and energy, sustainable consumption and production, and natural resource protection. The SOGE targets do not currently directly cover the fourth priority area, sustainable communities. In addition, two targets have been carried forward from the former Sustainable Development on the Government Estate (SDGE) framework because their target dates had not been reached. These targets relate to using electricity from renewable and combined heat and power (CHP) sources.

Overall, Government has managed to slightly increase its percentage score from 78% in 2007/2008 to 81% in 2008/2009 for all of the

operational SOGE targets, maintaining its four out of five star rating while indicating there is still room for improvement on what is currently reported. More detail for each of the target areas follows.

In many cases a small number of departments are responsible for a disproportionately large percentage of impacts. In order for pan-Government targets to be met and impacts reduced it is clearly important therefore that those departments with the most significant impacts are the focus for concerted action. Where relevant these instances have been highlighted in the following section. It is nonetheless important for all departments to work towards the targets but viewing the data in this way does allow the most significant impacts within the SOGE targets to be identified.

## 2.3.1 Carbon Emissions from Offices, and Energy Efficiency on the Estate

### Targets

- Reduce carbon emissions from offices by 12.5% by 2010-2011, relative to 1999/2000 levels
- Reduce carbon emissions from offices by 30% by 2020, relative to 1999/2000 levels
- Departments to increase their energy efficiency per m<sup>2</sup> by 15% by 2010, relative to 1999/2000 levels (including the office and non-office estate)
- Departments to increase their energy efficiency per m<sup>2</sup> by 30% by 2020, relative to 1999/2000 levels (including the office and non-office estate)

HMG		CO <sub>2</sub> Offices <sup>i</sup> (tonnes)	Energy Efficiency (kWh/m <sup>2</sup> )
2008/2009	Performance	2,593,726	90
	Baseline	2,882,711	98
	Score	-10.0%	-7.9%
2007/2008	Performance	2,642,623	89
	Baseline	2,821,801	96
	Score	-6.3%	-7.2%
2006/2007	Performance	2,314,797	93
	Baseline	2,411,945	119
	Score	-4.0%	-21.7%

### Pan-Government energy and carbon emissions | Detail behind the data

The energy efficiency figures have been calculated using the following data:

#### 2006/2007

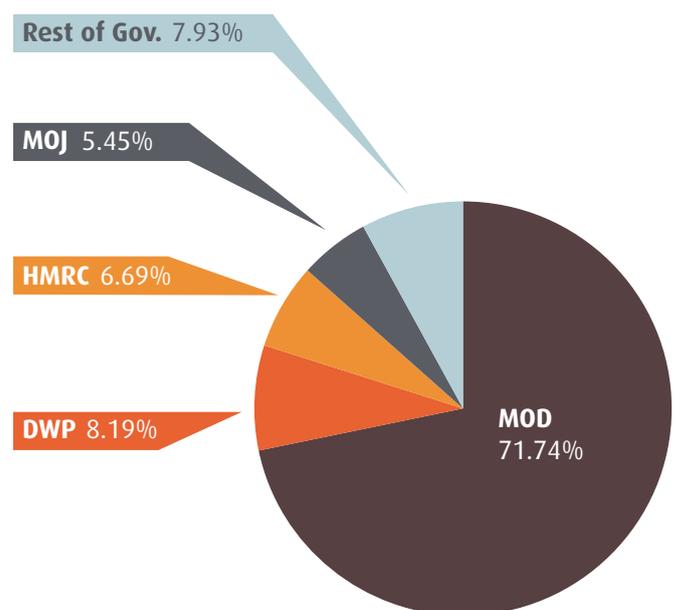
8,996,034,725kWh/96,747,136m<sup>2</sup>  
relative to a baseline of  
9,358,890,899kWh/78,817,307m<sup>2</sup>

#### 2007/2008

8,601,166,757kWh/96,644,943m<sup>2</sup>  
relative to a baseline of  
9,254,943,478kWh/96,505,412m<sup>2</sup>

#### 2008/2009

8,539,129,036kWh/94,796,278m<sup>2</sup>  
relative to a baseline of  
9,439,101,683kWh/96,556,323m<sup>2</sup>



**Figure 1** Proportion of Carbon Emission from Offices by Department

## Commentary on Reported Carbon Emissions from Offices

In 2008/2009, Government reported reaching a reduction in carbon emissions from offices of 10% since the baseline, meaning it was almost on track to meet its SOGE target. This shows an improvement on 2007/2008 when Government reported a 6.3% decrease in emissions against the baseline. However, Government needed to achieve a 10.2% reduction by 2008/2009 to be considered on track to meet the 2010/2011 target of a 12.5% decrease. A central driver of Government's overall performance is the MoD which emits over 70% of Government's total office based carbon emissions<sup>20</sup>. A further 22% of office based carbon emissions can be attributed to MoJ, HMRC and DWP. This means that a total of 92% of office based carbon emissions are emitted by just four departments. Clearly if those four departments meet or exceed targets then the likelihood of the pan-Government target being met is greatly increased.

In 2008/2009 the DWP also made a significant absolute reduction of 8,000 tonnes of office based carbon emissions compared to 2007/2008, reducing its emissions by 2.3% below the baseline. That is not sufficient progress to meet the target, but is an improvement on the previous year which showed a 1.4% increase. As the

second largest carbon emitting department, this turnaround is significant for pan-Government performance, but continued improvements are vital for both DWP and the whole of central Government to meet its target.

It is mandatory for all central Government departments to participate in the CRC Energy Efficiency Scheme.<sup>21</sup> This will require a clear understanding of the scheme, followed by development of carbon reduction initiatives that extend beyond the current SOGE targets in order to be competitive within the scheme. The SDC welcomes the upcoming guidance on CRC being produced by CESP. The public sector organisations covered by the CRC (e.g. Government departments, Local Authorities, schools, universities, Acute Hospital Trusts, prisons) have an opportunity to make cost-effective energy efficiency savings. The public sector does have an opportunity to lead the way on reducing carbon emission but there is a risk that without adequate capability building programmes in place, organisations could easily find themselves scoring poorly in the competitive "league tables" and therefore losing out financially to private sector organisations.

## Commentary on the Reported Energy Efficiency of the Government Estate

Although Government is not yet on track to meet this target, in 2008/2009 it reported a 7.9% improvement in energy efficiency per m<sup>2</sup> relative to the baseline. The SDC recognises that some departments have seen a drop in their energy efficiency per m<sup>2</sup> in part due to optimisation of floor space. Having greater productivity per m<sup>2</sup> in a modern office will mean more work stations and equipment in a smaller space, and therefore more use of energy per unit area. Energy efficiency figures should therefore be viewed in conjunction with changes in overall floor area and in the light of actual carbon emissions reductions.

The MoJ and MoD are the largest contributors to Government's progress in energy efficiency due to the size of their estates. In 2008/2009, the MoJ reported a 23.7% improvement against the baseline, and the MoD a 7.4% improvement. Excluding these two departments, Government shows only a 1.5% improvement in energy efficiency across the remaining estate. A number of high performing smaller departments such as ONS, DCMS, and FSA have a relatively limited impact on overall Government energy efficiency

performance, but can nonetheless share their learning with other departments.

A recent decision by DECC in consultation with Defra and CESP has resulted in the energy efficiency target being removed from the current SOGE Framework with immediate effect. The SDC understands the rationale, but emphasises that the wider implications of removing the target need to be managed properly i.e. the non-office energy consumption would no longer be required to be reported. It is noted that energy efficiency relating to electricity use will be covered within the CRC Energy Efficiency Scheme but the Government needs to clarify that total energy efficiency relating to office and non-office consumption is being captured and reported. The SDC has been in discussions with CESP and DECC and is pleased to note that they have indicated that they are continuing to require the reporting of total energy consumption data in preparation for reporting against carbon budgets under the new SDiG Framework.

## 2.3.2 Renewable Energy, Combined Heat and Power (CHP), and Carbon Neutrality

### Targets

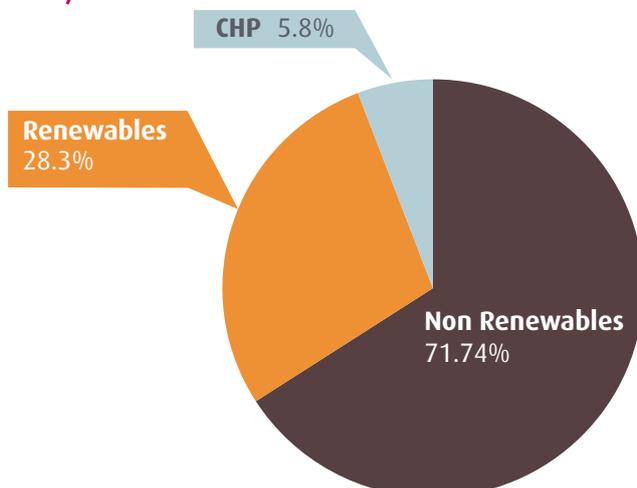
- Departments to source at least 10% of electricity from renewables (31 March 2008)
- Departments to source at least 15% of electricity from Combined Heat and Power (2010)
- Central Government's estate to be carbon neutral by 2012

HMG		Renewables	CHP
		(% of MWh)	(% of MWh)
2008/2009	MWh from	593,966	303,406
	Total MWh	3,509,504	3,509,504
	Score	16.9%	8.6%
2007/2008	MWh from	787,470	311,438
	Total MWh	3,565,067	3,565,067
	Score	22.0%	8.7%
2006/2007	MWh from	929,844	189,961
	Total MWh	3,194,512	3,194,512
	Score	28.3%	5.8%

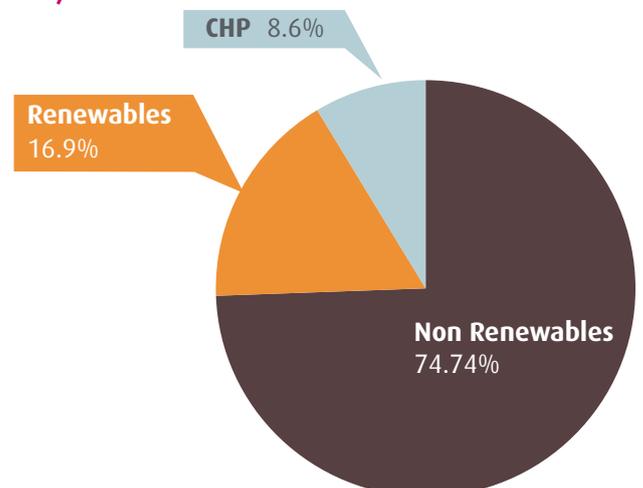
### Pan-Government results | Detail behind the data

Year	Total kWh	Renewable kWh	CHP kWh
2006/2007	3,194,511,907	929,844,334	189,960,918
2007/2008	3,565,066,629	787,470,436	311,437,951
2008/2009	3,509,503,997	593,966,104	303,405,572

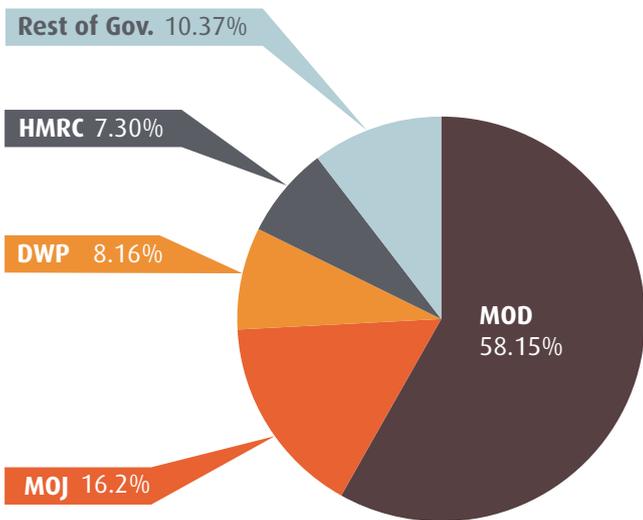
#### 2006/2007



#### 2008/2009

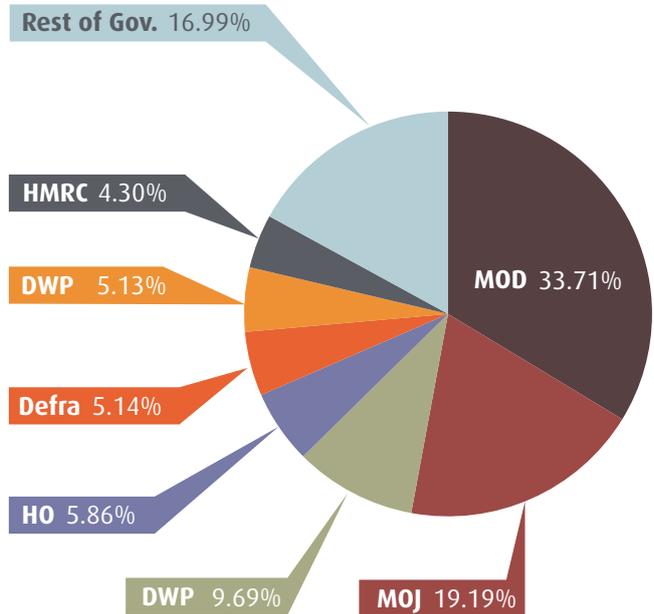


**Figure 2** Changes in the Ratio of Total Energy Consumption by Department



**Figure 3** Ratio of Total Energy Consumption by Department

When considering all of Government's energy consumption, in 2008/2009 two departments accounted for almost 75% of Government's total energy consumption including renewables and CHP. Including these, a total of four departments accounted for about 90% of Government's total energy consumption.

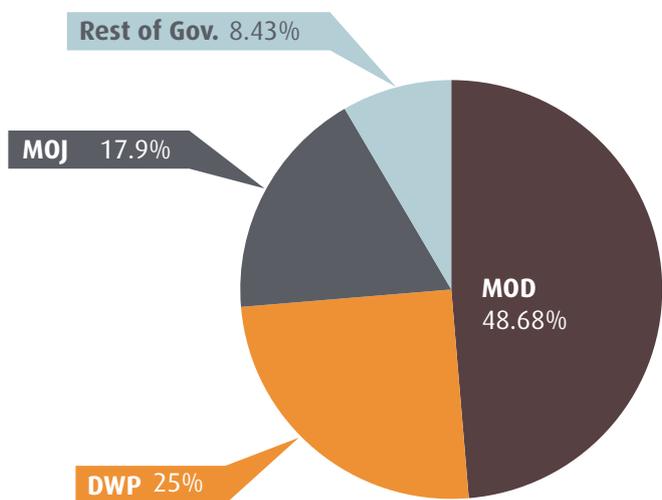


**Figure 4** Ratio of 2008/2009 Renewable Energy Consumption by Department

Looking at the use of renewables in 2008/2009, the contribution is spread over more departments, with 3 departments accounting for just over 60% of renewable energy consumption. Including these, a total of 7 departments accounted for about 83% of Government's total renewable energy consumption.

**Figure 5** Ratio of 2008/2009 CHP Energy Consumption by Department

Looking at the use of CHP for 2008/2009, the contribution is spread over just 10 departments, with 3 departments accounting for just over 90% of CHP energy consumption.



## Renewables

While Government achieved the target for the use of renewable energy, it was disappointing that in 2008/2009 this dropped for a second year in a row to 16.9% of the total. This compares with 22% reported in 2007/2008 and 28.3% in 2006/2007. This is most likely due to the previous administration's amendment to policy relating to green tariffs. Amended policy now reflects the fact that signing up to a green tariff is not analogous with deriving 100% of energy from renewable sources and a poorer performance in the short term is therefore not unexpected.

In 2008/2009, DCMS, DFID, FSA reported that 100% of their electricity was from renewable sources, followed by BERR with 87%. As a result, none of these departments are assessed against

## Combined heat and power (CHP)

In 2008/2009 Government maintained the same proportion of electricity derived from CHP at 8.7%, meaning it is still not on track to meet the target. 5 departments (HMT, LOD, CO, DWP, and ECGD) reported excellent progress in 2008/2009 against their baselines. However, the SDC is disappointed to see that DWP has reduced its use of CHP energy from 43% to 26%, while at the same time reducing its percentage of renewable energy use from 34% to 20.2%. This is significant because DWP uses 8% of the total electricity purchased by Government departments reported under the SOGE Framework.

The MoD increased its use of CHP from 5.5% of its electricity consumption in 2007/2008 to 7.3% in 2008/2009. This is significant given the scale of the MoD, but is still not on track to meet the target. Several departments made no progress at all against this target: DCSF, DIUS, DH, FCO, FC, HMRC, HO, & ONS.

## Carbon neutrality

Achieving carbon neutrality means that the net calculated carbon emissions from an organisation equal zero. An organisation looking to be carbon neutral should follow a carbon management hierarchy, reducing carbon emissions where possible and then offsetting residual emissions. The SDC believes that offsetting should be seen as an interim measure toward carbon neutrality and should only be used as a last resort.

the CHP target as they procure more than 85% of their electricity from renewables. The FC was the only department to show poor progress in 2008/2009, sourcing only 5% of its electricity from renewables, but its total electricity consumption only accounts for 0.08% of the electricity purchased by all Government departments.

The MoD was on the threshold of a red traffic light depending on how the figures were rounded, reporting that 10% of its electricity is sourced from renewables. This is significant as the MoD uses 58% of the total electricity purchased by Government. This therefore skews the relatively good performance of the remaining departments that have already exceeded the target.

The SDC is delighted to be involved with the work led jointly by CESP and the Carbon Trust assessing the feasibility of connecting more buildings to the Whitehall District Heating System, taking into account the possibility of forming a link with the Pimlico District Heating Scheme. This is an important step towards understanding and maximising the potential of the Whitehall System to deliver low carbon heat to the Government estate. We expect the findings to create a clear view of the next steps for Government.

As previously stated by the SDC, Government must ensure that any new CHP plants brought online are of a *Good Quality* standard and existing CHP plants are updated to the *Good Quality* standard where reasonably practicable, and register with the CHP Quality Assurance (CHPQA programme).<sup>22</sup> The SDC notes that at the time of writing, the Government intends to build these considerations into the upcoming SDiG framework.

Given the current commitment for the central Government office estate to be carbon neutral by 2012, even the achievement of the 12.5% reduction target could mean millions of pounds of taxpayers' money going to carbon offsetting each year. The SDC estimates that the cost of offsetting could amount to approximately £26m a year, based on the 12.5% emissions reduction target being met by 2012 and the cost of offsetting

remaining around £12.34 per tonne of CO<sub>2</sub>.<sup>23</sup>  
 With the existing 2012 carbon neutrality target fast approaching and the pressure on departments to significantly reduce their budgets, the SDC believes that the carbon neutrality target and

associated offsetting should be suspended until a review in 2012. Government's limited funds should instead be used to drastically and urgently reduce its emissions.

### 2.3.3 Carbon Emissions from Road Vehicles

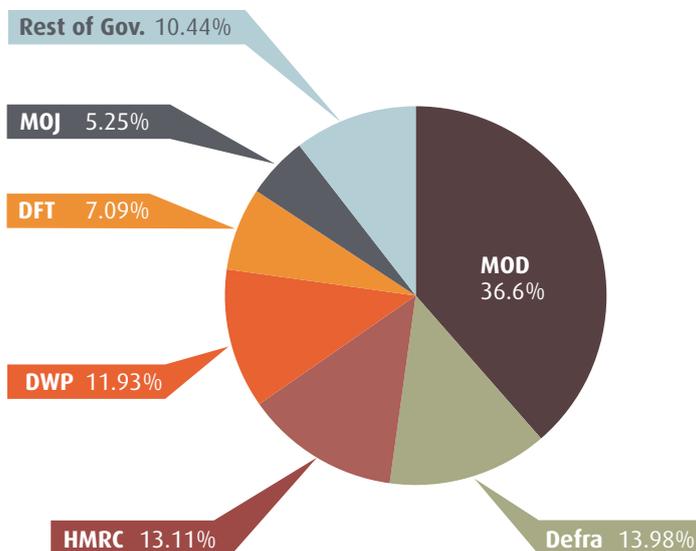
#### Target

- Reduce Carbon emissions from road vehicles used for Government administrative operations by 15% by 2010/2011, relative to 2005/2006 levels

HMG		CO <sub>2</sub> Vehicles (tonnes)
2008/2009	Performance	149,270
	Baseline	179,871
	Score	-17.0%
2007/2008	Performance	148,762
	Baseline	165,785
	Score	-10.3%
2006/2007	Performance	142,885
	Baseline	140,762
	Score	1.5%

#### Pan-Government travel emissions | Detail behind the data

In 2008/2009, four departments accounted for over 75% of Government's total emission from vehicles. Including these, a total of six departments accounted for about 90% of Government's total.



**Figure 6**  
 Ratio of 2008/2009 Carbon Emissions from Road Vehicles by Department

In 2008/2009, Government performance built on previous improvements and has now met its target. The SDC does however note that there continues to be some confusion in Government around what counts as administrative travel and what counts as operational travel. DfT provides guidance on what needs to be included as part of administrative travel, and this typically covers all emissions arising from use of fleet vehicles, hire cars and personal vehicles used for business travel (reimbursed by motor mileage allowance). Thus administrative travel means all road vehicles used for Government including fleet vehicles, hire cars and personal vehicles used for business travel – reimbursed by motor mileage allowance, used by all Ministerial and Non-Ministerial Departments and their Executive Agencies. That said, administrative operations are defined as all normal, day-to-day tasks supporting the running of an individual department or Agency, such as deliveries, ministerial transport, and staff travelling to attend meetings etc, meaning that clear operational mileage is excluded from the target (the example usually given is the fleet of specialist search and rescue vehicles used by the Maritime and Coastguard Agency). The SDC believes that in cases of doubt, the default position is to include mileage in the administrative travel total. Administrative travel does however not include taxi data, other forms of public transport or mileage related to employee commuting.

This confusion over what constitutes administrative and operational travel is illustrated by the example of the ONS which has made a request to CESP to count the travel undertaken by “frontline workers” undertaking surveys as “operational mileage”. This represents staff-travel to attend meetings which is fundamental to the current working practices which allow it to gather data. This example highlights the confusion over exactly what constitutes administrative travel and what constitutes operational travel. In this case to class this mileage entirely as the latter would effectively reduce the ONS’s baseline from 2,650.82 tonnes of CO<sub>2</sub> to only 253.10 tonnes of CO<sub>2</sub>. Where there is some overlap between administrative and operational travel, this should all be reported and improved so that Government can demonstrate that it is managing the total impacts of all its business. It is the SDC’s understanding that under the new SDiG framework all UK business travel (excluding commuting and international journeys) will need to be reported on. Given that both forms of road travel will be captured, this means that departments will need to find new and innovative ways of reducing their business travel related emissions, whether classified as ‘administrative’ or ‘operational’.

### 2.3.4 Waste and Recycling

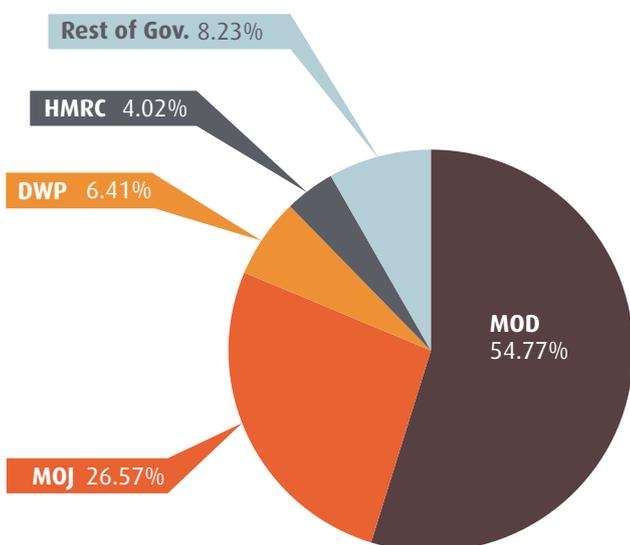
#### Targets

- Reduce waste arisings by 5% by 2010 relative to 2004/2005 levels
- Reduce waste arisings by 20% by 2020 relative to 2004/2005 levels
- Increase recycling to 40% of waste arisings by 2010
- Increase recycling to 75% of waste arisings by 2020

HMG			Waste Arisings (tonnes)	Recycling (% of waste arisings)
		2008/2009	Performance	309,887
	Baseline	359,269	NA	
	Score	-13.7%	48.4%	
2007/2008	Performance	169,085	157,943	
	Baseline	237,583	NA	
	Score	-28.8%	35.0%	
2006/2007	Performance	151,866	118,923	
	Baseline	160,348	NA	
	Score	-5.3%	38.5%	

## Pan-Government waste results | Detail behind the data

In 2008/2009 Two departments accounted for over 80% of total waste arisings. Including these, a total of four departments accounted for 92% of Government's total waste arisings:



**Figure 7** Ratio of 2008/2009 Waste Arisings by Department

<b>2006/2007</b>	151,866 tonnes waste arisings reported <b>excluding</b> MoD versus baseline 160,348 tonnes
<b>2007/2008</b>	169,084 tonnes waste arisings reported <b>excluding</b> MoD versus baseline 237,583 tonnes
<b>2008/2009</b>	140,159 tonnes waste arisings reported <b>excluding</b> MoD versus baseline 181,597 tonnes
<b>2006/2007</b>	309,095 tonnes reported <b>including</b> MoD versus an unknown baseline <sup>iv</sup>
<b>2007/2008</b>	447,184 tonnes reported <b>including</b> MoD versus an unknown baseline
<b>2008/2009</b>	309,886 tonnes reported <b>including</b> MoD versus 359,269 tonnes baseline

### Waste

Government's performance against the waste arisings target was categorised as 'excellent' in 2008/2009 relative to the baseline, although overall performance has actually worsened since 2007/2008, from 28% below the baseline in 2007/2008 to only 14% below the baseline in 2008/2009. This is driven by the fact that 2008/2009 is the first year that the MoD was not removed from pan-Government figures because it now has better data available from waste contractors and produced a robust baseline for inclusion in the pan-Government performance. Because of the size and complexity of its estate, the MoD will need to continue its efforts to improve the quality of its data year on year.

DCSF reported the biggest improvement in waste arisings in 2008/2009, with a reduction of more than 60% compared to the baseline, as against a reduction of just 1.3% in 2007/2008.

This almost matches the performance by DIUS which reported a 67% reduction in waste arisings in 2008/2009. In the same year, the FCO built on its excellent performance and reported a reduction of 48% compared to the baseline – significantly better than the already excellent reduction of 34.7% reported in 2007/2008. Defra also reported a significant improvement, with a swing from increased waste arisings in 2007/2008 (10.6% more than the baseline) to a reduction in waste arisings of 10.8% in 2008/2009 compared to the baseline. The SDC would encourage departments to share their experience with those departments still struggling to meet this target.

With the removal of the Royal Mint from its reporting figures, HMT reported a swing in the wrong direction, going from reporting a decrease in waste arisings in 2007/2008 of 4.6% compared

to the baseline to an increase in 2008/2009 of 0.1% above the baseline. The removal of the Royal Mint is also significant in other ways, as it accounted for 6% of Government's total waste arisings in 2007/2008. Without the Royal Mint in 2008/2009, HMT's reported waste arisings only account for 0.18% of Government's total. For this reason it is important that the Royal Mint be reported somewhere, possibly separately from HMT, but still within the SOGE data return.

### Recycling

In 2008/2009, Government reported a recycling rate of 48%, exceeding the level required for the 2010 target, and improving on the 2007/2008 reported recycling rate of 35%. The highest recycling rate was reported by the ECGD, with 81.9%, followed by the HO with 77%. So while these departments have the two highest waste arisings compared to their baseline, they are also recycling a very high percentage of that waste. The lowest reported recycling rate is 33% at DIUS, but this is still on track to meet the target. The only department not on track with this target is FC which does not have data for the past three years

As stated previously by the SDC, Government must continue to advocate the use of sustainable procurement practices to reduce waste from the outset, in addition to the positive contractual

The HO reports the highest percentage increase in waste arisings with a 30% increase compared to its baseline, which is significantly worse than last year when its waste arisings were 9.6% more than the baseline. The FC is the only department now reporting a 'Not Known' on this target for the past three years, as it struggles with the issue of fly-tipping and varying levels of public access across its estate.

changes already made to manage the outflow of waste materials.<sup>24</sup> Recycling is not the total solution to the waste problem, and taking action to reduce waste arisings in the first place must continue to be the priority, with a particular focus on behaviour change and demand management. Furthermore, where waste volumes are low and costs high, the use of joined-up inter-organisational waste contracts should be established to improve the sustainability of operations and maximise economies of scale. For example, larger volume waste streams could be undertaken on a more regional basis which allow more cost effective and innovative waste and recycling solutions, and this does not need to be limited to central Government departments.

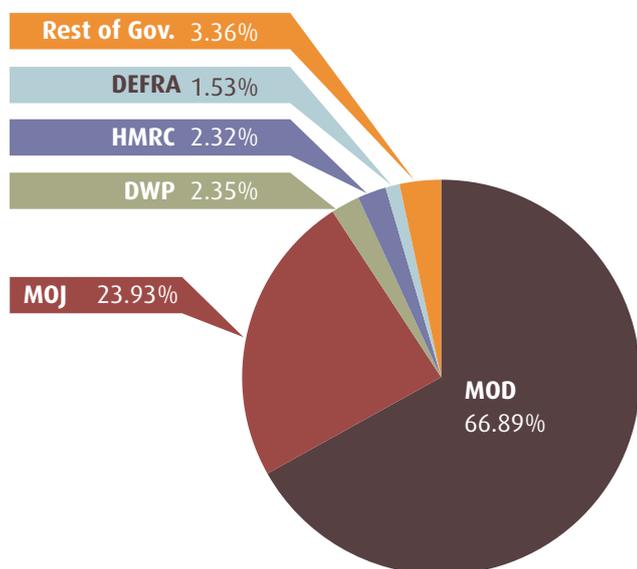
## 2.3.5 Water Consumption

### Targets

- Reduce water consumption by 25% on the office and non – office estate by 2020, relative to 2004/05.
- Reduce water consumption to an average of 3m<sup>3</sup> per person / year for all new office builds or major refurbishments.

HMG			Water: New Builds (m <sup>3</sup> /FTE) <sup>v</sup>	
		Water (m <sup>3</sup> )		
2008/2009	Performance	37,376,253	Performance	4.9
	Baseline	46,661,514	Total Water	15,087
	Score	-19.9%	FTE	3,091
2007/2008	Performance	39,482,795	Performance	10.6
	Baseline	48,053,411	Total Water	61,666
	Score	-17.8%	FTE	5,792
2006/2007	Performance	36,523,492	Performance	2.9
	Baseline	36,573,563	Total Water	3,350
	Score	-0.1%	FTE	1,155

## Pan-Government water results | Detail behind the data



In 2008/2009, two departments accounted for over 90% of Government's total water consumption. Including these, a total of five departments accounted for about 97%

**Figure 8** Ratio of 2008/2009 Water Consumption by Department

### Water consumption

Government reported excellent performance against the water target in 2008/2009, with a 19.9% reduction in water consumption against the baseline. This was a slight improvement on 2007/2008 when a 17.8% reduction in usage was reported. Therefore, Government is on track to go well beyond its stated 2020 target. However, the figures show poor performance against the water target for new builds and major refurbishments, with average water consumption for 2008/2009 sitting at 4.9m<sup>3</sup> per person/year i.e. much more than the 3m<sup>3</sup> target.

Due to the MoD's size, any changes in the Department's data greatly affect the pan-Government figures. Therefore, as a result of previously very poor data, it was decided in 2006/2007 to use that year as the MoD's baseline, (although it did adjust its baseline the following year to account for better data which increased it by 9,500,000m<sup>3</sup>). This means that the MoD's reported 25.4% improvement in water consumption in 2008/2009 was achieved in just a two year period, achieved mainly by leakage reduction undertaken through the Project Aquatrine Private Finance Initiative (PFI) project, where private companies have taken on water and waste water services on behalf of the MoD. The SDC encourages SOGE targets to be embedded in all PFI contracts.

CESP notes that despite establishing plans to deliver a reduction in water consumption of over 1,000,000m<sup>3</sup> by 2020, the MoJ is still not forecast to meet this target, with a forecast remaining shortfall of over 900,000m<sup>3</sup> for this target. With the MoJ accounting for over 20% of Government's total reported water consumption, this deficit means that Government as a whole may not be able to meet the 2020 target.

In 2008/2009, the ECGD reported an impressive 75% reduction against the baseline, continuing to far outperform any other department in terms of a percentage reduction. The lessons learned by the ECGD should be shared with other departments struggling to meet this target. DfID, DWP and HMT also reported significant reductions of more than 30% against the baseline. The CO and CLG have both also managed to significantly reduce their water consumption, with the CO going from a reduction of just 2.2% below the baseline in 2007/2008 to a reduction of 24% below the baseline in 2008/2009; and CLG achieving a reduction of further reduction of 11.7% taking it to a saving of 23.4% over the same period.

Unfortunately, the HO reported a worse performance in 2008/2009, with an increase in water consumption of almost 50% against the baseline, compared to a 17.1% increase reported

in 2007/2008. This makes it the poorest performer in 2008/2009. Four other departments were also heading in the wrong direction in 2008/2009: DH, LOD, HMRC and ONS. In particular, DH has gone from a reduction in water consumption of 19.4% against the baseline in 2007/2008 to an increase in consumption of 15.8% against the baseline in 2008/2009; and the LOD has gone from a reduction in water consumption of 1.8% in 2007/2008 against the baseline to an increase in consumption of 15.8% in 2008/2009 against the baseline.

There are no total water consumption figures for FC for the three years covered by this report. It continues to have difficulties with the collection of water data as there is no cohesive approach to water measurement and billing across its dispersed estate. It reported in 2008/2009 that it plans to install water consumption meters over the next five years as part of its planned EMS monitoring. In the meantime, the SDC encourages the FC to report against what it can, making it clear where the gaps are.

### Water from new build offices

this target cannot be compared year-on-year as it is a one-off assessment for the first year of occupancy of new and refurbished offices. This target was applicable to buildings in four out of 22 departments in 2008/2009, compared to six out of 21 departments in 2007/2008, with only DfT and DWP reporting over both years. In 2008/2009, overall Government figures showed poor performance against this target, with average water consumption per FTE at 4.9m<sup>3</sup> per person per year, which does not meet the 3m<sup>3</sup> target. However, this is considerably better than in 2007/2008 where an average of 10.3m<sup>3</sup> per person per year was reported. Furthermore, unlike in 2007/2008 when no departments met this target, in 2008/2009 the HO reported an average water use in their new build/major refurbishments of 2.6m<sup>3</sup> per person per year, demonstrating that this target is achievable. The SDC congratulates the HO on its excellent performance on new builds.

The MoD reported that it had no new builds or major refurbishments in 2008/2009 that fell under this target, despite reporting a total of 31 new builds and 12 major refurbishments for the BREEAM target in the same year, and 15 new builds and 10 refurbishments for BREEAM in 2007/2008. Although this appears to be an inconsistency, the MoD has indicated that none of the new builds or

Combining office and non-office water consumption figures makes it very difficult for Government to know where to focus its efforts. There should be more clarity in the data provided to indicate what the water is being used for. The water consumption of both Royal Parks and the Royal Mint should be re-included within the SOGE data return, as they were both omitted from the return in 2008/2009. Government needs to understand its full water impacts, as well as what progress is being made towards the target, so that the success or other efforts to reduce water consumption from the wide range of activities that take place across the estate can be assessed. Having a separate data return for office and non-office water would therefore enable clearer comparisons to be made between all departments and therefore the SDC is pleased to note that this is currently proposed for inclusion in the upcoming SDiG framework.

refurbishments were for office spaces, and so were not counted under this target.

The SDC notes that the threshold for inclusion of major refurbishments is £500,000, so in many cases this may have included refurbishments which are purely decorative and so do not affect the water infrastructure of a building. This distinction should be more clearly captured under future SOGE reporting.

As previously stated by the SDC, Government and departments should begin to develop the methodologies to produce water footprints in order to help them understand the water consumption in relation to their operations and procurement practices, including working towards understanding the embedded water in products. Normalising this information into per FTE figures, as well as installing water meters, will allow departments to benchmark performance and identify areas for improved water efficiency in order to reduce overall water consumption. Furthermore, to increase water efficiency across the estate, Government should explore the possibility of setting up a spend-to-save scheme based on the Salix Fund energy efficiency scheme which uses a revolving public fund mechanism. The size of such a fund would be relatively small.

Preliminary research indicates that a fund of around £3m for the public sector “water Salix” scheme could save roughly 20% of annual water use and have a payback period of less than a year followed by lower water bills. Further research must be undertaken in order to make fully informed decisions.<sup>25</sup> The SDC is pleased to note that the first annual CDP Water Disclosure questionnaire was sent out in April 2010.

This represents a good first step towards developing an information base on water embedded in supply chains.

Reducing water consumption also has carbon benefits. While this is not something that is currently covered by SOGE, it should be acknowledged that saving water will also save carbon as less energy is required to extract, transport, heat and treat water.

### 2.3.6 Biodiversity

#### Target

- Departments to meet or exceed the aim of having 95% of Sites of Special Scientific Interest (SSSIs) in sole ownership or control in target condition by 2010.

**Pan-Government results**

Favourable performance against this target depends on an annual assessment conducted by Natural England of one of the SSSI features at one unit of the SSSI. The feature assessed at any one annual assessment may be different from the previous assessment, resulting in a lack of continuity. This variation of assessment adds a layer of uncertainty as to whether Government will achieve the target.

**Benchmarking**  
 Nationwide 88% of SSSIs are in target condition – therefore Government’s performance is above the national average. (<http://www.defra.gov.uk/rural/protected/ssi/psa.htm>)

Government figures on biodiversity have improved in 2008/2009 from previous years. Specifically, performance has increased from 82% of the total area of SSSIs being in target condition, to 94%. Two out of the 6 departments which own or part-own an SSSI (DfT and FC) achieved excellent progress. A further 3 departments (Defra, MoD and MoJ) achieved good progress. DCMS is the only SSSI-owning department that showed poor performance against this target.

In 2006/2007 the Government SSSI information was provided by number of sites, area covered, and features. However the percentage figure reported in the 2007 annual report is an average of SSSIs in target condition only and therefore the

HMG	SSSIs (ha)	
2008/2009	In Condition	137,530
	Total Area	145,903
	Score	94.3%
2007/2008	In Condition	128,860
	Total Area	146,356
	Score	88.0%
2006/2007	In Condition	120,399
	Total Area	146,828
	Score	82.0%

Government figure does not include information from the 50 SSSIs in Scotland, Wales and Northern Ireland, as this is based on features. This is why the 2006/2007 data is deemed to be incomparable with the subsequent years.

Just over half of all Government’s land holdings are designated SSSIs and are therefore included in biodiversity targets. However, the scope of this target is very limited, and biodiversity is about more than just the management of SSSIs. As a large landholder, Government should be looking beyond this target to identify other ways in which it can consider more comprehensively the diverse and dynamic nature of biodiversity throughout its

estates and operations. Furthermore, there is much that can be achieved through more sustainable procurement practices to reduce the indirect impacts on biodiversity by the public sector.

Capability building is vital to reducing Government’s impacts on biodiversity, as not all departments have sufficient biodiversity expertise

to effectively manage and conserve biodiversity through their estate management, procurement practices and broader operations. If adopted, the move to Biodiversity Action Plans (BAPs) in the new SDiG Framework will be a positive first step in this direction.

## 2.4 Mandated Mechanisms

Government has asked departments to use a number of mechanisms and processes to help drive improved performance. These “mandated mechanisms” are designed to help departments deliver the SOGE targets, and improve data collection and reporting.

In 2008/2009, Government managed to maintain its two out of five star rating from the

previous year for the mandated mechanisms. This indicates that there is still significant room for improvement and that Government as a whole needs to refocus its efforts around meeting these targets. Key points about Government’s progress on the mandated mechanism targets are provided below.

HMG	2006/2007	2007/2008	2008/2009
<b>Mechanisms</b>	★★★★☆	★★☆☆☆	★★☆☆☆
BREEAM	RED	RED	RED
EMS	RED	AMBER	GREEN
Office Relocations	RED	RED	AMBER
Carbon Trust	AMBER	AMBER	AMBER

### 2.4.1 Application of BREEAM to New Builds and Major Refurbishments

#### Target

- Departments to apply BRE’s Environmental Assessment Method (BREEAM) excellent standards or equivalent, to all new builds/major refurbishments.

In 2008/2009, nine departments reported completion of new builds or major refurbishments, and Government performance improved with 64% of total projects achieving the BREEAM excellent standards or equivalent, compared to 42% in 2007/2008. However, more than one in three projects still fell below the mandated BREEAM requirement.

Only 85% of all reported new builds and major refurbishments had the required BREEAM or

equivalent assessment carried out in 2008/2009. This 85% was reported by nine departments. The SDC notes that the coverage of assessment is much better than in 2007/2008 when only approximately half of projects were assessed. Clearly there is no possibility of Government meeting this target if all eligible projects are not assessed. Defra and the HO both met the requirement at a departmental level, with all four projects between them meeting the BREEAM excellent target.

An environmental assessment process such as BREEAM or an equivalent (e.g. CEEQUAL<sup>26</sup> DREAM<sup>27</sup> etc.) appropriate to the size, nature and impact

of the project must be carried out on all projects (including buildings and infrastructure projects). Where BREEAM is used, all new projects should achieve an “excellent” rating and all refurbishment projects a “very good” rating at least, unless site constraints or project objectives mean that this requirement conflicts with the obligation to achieve value for money. Where an alternative environmental assessment methodology is used, projects should seek to achieve equivalent ratings.

The MoJ had some particular difficulties meeting the BREEAM standards, partly due to the fact that the remote location of some of their buildings means that frequently they have poor public transport connections which form part of the BREEAM assessment. Excluding location and public transport issues, the units themselves tend to be of sufficient quality to demonstrate significant

performance towards meeting the required target ratings. The SDC is discussing the issue with BRE Global and CESP to find a way of accounting for issues such as this. Together, we will review the traffic light rating methodology. The traffic light rating methodology will be reviewed and this is likely to include an amber rating. This would recognise departments which have not met the target ratings but have nonetheless worked to reduce the environmental impact associated with the construction and operation of their buildings.

There has also been some confusion by departments regarding what constitutes “new build” and “major refurbishment” for their own estate. New guidance being produced by CESP in conjunction with BRE should help clarify the position.

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## 2.4.2 Implementation of Environmental Management Systems (EMS)

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### Target

- **Departments to work towards an accredited certified environmental management system (EMS) such as ISO 14001 or EMAS**

In 2008/2009, 16 departments reported good EMS coverage for their sites and staff. At the same time, 5 departments (DH, ECGD, FSA, LOD and MoJ) reported making poor progress against this target area. Unfortunately the FSA has reported a drop from 100% of staff covered by a certified EMS in 2007/2008 to 0% in 2008/2009. The SDC would like to much better understand what has happened here and has been making enquiries. Having an EMS in place is fundamental to reducing an organisation’s operational impacts on the environment.

In 2008/2009 there was insufficient information provided to accurately assess EMS progress at a pan-Government level due to the way the question was posed. The question posed to departments in 2008/2009 was different to 2007/2008, asking whether they are working towards a certified EMS. This question could have been misinterpreted as it did not ask if

departments already have one. Therefore, it was not possible to know how all of Government is doing as the evidence behind those percentages has not been provided. However, using marker data around coverage of organisations and the numbers of FTE from 2007/2008 along with qualitative information from 2008/2009, it was judged that Government made good progress with about 75% to 85% EMS coverage. In order to carry out more accurate analysis, the total number of sites covered and not covered by an EMS should be reported. CESP has indicated that some information relating to buildings with EMS can be accessed through the property benchmarking process.

In future this question should be broken down into different components, so that it is clear which department already has an EMS, if it is certified, and if they are developing an EMS for certification. It should also be clear that departments are not being asked to replace their existing EMS. It is up to departments to decide whether or not to implement an accredited certified EMS for their whole estate, or in selected buildings only.

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### 2.4.3 Sustainability Appraisals of Office Relocations

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#### Target

- **All departments to conduct sustainability appraisals of office relocations.**

10 departments reported office relocations in 2008/2009, and 7 departments undertook at least some appraisals of these. The top performers were the MoD and the MoJ. The MoD undertook 44 office relocations and undertook sustainability appraisals for all of them. The 44 relocations included office and non-office relocations resulting from new builds and major refurbishments projects. The MoJ undertook one office relocation for which it completed a sustainability appraisal. Government is now producing clearer guidance on how sustainability appraisals should be carried out, and the SDC has previously commented that these should apply to any significant change in a department's operations including: relocations, new builds, refurbishments, major business changes, and rationalisation between departments.

The data set in 2008/2009 did not allow for an accurate assessment of the pan-Government performance. Departments were asked whether they had undertaken any office relocations and then if "all, some or none" of these were covered by an appraisal. In order to carry out an accurate assessment, it must be clear how many office relocations there were and how many of these had a sustainability appraisal carried out on them. Because there were no percentages available, a subjective assessment of some progress was provided in 2008/2009 as more departments are now responding to this requirement and applying appraisals. The SDC decided for the first time to award departments like BERR with amber traffic lights to account for "some progress". In 2009/2010 it is expected that this mechanism will only earn a green for 100% coverage or a red for less than 100% coverage.

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### 2.4.4 Carbon Trust Commitments

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#### Target

- **Departments to adopt the Carbon Trust's Carbon Management Programme and/or Energy Efficiency Accreditation Scheme.**

In 2008/2009, overall Government performance shows only some progress for this target. 19 departments reported signing up to one or both of the schemes at some level, with 13 showing a good level of coverage. The FC and the FSA are the only two departments that reported no coverage by this programme or scheme.

The SDC is pleased to be represented on the steering group for the Carbon Trust's Central

Government Carbon Management scheme. In 2008/2009, 20 ministerial departments, executive agencies and non-departmental public bodies (NDPBs) signed up to work with the Carbon Trust, and each other, to help meet the new Government's commitment to reduce carbon emissions across the central Government estate by 10% within 12 months.<sup>28</sup> The SDC encourages all departments to make the most use of the advice and expertise on offer from the Carbon Trust and through DECC, and to adopt an appropriate carbon management programme.

## 2.4.5 Sustainable Development Action Plans (SDAPs) – Operations

### Target

- All departments are required to develop and implement a Sustainable Development Action Plan (SDAP) by December 2005 that incorporates operations actions.

This target has lapsed and so was not measured by the CESP in 2008/2009. Progress against SDAPs is required to be reported regularly by departments, including a self-assessment rating of how well sustainable development has been embedded into operations. The SDC has undertaken assessments

of SDAPs over the last year. These indicate that most departments have plans to address their operational impacts. The SDC continues to encourage departments to identify where they need to focus their attentions and to provide a rationale for the actions they are undertaking in their SDAPs to ensure ambitious goals are set and good progress is made against them. For a detailed breakdown of the SDC's assessment of recent SDAPs, please refer to the SDAP Tracker on the SDC's website.<sup>29</sup>

## 2.5 Sustainable Procurement Action Plan (SPAP) Commitments

The commitments from the SPAP initially fell under the list of mandated mechanisms, but have since been separated into their own category to underline their importance. The SPAP is Government's action plan for driving sustainability through its procurement practices and covers leadership and accountability on sustainable procurement, budgeting and accounting practices, building capacity, raising standards and supplier engagement.

Government has managed to improve its star rating from two out of five in 2007/2008 to four out of five in 2008/2009. This is significant progress, but there is still some room for improvement. Key points about Government's progress on the other SPAP targets are provided below:

HMG	2006/2007	2007/2008	2008/2009
<b>Sustainable Procurement Action Plan (SPAP) Commitments</b>			
		★★☆☆☆	★★★★☆
PUS Objectives	AMBER	GREEN	GREEN
Staff Objectives		RED	AMBER
SDAP	GREEN	GREEN	GREEN
Quick Wins		AMBER	AMBER
Engagement		GREEN	GREEN
Flexible Framework	AMBER	AMBER	AMBER

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## 2.5.1 Staff Personal Performance Objectives

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### Target

- **Staff with operations and/or procurement responsibilities have sustainable operations targets and/or SPAP commitments incorporated into their personal performance objectives.**

In 2008/2009, 11 of the 22 departments reported that 100% of staff with operations and/or procurement responsibilities had the sustainable operations targets and/or SPAP commitments incorporated into their personal performance objectives. This is more than double the number that reported 100% in 2007/2008 and is therefore a significant improvement. However, it still falls well short of all departments achieving this target. For other departments the percentage of coverage

ranged with a fairly even spread from 0% to 90%.

In 2007/2008, 8 departments were unable to report at all against this target (only the FCO was unable to report in 2008/2009, despite reporting that 27% of staff had these objectives in 2007/2008). This represents an overall broader scope of reporting in Government, and the SDC hopes to see 100% reporting next time. Apart from the FCO, 3 other departments reported worse percentage performance for this target in 2008/2009 compared to 2007/2006 (CLG, Defra and MoJ), while 4 departments managed to improve their performance, with DCMS, DfID and HMRC now reporting 100% of staff with objectives, and DCSF reporting 80% coverage.

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## 2.5.2 Permanent Secretaries' Personal Performance Objectives

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### Target

- **Permanent Under Secretaries (PUS) have the SOGE targets and SPAP commitments incorporated into their personal performance objectives.**

In 2008/2009 not all PUS or equivalents were reported as having sustainability objectives, with the FSA reporting its PUS as not having them. This compares to 2007/2008 when all departments' PUS or equivalents had these objectives. Therefore,

despite Government as a whole maintaining its green traffic light for this target according to the scoring methodology used in 2008/2009, the SDC sees this as a worsening of performance. In 2009/2010 Government will be expected to show 100% compliance against this target to get a green traffic light. The SDC is also interested in understanding how Government measures performance against this objective and how it gets translated into practice.

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## 2.5.3 Quick Wins

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### Targets

- **Departments will include clauses for Quick Wins and/or extended mandatory product standards (for all relevant contracts – new and existing);**
- **Departments will remove offers that fall below the standards for Quick Wins and/or extended mandatory products from framework agreements (where permissible under existing contract terms).**

According to figures from the OGC, the public sector spends around £220bn annually on the procurement

of goods and services.<sup>30</sup> Therefore Government's impacts through its procurement practices are a very significant lever for sustainable change. Quick Wins are also identified at a basic level of the Flexible Framework discussed below.

In 2008/2009, Government reported some progress, but remains below expectations in this commitment. 16 of the 22 departments included clauses for Quick Wins and/or extended mandatory product standards for all relevant contracts. This is a very slight improvement on 2007/2008, when

15 of 21 departments were compliant.

The departments which did not include Quick Wins for all relevant contracts in 2008/2009 were: CO, DH, FC, FCO, FSA and MoD. This compares to 2007/2008 when DH, ECGD, FC and MoD were not compliant. This means that the ECGD has improved its performance for this target, while the FCO has reported worse performance. Five of the 22 departments also took steps to remove sub-standard contracts in 2008/2009: BERR, DCSF, Defra, ECGD and LOD.

This target now refers to a set of standards detailed within a toolkit known as "Government Buying Standards" (formerly known as Buy Sustainable: Quick Wins). Defra has designed the web-based toolkit to make it easier for Government buyers to buy sustainably and include official specifications that all Government buyers

must follow when procuring a range of products, information about sustainable procurement and how to apply it when buying direct, and links to websites with lists of products that meet the standards. Government Buying Standards seek to support more sustainable procurement by providing mandatory and best practice standards for around 50 different products across ten priority product groups ranging from furniture to ICT. They give buyers straightforward specifications that can be inserted directly into tenders, asking suppliers to prove their compliance with these standards, and enabling more suppliers to develop products that meet the standards - so stimulating product development and increasing competitiveness.

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## 2.5.4 Supplier Engagement

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### Target

- **Departments will engage with key suppliers on sustainable development, the sustainable operations targets and the SPAP commitments, to ensure they have plans in place to lower their carbon footprint and that of their supply-chains.**

In 2008/2009, all departments, with the exception of the FC, have continued to report that they are engaging with key suppliers on sustainable development, SOGE and the SPAP. This is the same performance as reported in 2007/2008. However, a lot more detail is required to assess how meaningful, impactful and efficient this engagement is across Government.

The SDC wants Government to account for and improve on the impact of all its procurement and operations wherever they may occur. Where operations are outsourced, and goods and services procured the whole operational impact is not known or reported on, providing no real incentive for Government to work harder on performance improvements. The SDC is keen that the quality of data being reported by departments continues to improve, and reflects an accurate picture of Government's impacts through both its direct and indirect operations and procurement, wherever they may occur. The SDC does not want reporting

for reporting's own sake, but rather reporting that is helpful to Government's goal of leading by example on sustainable development. The SDC is therefore pleased with Government's efforts, led by CESP and Defra, to better understand and improve upon its total impacts, and to optimise its influence through supply chain activities. This work will need ongoing support within Government as well as departmental collaboration, clear ambition levels and milestones for improvement, as well as alignment with other initiatives on operations and procurement to allow Government to understand the totality of its business, how it might be improved and how to reduce its impacts.

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## 2.5.5 Flexible Framework

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### Target

- Government encourages organisations to make full use of the Sustainable Procurement Task Force Flexible Framework (SPFF) where it helps improve procurement practice and achieve sustainability targets, while OGC are developing a new detailed procurement framework.
- people;
- procurement process;
- policy, strategy and communications;
- engaging suppliers;
- measurements and results.

Following the publication of *Securing the Future*, the Sustainable Procurement Task Force was created. It published its report *Procuring the Future* and the development of the Flexible Framework, a self-assessment mechanism designed to allow organisations to measure and monitor their progress on the Framework's criteria over time. The Framework should be seen as a capability building tool – rather than something that can be used to assess Government's progress on sustainable procurement. Proper assessment would entail an understanding of total volumes, impacts and benefits, and how procurement practices have helped drive sustainable policies.

Central Government, local Government and the Health and Social Care sector each responded with their own sustainable procurement action plans (SPAPs). The framework was designed to be used by all organisations – from those with significant levels of procurement expertise and resource to those with very limited resource at their disposal. Departments progress through the framework from Level 1 to 5 across five criteria:

In 2008/2009, 20 of the 22 departments reported using the Flexible Framework, which is effectively the same as in 2007/2008, with 19 out of 21. 7 departments self-reported as having achieved Level 3 ('Practice') or above in all five of the Flexible Framework categories in 2008/2009 and so were awarded a green traffic light. This compares to only two departments reporting to be at that level in 2007/2008 and represents good year-on-year progress. Defra and the HO have both reported performance at Level 4 ('Enhance') or above for all categories, representing leadership in procurement in Government.

The FC and HMT do not report against the Flexible Framework at all, and so have been awarded a red traffic light. While departments are not yet mandated to make use of the Framework, the SDC does expect the Flexible Framework or an equivalent methodology to be used as best practice on sustainable procurement. The Framework is expected to be a mandated mechanism under the new SOGE Framework which comes into effect in 2011/2012.

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## 2.5.6 Sustainable Development Action Plans (SDAPs) – Procurement

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### Target

- All departments are required to develop and implement a Sustainable Development Action Plan (SDAP) by December 2005 that incorporates procurement actions to meet the SPAP commitments.

In 2008/2009, all but one department (the FCO) set out in their SDAP the actions they intend to take to ensure procurement practice helps achieve their sustainable operations targets. Progress against SDAPs is required to be reported regularly by departments,

including a self-assessment rating of how well sustainable development has been embedded into operations. For a detailed breakdown of the SDC's assessment of recent SDAPs, please refer to the SDAP Tracker on the SDC's website.<sup>31</sup>

# 3 Departmental Commentary

The following pages contain a summary of departmental progress from 2006/2007 to 2008/2009 where known. Due to changes in baselines caused by better quality data and machinery of Government changes, it is not always possible to discern trends from the data provided across all three years.

The method of assessing departments has also evolved over the same period, with star ratings for mandated mechanisms and SPAP commitments being awarded using a different methodology in 2006/2007 compared to the following two years. Furthermore, where there have been machinery of Government changes, if departments no longer exist by 2008/2009, they have not been included in this report. However, despite both BERR and DIUS being replaced by BIS at the time of this report going to print, they did exist in 2008/2009 and so have been included. DECC also does not appear in this report as it had not been in existence for a full year by the end of 2008/2009.

The commentary against each department contains three sections. The first shows the SDC's analysis, comments, and department-specific recommendations. The second is a summary of the department's key trajectory information provided to CESP including current and planned initiatives. The third is a summary of additional context provided by departments in response to CESP's initial analysis of their progress.

The SDC notes that departments are usually good at providing context for where they are not on track to meet targets or are reporting worsening performance. However, we would like to hear more about the success stories, so that the lessons learned by one department may be passed to others struggling to meet the targets. The SDC asks that CESP captures and shares this positive information as part of its capability building programme.

## Operations

CO<sub>2</sub> Offices<sup>i</sup> (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)<sup>vi</sup>

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

## Mandated Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

## SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

2006/2007

2007/2008

2008/2009

★★★★☆			★★★★☆			★★★★☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
-4.0%	2,411,945	2,314,797	-6.3%	2,821,801	2,642,623	-10.0%	2,882,711	2,593,726
1.5%	140,762	142,885	-10.3%	165,785	148,762	-17.0%	179,871	149,270
-21.7%	119	93	-7.2%	96	89	-7.9%	98	90
-5.3%	160,348	151,866	-28.8%	237,583	169,085	-13.7%	359,269	309,887
38.5%	NA	118,923	35.0%	NA	157,943	48.4%	NA	150,022
-0.1%	36,573,563	36,523,492	-17.8%	48,053,411	39,482,795	-19.9%	46,661,514	37,376,253
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
1,155	3,350	2.9	5,792	61,666	10.6	3,091	15,087	4.9
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
82.0%	146,828	120,399	88.0%	146,356	128,860	94.3%	145,903	137,530
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
28.3%	3,194,512	929,844	22.0%	3,565,067	787,470	16.9%	3,509,504	593,966
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
5.8%	3,194,512	189,961	8.7%	3,565,067	311,438	8.6%	3,509,504	303,406

★★★★☆	★★★☆☆	★★☆☆☆
RED	RED	RED
RED	AMBER	GREEN
RED	RED	AMBER
AMBER	AMBER	AMBER

Sustainable Procurement Action Plan Commitments

	★★★★☆	★★★★☆
AMBER	GREEN	GREEN
	RED	AMBER
GREEN	GREEN	GREEN
	AMBER	AMBER
	GREEN	GREEN
AMBER	AMBER	AMBER

N.B. – For the operational targets, all performance figures have been rounded to the nearest whole number and percentages to 1 decimal place. An improvement in performance compared to the baseline is represented by negative percentages for CO<sup>2</sup> emissions, energy

efficiency, water usage, and waste arisings. All other targets show an improvement in performance compared to the baseline with a positive percentage.

## 3.1 Department for Business, Enterprise & Regulatory Reform (BERR)

### The SDC's key commentary, challenges & recommendations

- Due to machinery of Government changes, there are only two years of data pertaining to BERR. Over this period BERR has shown some slight improvement, by increasing its star rating for the mandated mechanisms from 3 to 4, maintaining 3 stars for the operational targets and maintaining 5 stars for the SPAP commitments.
- BERR showed continuing excellent performance for carbon emissions from offices and has made some good improvements in energy efficiency, although it is still using more electricity per m<sup>2</sup> than in its baseline year and is not expected to meet the 2010/11 target of 15% less electricity per m<sup>2</sup>. However, given the excellent performance on carbon emissions from offices and administrative vehicles, energy efficiency is of less concern as it can be negatively affected by estate rationalisation.
- BERR managed to further reduce the carbon emissions from its administrative vehicles, going from 22.3% below the baseline in 2007/2008, to 44.2% in 2008/2009, almost three times the 2010/2011 target of 15%. The SDC would like to better understand how this achievement has been made in order that lessons learned can be passed on to other departments struggling with this target.
- Despite having excellent recycling figures, the total waste arisings continue to go up significantly, increasing from 1.3% above the baseline in 2007/2008 to 15.6% above the baseline in 2008/2009. This is well short of the 2010 target of a 5% reduction against the baseline.
- Water is another area where BERR is showed a significant trend in the wrong direction with water consumption rising from 5.8% above the baseline in 2007/2008 to 15.4% above the baseline in 2008/2009. This is now more than 40% above the 2020 target of a 25% reduction against the baseline.
- BERR improved its EMS coverage to 100% in 2008/2009, which is an excellent improvement from 75% coverage in 2007/2008.
- While BERR appears to have shown some improvement in sustainability appraisals for office relocations in 2008/2009, in future there should be complete coverage, especially given the machinery of Government changes that have been taking place recently. Due to the quality of the data set for 2008/2009, it was difficult to tell if there had been any real improvement compared to the previous year, so an amber rating option was created for "some progress". This option will not be available for 2009/2010.
- BERR installed a photovoltaic array at 1 Victoria Street which is an excellent visual demonstration of a department leading by example on the use of renewable energy.

### CESP's summary of BERR's trajectories

CESP has commented on both BERR and DIUS which have now been brought together under BIS. While BIS has plans in place to improve this performance against the waste and water targets, these plans are not currently forecast to enable BIS to meet the 2010/2011

target for waste and the 2020 target for water. Therefore, further initiatives are required in addition to the tea point recycling and "Recycle Plus 1" initiatives, and the installation of automated monitoring and targeting (AM&T).

### Summary of departmental feedback

BERR (now BIS) has stated to CESP that it is pleased with its general progress so far, but has acknowledged that there is still more work to be done. Its focus for improvements during 2009/2010 will be:

- continuing the improvement on energy efficiency

- reducing waste arisings, whilst increasing the proportionate amount of waste recycled (now at 59.5% of arisings)
- tackling various aspects of water consumption across the HQ estate.

### Operations

CO<sup>2</sup> Offices<sup>i</sup> (tonnes)

CO<sup>2</sup> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising<sup>viii</sup> (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

			★★★★☆			★★★★☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
			-26.0%	15,638	11,571	-26.2%	14,504	10,708
			-22.3%	1,063	826	-44.2%	586	327
			16.2%	220	255	2.6%	213	219
			1.3%	992	1,005	15.6%	912	1054
			55.7%	NA	560	59.5%	NA	627
			5.8%	45,312	47,954	15.4%	37,282	43,005
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
			NA			NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
			NA			NA		
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
			85.0%	19,261	16,368	87.0%	17,632	15,336
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
			NA			NA		

			★★★★☆			★★★★☆		
			NA			NA		
			AMBER			GREEN		
			RED			AMBER		
			GREEN			GREEN		

### Sustainable procurement action plan commitments

			★★★★★			★★★★★		
			GREEN			GREEN		
			GREEN			GREEN		
			GREEN			GREEN		
			GREEN			GREEN		
			GREEN			GREEN		
			GREEN			GREEN		

BERR was created in 2007 upon the disbanding of the Department of Trade & Industry (DTI). The main areas BERR covered were: Company Law, Trade, Business Growth, Employment Law, Regional Economic Development, and Consumer Law. The principal changes affecting the new Department were the removal of the Office of Science & Innovation to the new Department for Innovation, Universities & Skills (DIUS) and the

arrival of the Better Regulation Executive (BRE) from the Cabinet Office (CO). In 2008 responsibility for energy policy was moved to the new Department of Energy & Climate Change (DECC). It then merged with the Department for Innovation, Universities & Skills in 2009 to become the Department for Business, Innovation & Skills (BIS).

## 3.2 Department for Communities and Local Government (CLG)

### The SDC's key commentary, challenges & recommendations

- Overall, CLG is doing well and has shown some improvement, keeping its 5 stars for the operations targets and 4 stars for the mandated mechanisms from 2006/2007 to 2008/2009, while going from 3 stars to 4 stars for the SPAP commitments.
- The percentage of electricity that CLG sources from renewables has dropped significantly. While CLG has still met the 2008 10% target in 2008/2009, its trend is heading in the wrong direction and is only slightly countered by the increase in electricity sourced from combined heat and power (CHP). The SDC encourages CLG to work hard to regain this lost ground.
- The Home and Communities Agency (HCA) is now a member of the Carbon Disclosure Project and is in a pilot phase where 14 of their major partners have been asked to respond to their requests for disclosure. The HCA hopes to extend this to all suppliers in the future. The SDC encourages commitment to projects such as the Carbon Disclosure Project to help departments gain a better understanding of the total impacts of their business.
- The reduction in carbon emissions from offices appears to be mostly due to the performance of the core estate, where emissions show a decrease of 31% in 2008/2009 compared to a decrease of 8% in 2007/2008, and NDPBs with a reported decrease of 10% in 2008/2009 compared to an increase in emissions of 3% reported in 2007/2008. The core Department should now pass the lessons learned to its Executive Agencies which account for 55% of total reported energy consumption.
- CLG has made significant reductions in the amount of water it uses, and has already met the 2020 target of 25%. The SDC would like to better understand how this was achieved so that lessons learned can be passed on to other departments that are struggling to meet this target.
- It is excellent to see that in 2008/2009 the data return includes the Tenant Services Authority, Home and Communities Agency, and the Government Offices for the Regions. However, it appears that the Government Offices for the East of England was not included in 2008/2009's return, and the SDC hopes that there will be 100% inclusion of these offices in future.
- The area of the core estate has decreased in 2008/2009 mainly due to CLG reducing its occupancy of Ashdown House.

### CESP's summary of CLG's trajectories

CLG is now working hard to ensure the downward trend in carbon emissions from offices is maintained through a number of initiatives including estate consolidation and the installation of more energy efficient lighting. They provide no explanation about the rapid decrease in carbon emissions from vehicles, but note that current planned initiatives include smarter working practices and the use of lower emission hire cars, which are expected to enable

CLG to meet the target. CESP also notes that although CLG has already met its waste and recycling targets, its overall waste arisings have been increasing over the past two years and its recycling rate has gone down, apparently due to estate rationalisation and reduction in occupied office space. It is not clear how this would result in increased overall waste arisings, unless the total number of FTE has also gone up in the same period (which does not appear to be the case).

### Summary of departmental feedback

CLG stated to CESP that it has clear strategies in place to meet the longer-term objectives and targets, with delivering CO<sup>2</sup> reductions from buildings remaining the priority as well as developing climate change adaptation

strategies. CLG also stated that it has worked hard to build internal capacity and expertise, and has developed the shared estates management programme to share these skills and benefits.

### Operations

CO<sub>2</sub> Offices<sup>i</sup> (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

2006/2007

2007/2008

2008/2009

★★★★★			★★★★★			★★★★★		
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
7.1%	21,732	23,283	-0.1%	26,091	26,056	-10.6%	25,300	22,608
-9.9%	3,491	3,146	-21.2%	4,836	3,812	-30.4%	4,846	3,371
-11.6%	468	414	-13.7%	465	402	-9.8%	426	384
-22.1%	3,561	2,773	-17.3%	3,629	3,002	-13.2%	3,436	2,982
51.9%	NA	1,440	67.8%	NA	2,034	62.1%	NA	1,851
-0.1%	250,674	250,385	-11.7%	261,600	231,044	-23.4%	264,195	202,494
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
NA			NA			NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
NA			NA			NA		
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
72.7%	49,076	35,691	65.3%	48,809	31,861	38.3%	43,775	16,764
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
9.8%	49,076	4,792	9.2%	48,809	4,499	11.5%	43,775	5,048

★★★★★☆	★★★★★☆	★★★★★☆
NA	NA	NA
GREEN	AMBER	GREEN
GREEN	NA	AMBER
AMBER	GREEN	GREEN

**Sustainable procurement action plan commitments**

	★★★★★☆	★★★★★☆
RED	GREEN	GREEN
	RED	RED
GREEN	GREEN	GREEN
	AMBER	GREEN
	GREEN	GREEN
GREEN	AMBER	AMBER

CLG works to create thriving, sustainable, vibrant communities that improve everyone’s quality of life. To achieve this it is building more homes and better homes – and reducing homelessness; improving local public services; regenerating areas to create more jobs; working to produce a sustainable environment; and tackling anti-social behaviour and extremism. The CLG sets policy on local government, housing, urban regeneration,

planning and fire and rescue. It has responsibility for all race equality and community cohesion related issues in England and for building regulations, fire safety and also for some housing issues in England and Wales. The rest of its work applies only to England.

### 3.3 Cabinet Office (CO)

#### The SDC's key commentary, challenges & recommendations

- While the CO has improved on its operations, going from 2 to 3 to 4 stars, it has not done so well on Mandated Mechanisms where it has slipped back to 3 stars in 2008/2009 from 4 stars in 2007/2008; and for the SPAP commitments where it has slipped from 4 stars in 2007/2008 to only 2 stars in 2008/2009. However, the CO is encouragingly reviewing its Invitation to Tender package to include more robust sustainability requirements.
- The CO has shown excellent performance across six operational targets in 2008/2009, including carbon from administrative road vehicles which has gone from a red traffic light in 2006/2007 and 2007/2008 to a blue in 2008/2009. This is because the CO was only able to establish its baseline as 2007/2008. The SDC would like to better understand how it made such a significant reduction in emissions in one year so the lessons learned may be shared with other departments. Similarly, lessons about water reduction should also be shared with other departments and should be better applied to the CO's own new builds.
- The CO was able to report for the first time in 2008/2009 on the number of staff with responsibilities for delivering the sustainable operations targets or SPAP commitments who have these included in their personal performance objectives; however this currently equates to only 25% of such staff and requires more action.

#### CESP's summary of CO's trajectories

CO's increasing trend in CO<sub>2</sub> from offices is mainly due to better reporting of emissions compared to its 2004/2005 baseline. A number of opportunities to implement low carbon technology throughout the estate have been identified by the CO for which funding has now been confirmed that will enable the Department to reduce its current level of emissions. However, it is forecast that these are not expected

to be sufficient to meet the 2010/2011 CO<sub>2</sub> from office target. It is also forecast that even though the CO has made some excellent progress on reducing its water consumption, current planned initiatives are not expected to be sufficient for the Department to meet the 2020 target. The CO has gained a red traffic light this year for its one major refurbishment project, but provides no context for this.

#### Summary of departmental feedback

The CO stated to CESP that it has made a commitment to green all aspects of business, not just those areas scrutinised under its public sustainability commitments. This work will be carried through in the development of its Adaptation Plan, which sets out how it will deal with the risks and opportunities presented by climate change. The CO agrees that it continues to struggle to achieve the necessary reduction in its energy consumption to meet the carbon from offices target. The CO identified a number of projects underway to reduce emissions, including refurbishment projects at 70 Whitehall and the Downing Street complex and installing kit to improve voltage supply on a number of sites around the estate. Future projects include the replacement of obsolete boiler kit, the

further roll-out of automatic lighting controls and improvements to its building management systems. There is also an ongoing estate rationalisation programme and ambitious plans are being drawn up for the CO's Carbon Reduction Delivery Plan. Regarding the SPAP commitments, the CO states it has taken steps to ensure that a significantly higher percentage of staff will have sustainability objectives incorporated into their performance appraisals. Furthermore, with the introduction of the new buying structure within the CO, implementation of the Flexible Framework is expected to be considerably easier and good improvements are expected. The CO is confident that in 2010/2011 that all relevant contracts will have the Quick Wins standards incorporated into them.

#### Operations

CO<sub>2</sub> Offices<sup>i</sup> (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency ( MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

#### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

#### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

★★★★☆			★★★★☆			★★★★☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
98.0%	3,799	7,523	12.0%	7,553	8,456	17.7%	7,553	8,893
NK	NK	NK	0%	35	35	-28.6%	35	25
2.6%	282	289	6.3%	336	357	13.9%	336	382
-27.1%	1,441	1,050	-27.0%	1,547	1,129	-26.8%	1,547	1,132
67.8%	NA	712	65.7%	NA	742	68.6%	NA	777
13.5%	42,297	47,997	-2.2%	57,323	56,054	-24.0%	57,323	43,565
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
NA			NA			931	7,245	8
Score#	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
NA			NA			NA		
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
55.5%	12,352	6,851	43.9%	12,735	5,591	61.1%	13,295	8,120
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
0%	12,352	0	18.1%	12,735	2,300	19.4%	13,295	2,574

★★★★☆	★★★★☆	★★★★☆
NA	NA	RED
GREEN	GREEN	GREEN
RED	NA	NA
GREEN	GREEN	GREEN

### Sustainable procurement action plan commitments

	★★★★☆	★★☆☆☆
RED	GREEN	GREEN
	RED	RED
GREEN	GREEN	GREEN
	GREEN	RED
	GREEN	GREEN
GREEN	AMBER	RED

The CO sits at the very centre of Government and, together with the Treasury, provides the 'head office' of Government. The CO's overarching purpose is to make Government work better. The Department has three core functions that enable it to achieve this overarching purpose: supporting the Prime Minister to define and deliver the Government's objectives; supporting the Cabinet to drive the coherence, quality and delivery of policy and operations across departments; and

strengthening the Civil Service to ensure it is organised effectively and has the capability in terms of skills, values and leadership to deliver the Government's objectives..

## 3.4 Department for Culture, Media and Sports (DCMS)

### The SDC's key commentary, challenges & recommendations

- DCMS has done very well in 2008/2009, topping the league table by increasing its star rating in all three areas; going from 4 stars in 2007/2008 to 5 stars in 2008/2009 for the operational targets; going from 3 stars to 5 stars for the mandated mechanisms; and going from 3 stars to 4 stars for the SPAP commitments.
- While the SDC recognises that Royal Parks reports improving conditions across selected criteria, it was excluded from the waste data for 2008/2009 after previously being reported. This has allowed DCMS to report a significant reduction in waste arisings. This does not present a clear picture of how the Departmental family is achieving the waste and recycling targets. The SDC has agreed with CESP that Royal Parks will be included again in 2009/2010; publically reporting separate waste streams for its office and non-office estate if necessary to provide context. The SDC appreciates that this is a difficult target for DCMS to manage, but not reporting on all waste arisings for SOGE provides no confidence that DCMS is finding new and innovative ways to manage waste or recycling. Public access to the public estate is not a unique problem for DCMS.
- It is not possible to split the baseline energy consumption for Royal Parks between offices and non-offices. Therefore, although this year a split was provided for the data, the carbon target is still calculated for the total office and non-office consumption.
- DCMS has already exceeded the 2020 water reduction target of 25%, but water consumption levels are currently rising. The SDC hopes that this trend will not continue.
- The Department has continued to report excellent performance and 100% coverage for the electricity from renewables target (meaning that the combined heat and power target is no longer applicable for DCMS). It also reported 100% coverage for its EMS.
- DCMS has continued to improve on its excellent carbon reduction from offices and administrative road vehicles. The SDC would particularly like to better understand how this vehicle emission cut was achieved so that lessons learned can be passed on to other departments that are still struggling with these targets.
- The Department has made very limited progress with the use of the Sustainable Procurement Flexible Framework (SPFF), and currently sits at Level 1 for all elements.

### CESP's summary of DCMS's trajectories

DCMS is performing well against all of the SOGE targets. The challenge facing DCMS is to continue to maintain this high level of performance through to 2010/2011 and beyond. CESP also notes that in 2008/2009 DCMS re-baselined to remove the contribution of public waste collected from Royal Parks, which then accounted for 1,810 tonnes of the baseline figure. In 2008/2009, DCMS

reported that 7,775 tonnes of public waste was collected from the Royal Parks Estate, but no figures were released around recycling from Royal Parks. No context was provided around the poor performance relating to the one SSSI on its estate in sole ownership or control; however the SDC recognises that DCMS has ongoing difficulties in the context of the Royal Parks.

### Summary of departmental feedback

DCMS stated to CESP that it is now seeing the benefits of the capital investment in new plant and equipment. The challenge it faces is to maintain current performance against the targets and to identify new opportunities to improve the efficiency of the estate. It has committed to continue to work with its facilities provider to identify potential

opportunities for further reductions in energy and water consumption. Also, an action plan is in place for the Department to achieve the Level 5 rating against the Sustainable Procurement Flexible Framework with the Level 2 rating to be achieved by February 2010 and Level 3 by June 2010.

### Operations

CO<sub>2</sub> Offices<sup>i</sup> (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

2006/2007

2007/2008

2008/2009

☆☆☆☆☆			★★★★☆			★★★★★		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
12.9%	4,087	4,615	-19.2%	5,117	4,134	-21.9%	5,117	3,999
NK	NK	345	-17.3%	57	47	-39.4%	57.3	34.8
5.5%	379	401	-19.8%	394	316	-15.4	373	315
1.7%	2,035	2,070	0.0%	2,222	2,222	-26.5%	412.3	303
NK	NA	NK	48.2%	NA	1,070	61.9%		188
-9.0%	386,663	352,021	-39.1	386,705	235,637	-29.4%	386,705	272,851
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
NA			678	4,473	6.6	NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
0%	2,050	0	0%	850	0	0%	NK	0
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
100%	8,137	8,137	100%	6,522	6,522	100%	6,597	6,597
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
NA			NA			NA		

★★★★☆	★★★★☆	★★★★★
NA	RED	NA
GREEN	GREEN	GREEN
NA	NA	NA
GREEN	GREEN	GREEN

**Sustainable procurement action plan commitments**

	★★★★☆	★★★★☆
RED	GREEN	GREEN
	RED	GREEN
GREEN	GREEN	GREEN
	GREEN	GREEN
	GREEN	GREEN
GREEN	RED	RED

DCMS is responsible for Government policy on the arts, sport, the National Lottery, tourism, libraries, museums and galleries, broadcasting, creative industries including film and the music industry, press freedom and regulation, licensing, gambling and the historic environment. It is the department responsible for the 2012 Olympic & Paralympic Games. It is responsible for the listing of historic buildings and scheduling of ancient monuments, the export licensing of cultural

goods, the management of the Government Art Collection and for the Royal Parks Agency. It has responsibility for humanitarian assistance in the event of a disaster, such as the London bombings, as well as the organisation of the annual Remembrance Day Ceremony at the Cenotaph.

## 3.5 Department for Children, Schools and Families (DCSF)

### The SDC's key commentary, challenges & recommendations

- DCSF has done very well over its two years of existence, increasing its star rating for operations from 3 to 4; maintaining a maximum 5 stars for the mandated mechanisms; and increasing from 4 stars to the maximum 5 stars for the SPAP commitments.
- DCSF has shown excellent and continually improving performance for carbon emissions from offices, decreasing its emissions significantly from 22% below the baseline in 2007/2008 to 32.6% below the baseline in 2008/2009. This is well beyond the 2010/2011 target of 12.5%. The SDC would like to better understand how this was achieved in order that the lessons learned may be shared with other departments still struggling with this target.
- DCSF should work on further improving the energy efficiency of its offices now that it has achieved the more important target of overall reductions in carbon emissions from offices, although the SDC acknowledges that estate rationalisation can have a negative impact on performance against this target.
- The SDC recommends that DCSF continues to work hard to reduce the emissions from road vehicles. DCSF has reported a large improvement in emissions from administrative road vehicles, going from a reported 16.3% increase in emissions above the baseline in 2007/2008, to a 3.4% reduction below the baseline reported in 2008/2009. While this is excellent progress, the Department still needs to reduce its vehicle emissions by 11.6% by 2010/2011 in order to meet the 15% target.
- DCSF has also reported a dramatic decrease in total waste arisings, going from reporting a reduction from 2007/2008 against the baseline of 1.3% which earned the Department an amber traffic light, to reporting a reduction of 61.3% in 2008/2009 earning a blue light. The SDC would also like to better understand how this was achieved in order that the lessons learned may be shared with other departments still struggling with this target.
- Excellent SPAP coverage is supported by efforts such the Training and Development Agency for Schools readjusting tender specifications to probe for more detail on environmental and sustainability credentials.
- The SDC notes the Wales Bar property in East Pennines, previously reported under the core DCSF, has been sold into the private sector and is no longer a DCSF property, resulting in a new baseline.

### CESP's summary of DCSF's trajectories

DCSF re-baselined in 2008/2009 to include the Training and Development Agency (TDA) in its reporting scope; however this inclusion is not reflected in the 2007/2008's figures. While DCSF's performance to date has shown

a consistent decrease in the recorded CO2 emissions from its administrative vehicles, current forecasts indicate the 2010/2011 target will not be reached without further initiatives being identified.

### Summary of departmental feedback

DCSF stated to CESP that it is continuing to implement a suite of programmes to reduce energy consumption and achieve further carbon reductions in 2009/2010. It is looking at ways IT and systems management can contribute to energy savings in the short, medium and longer terms. It is aiming for BREEAM "Excellent" and higher for the new build planned for Darlington in 2012,

incorporating sustainability in the design and construction and an "Excellent" post-occupancy rating for the Sheffield top quartile procured building. DCSF acknowledges that its business travel performance is poor and is revising its business travel policy to ensure greater attention is paid to carbon emissions reduction.

### Operations

CO<sub>2</sub> Offices<sup>i</sup> (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

2006/2007

2007/2008

2008/2009

			★★★★☆			★★★★☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
			-22%	15,784	12,316	-32.6%	15,863	10,693
			16.3%	1,272	1,479	-3.4%	528	510
			-2.6%	334	325	-7.8%	338	312
			-1.3%	2,714.0	2,678.0	-61.3 %	3,810	1,474
			58.9%	NA	1,578	73.7%	NA	1,086
			-22.9%	65,882	50,797	-27.1	65,882	48,041
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
			NA			NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
			NA			NA		
Score	Total MWh	Renewables	Score	Total MWh	MWh from	Score	Total MWh	MWh from
			16.4%	20,942	3,443,340	18.7%	18,183,443	3,397,970
Score	Total MWh	Renewables	Score	Total MWh	MWh from	Score	Total MWh	MWh from
			0%	18,183	0	0%	20,942	0

			★★★★★			★★★★★		
			NA			NA		
			GREEN			GREEN		
			NA			NA		
			GREEN			GREEN		

### Sustainable procurement action plan commitments

			★★★★☆			★★★★★		
			GREEN			GREEN		
			RED			AMBER		
			GREEN			GREEN		
			GREEN			GREEN		
			GREEN			GREEN		
			AMBER			GREEN		

The purpose of the DCSF is to make the UK the best place in the world for children and young people to grow up. It aims to make children and young people happy and healthy; keep them safe and sound; give them a top class education; and help them stay on track. The DCSF used to be part of the Department for Education and Skills (DfES) until June 2007 when DfES was disbanded to create the DCSF and the Department for Innovation and Skills (DIUS).

## 3.6 Department for Environment, Food and Rural Affairs (Defra)

### The SDC's key commentary, challenges & recommendations

- Defra has shown some mixed results over the three year period; reclaiming lost ground in 2008/2009 when it brought its star rating for the operational targets back up to 4 stars and it has brought its mandated mechanisms star rating back up to the maximum 5 stars. Unfortunately, this is counterbalanced by a fall from 5 to 4 stars for the SPAP commitments due to a lack of staff objectives.
- Although Defra's energy efficiency score remains low, this is strongly counterbalanced by the improved performance against the carbon from offices target, which is the more meaningful of the two as it shows real emissions reductions, whereas carbon efficiency could be affected by rationalisation of the office space.
- Defra's performance on CHP and Renewables has been mixed, and the SDC encourages Defra to become a leading example with improved performance year-on-year. Therefore the SDC is pleased to see that, in addition to the existing CHP plants at Nobel House and Weybridge, a new CHP plant is now being used at Sand Hutton in York.
- Application of BRE's Environmental Assessment Method with excellent standards or equivalent to all new builds and major refurbishments has significantly improved for Defra. In 2007/2008 only one of the two major refurbishments obtained the required BREEAM standard, while in 2008/2009 two out of two major refurbishments were assessed and received the required standard.
- Although Defra reported some good progress against the water target in 2008/2009, overall results were mixed over the three year period and there is still a long way for Defra to go to reach the 25% below baseline target for 2020. The SDC understands that this is a difficult issue for Defra given its large number of laboratories.
- The SDC would like to better understand how, despite a significantly increased baseline for waste arisings, Defra has managed to reduce its waste arisings by an almost equivalent amount, so that any lessons learned may be passed on to other departments.

### CESP's summary of Defra's trajectories

Defra is currently undertaking estate rationalisation, lighting projects and Automatic Meter Reading (AMR) to further reduce its carbon from offices. For water, the performance of the laboratory estate fluctuates in response to the nature of the work being undertaken, much of which is energy intensive. While Defra has plans in place to deliver further reductions in water use, these are not currently sufficient to ensure that it meets the 2020 target, and additional

initiatives need to be identified. In 2008/2009 Defra re-baselined to take account of the inclusion of additional bodies (Environment Agency and Joint Nature Conservatory Council), which has increased the waste baseline by 27%. Laboratories on the Defra estate have a large effect upon the recycling rate, and when only looking at office waste Defra would have exceeded the recycling target.

### Summary of departmental feedback

Defra stated to CESP that it is making significant achievements on a diverse estate which includes not just Defra and its Executive Agencies but also the Environment Agency and the Joint Nature Conservation Committee. In particular it has already exceeded its 2011 targets for carbon from travel, carbon from offices and waste arisings. However, despite being on track to achieve the recycling target, Defra notes

that large quantities of waste generated on the laboratory estate cannot be recycled. Furthermore, despite seeing a large reduction in water consumption, there is a large difference in water consumption between the office and non-office estate. To address this, Defra is reviewing all working practices across all of its business activities to see where improvements can be made.

Operations
CO <sub>2</sub> Offices <sup>i</sup> (tonnes)
CO <sub>2</sub> Vehicles (tonnes)
Energy Efficiency (MWh/m <sup>2</sup> )
Waste Arising (tonnes)
Recycling (tonnes)
Water (m <sup>3</sup> )
Water: New Builds (m <sup>3</sup> /FTE)
SSSIs (ha)
Renewables (% of MWh)
CHP (% of MWh)

Mechanisms
BREEAM
EMS
Office Relocations
Carbon Trust

SPAP
PUS Objectives
Staff Objectives
SDAP
Quick Wins
Engagement
Flexible Framework

2006/2007

2007/2008

2008/2009

★★★★☆			★★★★☆			★★★★☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
-8.5%	16,150	14,770	-13%	17,911	15,530	-18.7%	17,911	14,555
-4.7%	23,826	22,700	-12.8%	25,196	21,978	-19.5%	25,196	20,271
32.1%	372	492	15.0%	372	428	16.3%	429	499
4.3%	22,933	23,927	10.6%	4,894	5,412	-10.8%	6,229	5,559
74.6%	NA	17,847	33.8%	NA	1,828	35.9%	NA	1,993
6.0%	376,724	399,341	24.9%	393,322	491,441	11.0%	385,756	428,024
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
NA			NA			NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
NA			85.8%	5,288	4,536	87.0%	5,308	4,617
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
43.6%	73,845	32,221	55.9%	67,422	37,712	47.9%	63,644	30,507
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
10.8%	73,845	8,004	3.4%	67,422	2,312	5.5%	63,644	3,484

★★★★★	★★★★☆	★★★★★
NA	RED	GREEN
AMBER	GREEN	GREEN
GREEN	RED	GREEN
GREEN	GREEN	GREEN

Sustainable procurement action plan commitments

	★★★★★	★★★★☆
GREEN	GREEN	GREEN
	GREEN	RED
GREEN	GREEN	GREEN
	AMBER	GREEN
	GREEN	GREEN
GREEN	GREEN	GREEN

Defra’s main purpose is to help build a low carbon, resource efficient economy, and help people to adapt to changes. Defra defends people from environmental risks and makes the most of the opportunity we now have to secure a sustainable society and a healthy environment. Defra’s main tasks are to secure a healthy environment for us all and defend against environmental risks; promote an economy that produces less carbon, and uses resources more efficiently; and ensure a thriving

farming sector and a sustainable, healthy and secure food supply for the present and future generations.

## 3.7 Department for International Development (DfID)

### The SDC's key commentary, challenges & recommendations

- With the exception of emissions from offices and the Flexible Framework, DfID has generally performed very well over the three year period. It has brought its star rating for operations back up to 4 stars, while maintaining its 5 star rating for the mandated mechanisms and its 4 star rating for the SPAP commitments.
- While DfID has improved in some aspects of its use of the Flexible Framework, in 2008/2009 it needed to be at least at Level 2 across all areas to score an amber traffic light and at Level 3 across all areas to score a green light. As DfID struggled to improve "measurement and reporting of results", its score has continued to go down in this area.
- As DfID is continuing to procure more than 85% of its electricity from renewable sources, the combined heat and power (CHP) target does not apply to it.
- The SDC acknowledges that many of DfID's IT systems have been relocated from overseas offices to the UK, resulting in an increase in electricity consumption. In addition the overall size of DfID has increased since 1999 as its building estate has expanded. This has had a negative impact on energy efficiency and increased emissions from its offices. The SDC hopes that the proposed virtualisation of the DfID's IT services will not simply result in outsourcing these facilities, taking the associated emissions off the estate, while not considering how to further reduce the real emissions associated with DfID's offices.
- DfID reported significantly improved performance against the water consumption target, going from an increase in water use compared to the baseline of 14% in 2007/2008 to a reduction in 2008/2009 of 47.6%, making it the department to have shown the second biggest improvement against its baseline. The lessons learned from DfID may be useful to other departments that are struggling to meet this target.
- The SDC notes that the Security Sector Development Advisory Team (SSDAT) transferred from the MoD to DfID in 2007/08, which has resulted in re-baselining.
- DfID continued to surpass the target for reduced carbon emissions from administrative road vehicles, but the general data trend now shows that emissions from vehicles are creeping back up. The SDC hopes that this slippage can be turned around, so that DfID continues to maintain its achievement of this target.

### CESP's summary of DfID's trajectories

Carbon from offices has shown an upward trend primarily due to the increasing size of DfID's operations in the UK. DfID is currently planning a number of initiatives that will enable it to move towards meeting the 2010/2011 target, including virtualisation of its computer services, using tri-generation CHP and subletting of offices currently not

required. However, CESP predicts that these are unlikely to be sufficient. The large reduction in water consumption in 2008/2009 was due to the implementation of waterless urinals and dual flush technology. Further decreases are forecast through schemes to implement rainwater harvesting and water-saving plumbing.

### Summary of departmental feedback

DfID stated that whilst the headline figure for carbon emissions from buildings suggests that it is performing poorly, this is largely attributable to a significant period of growth in the organisation over the last ten years. DfID reiterates its commitment to improvement in this area as demonstrated by the number of initiatives already implemented which

have resulted in a reduction in carbon emissions. DfID also has more actions planned, such as a biomass boiler, wind turbine and a green roof. Furthermore, DfID is also looking at improving its performance, monitoring and measurement indicators for procurement activities, and has committed to ensure that sustainability issues are addressed.

### Operations

CO<sub>2</sub> Offices<sup>i</sup> (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

2006/2007

2007/2008

2008/2009

★★★★☆			★★★★☆			★★★★☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
86.7%	2,186	4,082	67%	2,635	4,387	49.7%	2,635	3,945
-53.3%	55	26	-22.2%	18	14	-16.7%	18	15
35.2%	342	463	25.2%	341	427	10.3%	341	377
-9.6%	364	329	-27.5%	364	264	-37.5%	364	228
80.9%	NA	266	81.3%	NA	215	75.9%	NA	173
-0.8%	12,501	12,398	14.0%	15,110	17,223	-47.6%	15,110	7,921
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
NA			NA			NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
NA			NA			NA		
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
96.7%	6,991	6,761	100.0%	6,643	6,643	100.0%	6,086	6,086
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
NA			NA			NA		

★★★★★			★★★★★			★★★★★		
NA			NA			NA		
GREEN			GREEN			GREEN		
NA			NA			NA		
GREEN			GREEN			GREEN		

### Sustainable procurement action plan commitments

	★★★★☆	★★★★☆
GREEN	GREEN	GREEN
	RED	GREEN
GREEN	GREEN	GREEN
	GREEN	GREEN
	GREEN	GREEN
GREEN	AMBER	RED

DfID was set up to meet the many challenges of tackling world poverty. It is DfID's job to make sure every pound of British aid works its hardest to help the world's poor. DFID is working to reach the Millennium Development Goals, international targets agreed by the United Nations (UN) to halve world poverty by 2015. DfID works with governments of developing countries, charities, businesses and international bodies, including the World Bank, the UN agencies and the European

Commission to promote sustainable development and reduce poverty.

## 3.8 Department for Transport (DfT)

### The SDC's key commentary, challenges & recommendations

- Over the three year period, DfT managed to maintain a 4 star rating for its operations, while at the same time increasing to 3 stars for the mandated mechanisms and increasing to the maximum 5 star rating for the SPAP commitments.
- DfT has a leading role to play in Government by helping to provide knowledge and expertise to other departments on how to reduce the impacts of their travel, including carbon emissions. This is why the SDC is concerned to see DfT is not yet on track to meet the vehicle emissions target, and would like to continue developing a working relationship with DfT in order to find better ways of improving its performance, as well as getting DfT to help other departments do the same.
- The SDC understands that DfT is developing a much broader carbon management strategy. For example, the Driver and Vehicle Licensing Agency (DVLA) is re-writing its fleet policy to deliver the CO<sub>2</sub> emissions target. DVLA's online vehicle excise duty system has been cited to the SDC as an example of a way to reduce overall travel (although it increases DVLA's own office emissions as it requires additional resources).
- The SDC acknowledges that DfT is working with its IT service provider to deliver the Greening ICT Government Strategy and has already delivered 39% of the commitments.
- The SDC would like to highlight the work carried out in DfT's Executive Agencies, as they contribute 92% of the overall reported energy consumption, with the core Department only consuming 8%. For example, during 2008/2009 the Driving Standards Agency (DSA) developed their 2009-2010 Sustainable Development Action Plan (SDAP) which commits them to reaching level 5 in one of the strands of the Sustainable Procurement Flexible Framework (SPFF) in addition to working with Theory Test providers to develop and publish their own SDAP.
- DfT has managed to continually improve its excellent performance on reducing waste arisings. In addition the Department has also maintained excellent recycling rates, although a slightly smaller percentage is being recycled year on year. The SDC hopes that this downward trend does not continue.

### CESP's summary of DfT's trajectories

CESP/OGC has noted that DfT has a number of initiatives in place to further reduce its emissions from offices which are expected to help DfT exceed its target. This includes DVLA implementing a second CHP plant, estate rationalisation and improvements to boilers and heating at DfT. For emissions from road vehicles, CESP/OGC notes that the decline in performance seen in 2008/2009 appears greater than it should be due to the misreporting of emissions in the previous year. In 2007/2008 the mileage figure for DfT was accidentally understated by 1,361,762 miles which equates to 447.47 tonnes of CO<sub>2</sub>. This was

corrected in 2008/2009. The reduction in 2007/2008 would actually have been 10.5% and not 14.5% as reported. DfT also has a number of initiatives in place that CESP predicts will enable the Department to exceed this vehicle target, including a 5% reduction in grey fleet mileage, reduced use of higher emitting hire cars, increased use of hire cars with lower emissions, and removal of MCA operational mileage from the baseline figures. Finally, a minor re-baselining for waste was undertaken to incorporate better reporting by the DSA this year, although previous performance was not updated to reflect this.

### Summary of departmental feedback

DfT did not provide specific feedback to CESP/OGC for inclusion on their website. However, following the recommendations made by the SDC, DfT has provided a commitment to the Chief Sustainability and Operating Officer at the OGC that it

will act as the policy lead for Government on sustainable travel issues. This is an excellent step and the SDC looks forward to seeing a more joined up approach to travel being established across central government as a result.

### Operations

CO<sub>2</sub> Offices<sup>i</sup> (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

2006/2007

2007/2008

2008/2009

★★★★☆			★★★★☆			★★★★☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
12.6%	21,597	24,326	8.8%	23,998	26,098	-7.7%	24,253	22,396
-10.6%	10,780	9,640	-14.5%	11,395	9,748	-7.2%	11,395	10,580
5.7%	277	293	4.0%	227	288	5.2%	276	290
-13.4%	4,480	3,878	-17.2%	4,480	3,711	-20.6%	5,989	4,756
57.1%	NA	2,215	54.3%	NA	2,015	47.3%	NA	2,248
11.2%	184,417	205,091	-6.9%	184,417	171,678	-8.8%	187,617	171,149
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
1,155	3,350	2.9	4,052	52,881	13.1	140	2,501	17.9
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
100%	2	2	100%	5.7	5.7	100%	6	6
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
62.5%	51,540	32,203	55.3%	53,775	29,713	52.4%	58,131	30,473
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
10.1%	51,540	5,187	14.7%	53,775	7,884	14.9%	58,131	8,675

★★★☆☆	★☆☆☆☆	★★★★☆☆
RED	RED	AMBER
RED	AMBER	GREEN
RED	RED	RED
AMBER	AMBER	GREEN

Sustainable procurement action plan commitments

	★★★★☆	★★★★★
GREEN	GREEN	GREEN
	RED	AMBER
AMBER	GREEN	GREEN
	GREEN	GREEN
	GREEN	GREEN
GREEN	GREEN	GREEN

Working with regional, local and private sector partners, DfT provides leadership across the transport sector to achieve a transport system which balances the needs of the economy, environment and society. DfT supports national economic competitiveness and growth, by delivering reliable and efficient transport networks; reducing transport's emissions of greenhouse gases; contributing to better safety, security, health and longer life-expectancy through reducing the risk of death, injury

or illness arising from transport, and promoting travel modes that are beneficial to health; promoting greater equality of opportunity for all citizens; and improving quality of life for transport users and non-transport users, and promoting a healthy natural environment.

## 3.9 Department of Health (DH)

### The SDC's key commentary, challenges & recommendations

- Unfortunately DH reported generally poorer performance in 2008/2009, with slippages in all operational areas except waste arisings. As a result it has dropped from a maximum 5 stars for the SOGE target to only 3 stars. It has also dropped from 2 stars to 1 star for Mandated Mechanisms, but encouragingly has risen from 2 stars to 3 stars for the SPAP commitment.
- The SDC recommends that DH continues to work closely with CESP and the SDC to work out ways of getting its performance back on track. The SDC is optimistic about DH's future progress, having recently awarded the DH's latest Sustainable Development Action Plan (SDAP) a green traffic light, as can be seen on the SDAP Tracker on the SDC website.
- The SDC acknowledges that for the NDPB Connecting for Health (CfH), electricity consumption increased for one particular property (Hexagon House) due entirely to a massive growth in the server room consumption.
- The SDC is pleased to see the scope of reporting within DH is continuing to expand. 2008/2009 was the first year that the Medicines, Healthcare Products and Regulatory Agency (MHRA) was included in reporting. MHRA cannot provide gas figures for 2008/2009, and this has led to the need to change the baseline and produced a split whereby the carbon baseline includes the partial electricity consumption from MHRA but this is excluded from the energy efficiency analysis and baseline. MHRA cannot provide consumption figures for any earlier than 2008/2009 and therefore this has been taken as its baseline year.

### CESP's summary of DH's trajectories

DH is currently planning a number of initiatives to further reduce its emissions from offices, including chiller replacements, a carbon management programme and better IT solutions. Similarly for vehicle emissions, DH plans increased use of bicycles on official business, the provision of additional video conferencing facilities and the abolition of the London taxi contract. Worsening performance for water is primarily due to an inclusion of a number

of sites for the first time, which were not reflected in the baseline. DH will re-baseline to reflect this change in 2009/2010; this will better represent the true performance. However, no significant reductions are currently forecast by CESP. DH currently has no EMS in place in the core Department or in MHRA or CfH. However, the DH facilities management contract is currently being re-let and a contract-based EMS will be introduced.

### Summary of departmental feedback

DH stated to CESP that on the wider SD agenda, the Department published its first SD Strategy Taking the Long View in 2008, followed by its second Sustainable Development Action Plan in July 2009. These documents have set the context for a strengthening of the SD team and greater integration of SD into policy and other Departmental functions. Work on the Carbon Management Programme was delayed due to issues with some of the Department's Arm's Length Bodies, but the scoping study commenced in February 2009. The full programme, covering the core Department, NHS Connecting for Health, and MHRA, has now been running for several months, with overall anticipated savings of

around 680 tonnes of CO<sub>2</sub>. The new contract for FM services on the DH London estate, which is expected to commence in late 2010, will require sustainability to be fully embedded in the operation of our buildings, with appropriate incentives to improve performance. MHRA continued to work towards the aims set out in its SDAP, although it lacks influence over some of the more major issues where savings could be made, such as electricity purchase and water consumption, but has been able to achieve changes in other areas by the introduction of new ways of electronic working and raising staff awareness.

### Operations

CO<sub>2</sub> Offices<sup>i</sup> (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

2006/2007

2007/2008

2008/2009

★★★★★			★★★★★			★★★★☆☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
-18.5%	8,285	6,753	-18.4%	10,581	8,635	-17.0%	11,456	9,514
-10.9%	638	568	-13.1%	637	553	-12.5%	961	840
9.3%	366	400	10.1%	380	419	6.1%	377	400
-50.2%	1,153	574	-30.0%	1,062	743	-45.3%	1,062	581
91.5%	NA	525	85.4%	NA	635	66.6%	NA	387
-1.4%	22,048	21,746	-19.4%	22,048	17,765	15.8%	22,048	25,539
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
NA			NA			NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
NA			NA			NA		
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
99.9%	13,010	13,002	80.8%	16,166	13,079	73.0%	18,004	13,149
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
NA			0%	16,166	0	0%	18,004	0

★★★☆☆☆	★★★☆☆☆	★★☆☆☆☆
NA	NA	NA
RED	RED	RED
NA	NA	NA
RED	AMBER	AMBER

**Sustainable procurement action plan commitments**

	★★★★☆☆	★★★★☆☆
GREEN	GREEN	GREEN
	RED	GREEN
GREEN	GREEN	GREEN
	RED	RED
	GREEN	GREEN
RED	RED	RED

DH exists to improve the health and wellbeing of people in England. DH is committed to improving the quality and convenience of care provided by the NHS and social services. Its work includes setting national standards, shaping the direction of health and social care services and promoting healthier living. DH has responsibility for standards of health care in England, including the NHS. It sets the strategic framework for adult social care and influences local authority spends

on social care. It also sets the direction on promoting and protecting the public's health, taking the lead on issues like environmental hazards to health, infectious diseases, health promotion and education, the safety of medicines, and ethical issues.

## 3.10 Department for Innovation, Universities and Skills (DIUS)

### The SDC's key commentary, challenges & recommendations

- Overall, with the exception of energy management around its offices where BIS must now concentrate its efforts, DIUS did fairly well in its only reporting year - 2008/2009. It scored 3 stars for the operational targets, 4 stars for the mandated mechanisms, and a maximum 5 stars for the SPAP commitments.
- As 2008/2009 was the first (and only) year for DIUS to report, more context is required particularly around the carbon from administrative vehicles target, as this improvement would appear to be improbable for almost any department to achieve. BIS will have to investigate this as it takes over responsibility for reporting against DIUS.
- Reporting included the National Measurements Office (NMO) for the first time, but as no baseline data was provided, 2008/2009 is used as the baseline year for the NMO analysis. It is believed the NMO carbon emissions include some non-office components (such as labs and other non-offices areas) as the data provided was not separated for energy consumption. Therefore, the total emissions submitted for 2008/2009 were processed as offices.
- DIUS reported excellent performance against the waste arisings target with a 67% reduction from the baseline year. In addition, 33.1% of this waste was recycled which was good performance against the target of 40% of waste being recycled by 2010.
- DIUS reported good EMS coverage with almost 100% of staff covered.
- Overall DIUS reported good performance across all the SPAP assessment targets, receiving all green traffic lights, and is on track for all relevant commitments.
- DIUS reported a 9.2% increase in carbon emissions from offices against the baseline year and an increase in energy use per m<sup>2</sup> of 8.2%.
- DIUS reported no progress against the combined heat and power (CHP) target of sourcing at least 15% of electricity from CHP by 2010.

### CESP's summary of DIUS's trajectories

CESP/OGC has commented on DIUS in conjunction with BERR which have now been brought together under BIS. CESP/OGC has identified that while BIS has plans in place to improve this performance against the waste and water targets, their plans are not currently forecast to enable them to meet the 2010/2011 target for waste and the 2020 target for water. In addition to the tea point **Recycling** and "Recycle Plus 1" initiatives and the

installation of automated monitoring and targeting (AM&T), further initiatives are required. CESP/OGC notes that all DIUS procurement is carried out under Service Level Agreements by BERR and DCSF. Both departments engage with suppliers on the sustainability agenda, therefore, Quick Wins is not directly applicable to DIUS, and so this SPAP commitment has been rated as "not applicable" accordingly.

### Summary of departmental feedback

BIS stated to CESP/OGC that DIUS's performance declined in the Energy Efficiency target area due to a slight increase in energy consumption

compounded by a reduced floor area. However BIS is pleased with DIUS's progress.

### Operations

CO<sub>2</sub> Offices<sup>i</sup> (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

						★★★★☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
						9.2%	3,858	4,211
						-83.0%	75	13
						8.2%	346	375
						-67.0%	806	266
						33.1%	NA	88
						-11.1%	21,338	18,960
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
						NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
						NA		
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
						32.8%	5,947	1,948
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
						0%	5,947	0

			★★★★☆		
			NA		
			GREEN		
			NA		
			AMBER		

Sustainable procurement action plan commitments

			★★★★★		
			GREEN		
			GREEN		
			GREEN		
			NA		
			GREEN		
			GREEN		

DIUS was a UK Government Department created on 28 June 2007 to take over some of the functions of the disbanded Departments of Education and Skills and Trade and Industry (DTI). It was responsible for adult learning, some parts of further education, higher education, skills, science and innovation. Then in June 2009 it merged with the Department for Business, Enterprise and Regulatory Reform (BERR) to form the new Department for Business, Innovation and Skills (BIS).

## 3.11 Department for Work and Pensions (DWP)

### The SDC's key commentary, challenges & recommendations

- DWP maintained a 4 star rating for its operations in 2008/2009, while at the same time regained its 3 stars for the mandated mechanisms and increased to 5 stars for the SPAP commitments.
- The SDC is pleased to see that DWP has developed a tool for carrying out sustainability appraisals for office relocations in 2008/2009 and looks forward to seeing this being used for all office relocations in future.
- DWP has improved against the Flexible Framework, but not sufficiently to gain a green traffic light. The SDC would like to acknowledge this improvement and encourages DWP to continue its efforts to get on track.
- In 2007/2008, DWP reported poor performance against water consumption in new builds and major refurbishments. In 2008/2009 DWP has not been able to report at all against this target for the three new builds that were identified. This is concerning as it does not demonstrate that DWP is managing water in its new builds. In addition, DWP has continued to report poor performance against the application of BREEAM standards for new builds and major renovations.

### CESP's summary of DWP's trajectories

DWP is undertaking a number of new initiatives to ensure the current improving trend in emissions from offices is maintained, including estate rationalisation, energy efficiency, copier adjustments, onsite wind turbines and CHP. DWP has a number of initiatives to further reduce vehicle emissions including hire vehicle CO<sub>2</sub> reductions, grey fleet mileage reduction, greener official and PUS vehicles. For further water reductions DWP is using Automated Meter Reading (AMR) and improved housekeeping, as well as a "Flushwiser" installation. Maintaining current progress in waste reduction will be a challenge for DWP with the

increased demand on its frontline services. Waste and recycling initiatives include total paper recycling, improved management information and a recycle campaign. DWP undertook 8 major refurbishments in 2008/2009, although 7 of these were redecorations with no scope to improve the buildings performance, so BREEAM assessments were not carried out. The remaining major refurbishment undertaken was subject to a BREEAM assessment and DWP is currently awaiting the results of this. In 2008/2009 DWP no longer owned or managed any SSSIs, having disposed of the one site previously reported.

### Summary of departmental feedback

DWP stated that energy consumption has fallen by 15% since 2007/2008. This is despite rising demands on services due to the current economy, which has led to an 80% increase in Jobcentre Plus customers, requiring more staff and longer opening hours. Achievements are attributable to the ongoing rollout of AMR for electricity, gas and water and the ongoing investment in low-carbon technology. Other ongoing projects include the installation of a CHP plant at its largest site. Travel avoidance is supported by upgrading and increasing video/audio conferencing equipment. There is a commitment to continue to raise SD

awareness amongst staff, customers and suppliers. The application of the mandatory DWP Sustainable Procurement Risk Assessment Methodology, focused specifications, terms and conditions, enabling progress towards becoming a sustainable procurement exemplar. DWP expects to achieve Level 3 on the Flexible Framework by the end of 2009. It has also gone beyond the mandate on Key Work Objectives for selected staff by introducing sustainability into the competencies for all DWP staff. The "Community 5000" scheme has delivered 5,047 days of official volunteering placements.

### Operations

CO<sub>2</sub> Offices<sup>i</sup> (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

2006/2007

2007/2008

2008/2009

★★★★☆			★★★★☆			★★★★☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
15.4%	190,838	220,234	1.4%	213,485	216,520	-2.3%	213,485	208,505
21.5%	17,827	21,652	-5.8%	21,323	20,083	-16.5	21,323	17,808
5.1%	306	322	-1.9%	303	297	0.1%	303	303
-26.5%	30,411	22,365	-32.3%	31,119	21,053	-36.2%	31,119	19,861
66.5%	NA	14,881	63.8%	NA	13,439	66.0%	NA	13,115
-3.6%	1,179,739	1,137,368	-27.1%	1,304,774	951,547	-32.7%	1,304,774	878,370
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
NA			185	2,945	15.9	NK	NK	NK
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
100%	1 site	1 site	100%	1 site	1 site	NA		
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
53.5%	328,992	176,032	34.0%	299,132	102,255	20.2%	285,458	57,562
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
9.4%	328,992	31,064	43.0%	299,132	127,349	26.6%	285,458	75,846

★★★★☆	★★★☆☆	★★★★☆
RED	RED	RED
GREEN	GREEN	GREEN
NA	RED	AMBER
GREEN	GREEN	GREEN

### Sustainable procurement action plan commitments

	★★★★☆	★★★★★
RED	GREEN	GREEN
	RED	GREEN
GREEN	GREEN	GREEN
	GREEN	GREEN
	GREEN	GREEN
GREEN	AMBER	AMBER

DWP leads the Government’s response to some of the biggest issues facing the country - welfare and pension reform - and is a key player in tackling child poverty. It is the biggest public service delivery Department in the UK and serves over 20 million customers. DWP plays a vital role in making a difference to millions of people in the UK every day, helping them to lead safer, fairer and more rewarding lives, free from poverty. The Department supports its Ministers in developing and

implementing policies and strategies aimed at people who receive benefits; people who need help to get work; disabled people; older people; and people who get the State Pension.

## 3.12 Export Credits Guarantee Department (ECGD)

### The SDC's key commentary, challenges & recommendations

- ECGD has continued to perform strongly on its operational targets, maintaining the maximum 5 stars rating in 2008/2009. It has also maintained 4 stars for the SPAP commitments. ECGD has only ever been scored against one mandated mechanism, EMS. Unfortunately this score has gone from a green to a red and so has dropped ECGD's star rating from a maximum of 5 to none.
- In 2008/2009, ECGD reported a remarkable continuing improvement in the reduction of carbon emissions from administrative road vehicles and in water consumption. The SDC would like to better understand how these were achieved so that the lessons learned may be passed on to other departments struggling to meet these targets.
- ECGD scored a Not Applicable for the Carbon Trust target because the size of estate was considered too small to qualify. The SDC encourages ECGD to adopt an equivalent whole organisation approach to carbon management.
- ECGD does not have a certified EMS in place for either of its locations (however Harbour Exchange Square is covered by a non-certified EMS). This is despite stating in 2007/2008 that 98.6% of staff were covered. The SDC would like more context around this change to better understand what happened. The SDC understands that ECGD is currently liaising with Envirowise to develop an EMS.
- The SDC is pleased to see that all purchasing contracts for paper products now contain clauses requiring at least 50% post-consumer waste for coated and uncoated printing papers and 70% for copier paper as per the OGC Recycled Printing Paper Framework.
- ECGD must put systems in place to better measure waste arisings by working with its landlord. This also brings into question how accurate the reported recycling figures are. Other departments have been able to overcome the challenges of multi-tenanted offices.

### CESP's summary of ECGD's trajectories

Forecast trajectories are missing from CESP's website for ECGD. However, CESP has noted that ECGD, like many departments, has struggled to improve its energy efficiency, as it has found

that a more efficient use of floor space means more work stations and computers, and so increased energy use in respect of that space.

### Summary of departmental feedback

ECGD stated to CESP that although it is managing its recycling rates well, its waste arisings figure is difficult to assess as ECGD's waste is not measured separately from other tenants. ECGD reported waste as being its 'share' of the waste for the whole office complex, based on its share of the floor space. This fluctuates as floor space in the building is let, and depends on the use each tenant makes of that space. Similarly, ECGD's energy efficiency has decreased, which is primarily due to the significant reduction in floor space over the period. More efficient use of floor space means more work stations and computers and an increase in energy consumption per square metre. Since the 2008/2009 reporting period, ECGD has re-engaged

with the Carbon Trust which has resulted in an energy survey carried out for the Harbour Exchange office space. A similar survey has been commissioned for ECGD's Cardiff file repository. ECGD has committed to continue to target energy efficiency savings within its office environment and to work closely with the building landlord to achieve further improvements against the key operational targets. One of the initiatives that ECGD is currently reviewing with the landlord is to enter into a Memorandum of Understanding covering environmental issues, with the aim of working together to improve sustainability through greater sharing of data and co-operation in energy reduction strategies.

### Operations

CO<sub>2</sub> Offices<sup>1</sup> (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

2006/2007

2007/2008

2008/2009

★★★★☆			★★★★★			★★★★★		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
-21.2%	593	468	-32.4%	701	474	-44.4%	701	390
-66.7%	22	7	-72.5%	26	7	-82.0%	26	5
8.1%	150	163	25.2%	150	188	17.4%	150	177
24.1%	58	72	35.4%	58	78	16.5%	58	67
45.8%	NA	33	65.6%	NA	51	81.9%	NA	55
-70.5%	8,956	2,640	-70.8%	8,956	2,615	-74.9%	8,956	2,245
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
NA			NA			NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
NA			NA			NA		
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
7.2%	1,100	80	12.8%	1,017	130	35.7%	871	312
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
0.0%	1,100	0	20.6%	1,017	210	64.3%	875	562

★★★★☆	★★★★★	☆☆☆☆☆
NA	NA	NA
GREEN	GREEN	RED
NA	NA	NA
NA	NA	NA

Sustainable procurement action plan commitments

	★★★★☆	★★★★☆
GREEN	GREEN	GREEN
	GREEN	GREEN
AMBER	GREEN	GREEN
	RED	GREEN
	GREEN	GREEN
AMBER	AMBER	RED

ECGD is the UK's official Export Credit Agency. It is a central Government Department reporting to the Secretary of State for the Department of Business, Innovation and Skills (BIS). It aims to help UK exporters of capital equipment and project-related goods and services win business and complete overseas contracts with confidence. It provides insurance to UK exporters against non-payment by their overseas buyers;

guarantees for bank loans to facilitate the provision of finance to buyers of goods and services from UK companies; and political risk insurance to UK investors in overseas markets. It works closely with exporters, project sponsors, banks and buyers to put together the right package for each contract.

### 3.13 Forestry Commission (FC)

#### The SDC's key commentary, challenges & recommendations

- While the SDC understands that the FC has a large non-office estate to report against (like the MoD or Defra) with lots of public access (like DCMS or DWP), it is disappointing to see that the FC has chosen not to report any data for waste arisings, recycling rates or water consumption. This has resulted in three years of red traffic light ratings against these targets as there is no way to assess the real progress taking place. The SDC has to assume that if progress is not being measured it is also not being managed. The SDC has been in communication with CESP and the FC to find ways of gaining more meaningful reporting from the FC. One possible solution is to have the reporting of water, waste and recycling in separate streams for the office and non-office estates, which will help to provide a clearer picture of Government progress towards these targets.
- The FC was awarded a green traffic light in 2008/2009 for its EMS which now covers 100% of its staff. This is a great improvement and demonstrates that the FC has identified and assessed the aspects, impacts and significance of its activities on the environment, and put in place plans to reduce these adverse impacts. The success of this EMS should now be demonstrated through annual reporting against the operational SOGE targets.
- The analysis of carbon emissions from offices includes spaces which are non-offices (e.g. polytunnels). The FC is currently unable to split the energy consumption for different spaces as they are not separately metered. As a result, the carbon from offices target cannot be effectively measured and the analysis has used the total consumption from offices and non-offices to calculate the total carbon emissions.

#### CESP's summary of FC's trajectories

Forecast trajectories are missing from CESP's website for the FC.

#### Summary of departmental feedback

The FC highlighted to CESP that it is unique in comparison with other Government departments as it is the largest land manager in the UK, providing a product, timber, and recreational and educational services for visitors. Additionally, the public forest estate provides habitats for many species of wildlife, and the FC works hard to manage over 68,000 hectares of SSSIs in England, 98% of which are in target condition. Managing such a diverse and widespread estate requires many offices in rural areas where much of the building stock is old and energy inefficient. The FC also notes that its staff have to travel to remote forests, so it has introduced a smaller more efficient fleet of vehicles to reduce carbon emissions. The FC has committed to incorporating sustainability into refurbishments and new builds to achieve BREEAM excellence through collaborative work on a new rural standard. The FC stresses that in addition to managing its own waste and the waste left by visitors, it deals

with significant volumes generated illegally through "fly tipping". The FC has committed to implementing a waste management system to control this. The FC's Business Sustainability Initiative is designed to support Government policy by implementing an EMS; the external audit process to ISO14001 will begin during 2010. The FC has also identified the legislation which applies to waste management on its estate and generated guidance for staff to ensure that it is legally compliant, and is auditing sites against these requirements. The FC has put in place a database for recording data, but part of the EMS improvement plan requires further work in this area due to its complexity and the nature of its estate. In addition to struggling to establish a meaningful baseline for waste generated by fluctuating levels of public visitors, the FC is trying to identify contractors in remote parts of the country who will remove waste which can be recycled. Where none exists, all waste has to go to landfill.

#### Operations

CO <sub>2</sub> Offices' (tonnes)
CO <sub>2</sub> Vehicles (tonnes)
Energy Efficiency (MWh/m <sup>2</sup> )
Waste Arising (tonnes)
Recycling (tonnes)
Water (m <sup>3</sup> )
Water: New Builds (m <sup>3</sup> /FTE)
SSSIs (ha)
Renewables (% of MWh)
CHP (% of MWh)

#### Mechanisms

BREEAM
EMS
Office Relocations
Carbon Trust

#### SPAP

PUS Objectives
Staff Objectives
SDAP
Quick Wins
Engagement
Flexible Framework

2006/2007

2007/2008

2008/2009

☆☆☆☆☆			☆☆☆☆☆			☆☆☆☆☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
152.9%	452	1,143	-6.1%	1,817	1,706	-1.4%	1,815	1,790
1.6%	2,508	2,548	2.5%	2,959	3,034	-46.3%	2,959	1,590
67.5%	97	162	0.9%	300	303	2.7%	227	233
NK	NK	NK	NK	NK	NK	NK	NK	NK
NK	NA	NK	NK	NA	NK	NK	NA	NK
NK	NK	NK	NK	NK	NK	NK	NK	NK
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
NA			NA			NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
83.0%	68,624	56,958	92.7%	68,624	63,626	97.8%	68,679	67,161
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
100%	2,597	2,597	45.8%	2,530	1,160	5.0%	2,733	136,670
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
NA			0.0%	2,530	0	0.0%	2,733	0

☆☆☆☆☆	☆☆☆☆☆	★☆☆☆☆
RED	NA	RED
RED	RED	GREEN
RED	NA	RED
RED	RED	RED

Sustainable Procurement Action Plan Commitments

	☆☆☆☆☆	★☆☆☆☆
RED	GREEN	GREEN
	RED	RED
NA	RED	GREEN
	RED	RED
	RED	RED
NA	RED	RED

The goal of the FC is to ensure that, at a practical level, Britain can use its forests to contribute positively to as many of the nation's needs as it can while sustaining this resource for the future. It is the non-ministerial government department responsible for forestry research, commercial timber production, sustainability programmes and policy, as well as learning and leisure. It manages nearly 1 million hectares of public forests throughout the UK, with the Secretary of State for

Defra having responsibility for forestry in England, Scottish Ministers having responsibility for forestry in Scotland and the National Assembly for Wales having responsibility for forestry in Wales. The FC works with a whole range of partners from private sector landowners to sports clubs, local communities to national businesses, on a whole host of recreation, regeneration and educational schemes.

## 3.14 Foreign and Commonwealth Office (FCO)

### The SDC's key commentary, challenges & recommendations

- In 2008/2009 the FCO has lost the ground it gained in 2007/2008. This is concerning, but the SDC is aware through its work with the FCO supporting the development of their new sustainable development action plan (SDAP) that the FCO is taking steps to turn this around. In particular the FCO has dropped from 3 stars for Operations to only 1 star. Furthermore, for mandated Mechanisms the FCO has dropped from a maximum 5 stars to 3 stars, and for the SPAP commitments it has dropped from 4 stars to only 1 star.
- The SDC would also like to see clear reporting on the FCO's Executive Agency FCO Services. This appeared to be missing this year.

### CESP's summary of FCO's trajectories

The FCO's continuing upward trend in carbon emissions from offices is largely attributed to the roll-out of an enhanced IT system. Initiatives in place to reduce FCO's office emissions include the greening of ICT equipment, the installation of biodiesel boilers and ground source heat pumps, the closing of portacabins, the introduction of additional metering and voltage optimisation equipment. CESP predicts that these initiatives should be sufficient for FCO to meet its target. Vehicle emissions have been affected by the freighting of new ICT equipment. Improvements are forecast from the greening of the fleet, the withdrawal of private mileage claims and a fleet travel audit. CESP predicts that these initiatives will be enough for FCO to meet the vehicle emissions target. Initiatives to further reduce water consumption include resolving leak/supply issues, implementing restaurant and cleaning

water efficiency savings, and a water balance audit. CESP predicts that these current initiatives will not be sufficient to meet this goal. In 2008/2009, the FCO undertook one new build project for which a BREEAM assessment was carried out. Despite the building representing leading practice in environmental design the presence of a data centre on site meant that there were high energy consumption requirements. For this reason the building only achieved a very good status scored a red traffic light. The FCO claimed to have sustainability objectives in place for the relevant staff, but there is no information on the percentage of staff to which this applies. The FCO now has a growing understanding of the complexity of the Quick Win standards and ensuring every procurement category has them applied. However, processes are in place to fully implement Quick Wins across the FCO.

### Summary of departmental feedback

The FCO stated to CESP that the rise in emissions from offices is a result of the roll-out of an enhanced IT infrastructure, including powerful and resilient server capacity in the UK. This is enabling the FCO to decommission some inefficient server capacity overseas. Until the roll-out is complete, it must run some parts of the new and existing IT system in parallel. From 2010 onwards, the FCO expects to be able to make significant reductions in emissions. With other actions in the FCO's Environmental Management Plan, including a reduction in office heating temperatures of 2°C introduced in December 2008, these measures should bring the FCO's emissions back towards the target. The FCO has secured funding from DECC's Low

Carbon Technology Fund, to purchase aerodynamic trailers for its lorries and electric replacements for its diesel mail/messenger vans. The Facilities Management provider has completed a comprehensive water audit of the UK estate, which should enable the FCO to identify sufficient actions to meet the 2020 water consumption target. In 2009 the FCO also conducted a review of sustainable procurement which is leading to a strategy for progressing up the Sustainable Procurement Flexible Framework and for ensuring compliance with Quick Wins. The FCO notes that although the SOGE targets apply only to the UK estate, it is also taking steps further to embed sustainability in its overseas operations.

### Operations

CO<sub>2</sub> Offices<sup>i</sup> (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

2006/2007

2007/2008

2008/2009

☆☆☆☆☆			☆☆☆☆☆			☆☆☆☆☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
8.1%	11,698	12,642	11.1%	13,050	14,502	36.6%	13,050	17,825
78.5%	145	259	-13.9%	302	260	18.7%	302	358
3.0%	407	419	3.9%	407	423	13.4%	407	462
-3.2%	1,857	1,797	-34.7%	1,858	1,212	-48.3%	1,858	960
41.2%	NA	740	47.6%	NA	578	60.1%	NA	577
13.1%	60,739	68,667	21.5%	60,739	73,772	15.7%	60,739	70,268
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
NA			NA			NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
NA			NA			NA		
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
32.7%	23,031	7,522	29.9%	23,093	6,896	22.3%	28,783	6,414
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
0%	23,031	0	0%	23,093	0	0%	28,783	0

☆☆☆☆☆	☆☆☆☆☆	☆☆☆☆☆
GREEN	NA	RED
GREEN	GREEN	GREEN
NA	NA	NA
GREEN	GREEN	GREEN

### Sustainable Procurement Action Plan Commitments

	☆☆☆☆☆	☆☆☆☆☆
RED	GREEN	GREEN
	RED	RED
GREEN	GREEN	RED
	GREEN	RED
	GREEN	GREEN
RED	AMBER	RED

The FCO (“The Foreign Office”) is the Department responsible for promoting British interests overseas and supporting our citizens and businesses around the globe. The FCO is Britain’s diplomatic service and represents the UK Government overseas. With the challenge of global events such as the international economic crisis, terrorism, nuclear proliferation and internal conflict in various regions of the world, the FCO works with international and UK cross-Governmental

partners to secure safer conditions for ourselves and British nationals abroad, as well as helping other nations and organisations to establish stability and promote beneficial international co-operation.

## 3.15 Food Standards Agency (FSA)

### The SDC's key commentary, challenges & recommendations

- The SDC is pleased to see that the FSA is doing so well on the operational targets with the exception of water, although water consumption has also fallen in 2007/2008 and 2008/2009. The SDC is slightly concerned that the performance against emissions from offices and waste arising is starting to slip. The SDC hopes that the FSA will continue to take action to protect its excellent track record and retain its 5 star rating into 2009/2010.
- The FSA's reported performance for waste arisings is still well beyond the 2010 target of a 5% reduction against the baseline, but performance did slip from 2007/2008 to 2008/2009. However, this is made up for by an increasing rate of recycling over the same period.
- The FSA has also continued to source 100% of its electricity from renewables, well above the 2008 target of 10%. This demonstrates the Department is leading by example on the use of renewables and means that the CHP target is not applicable to this Department.
- The real concern is that the FSA has dropped from 3 stars in 2007/2008 to no stars in 2008/2009 for the two mandated mechanisms it is measured against. The FSA also reported in 2008/2009 that it had no EMS coverage and/or commitment for EMS implementation, despite being covered 100% by an EMS in 2007/2008. This is perplexing and requires further explanation.
- SPAP commitments have also dropped from 3 stars in 2007/2008 to 2 stars in 2008/2009, which could be easily and quickly rectified by having commitments added to staff and PUS objectives, while also working harder on Quick Wins.
- Strangely, the PUS for the FSA did report in 2006/2007 and 2007/2008 that sustainable operations targets and/or SPAP commitments were incorporated into their personal performance objectives, but in 2008/2009 the FSA reported that this was not the case.
- Only 58% of the FSA's staff with operations and/or procurement responsibilities had sustainable operations targets and/or SPAP commitments incorporated into their personal performance objectives in 2008/2009. This was an improvement in so far as the number was not known previously. However, at least 80% of relevant staff must have these objectives for the Department to score a green traffic light.
- The FSA went from a green traffic light in 2007/2008 for taking steps to remove offers that fall below Quick Wins/extended mandatory product standards from framework agreements, to a red light in 2008/2009 for reporting that it has taken no further steps.
- The FSA continued to report that it had not adopted the Carbon Trust Carbon Management Programme or a formal Energy Efficiency Programme. Although the FSA reported that it achieved good results in its carbon management, having this external support would provide assurance.

### CESP's summary of FSA's trajectories

Forecast trajectories are missing from CESP's website for the FSA. CESP provides almost no context to the FSA's current performance. This is an area that needs more attention moving forward. CESP notes that the FSA agrees that Quick Wins standards should be adhered to wherever applicable and has undertaken

steps to include Quick Wins in some contracts, although it is primarily relying on buying through cross-Government collaborative deals that are already Quick Wins compliant. Supplier engagement also forms a major part of the FSA Sustainable Procurement programme.

### Summary of departmental feedback

The FSA stated to CESP that the Agency is pleased to have significantly exceeded Government targets in four SOGE areas reflecting the hard work and commitment

of its staff. However, the FSA recognises there are considerable challenges ahead of it and commits to continue striving for improvement in all areas.

### Operations

CO<sub>2</sub> Offices<sup>i</sup> (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

2006/2007

2007/2008

2008/2009

★★★★★			★★★★★			★★★★★		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
-16.7%	2,131	1,775	-22.5%	2,424	1,880	-20.0%	2,424	1,939
6.1%	121	128	-0.6%	101	100	-15.2%	101	86
-19.8%	532	427	-27.8%	532	384	-24.2%	532	403
-8.3%	145	133	-14.9%	145	123	-11.7%	145	128
50.4%	NA	67	61.0%	NA	75	74.6%	NA	96
30.4%	9,514	12,408	25.8%	9,514	11,970	0.6%	9,514	9,567
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
NA			NA			NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
NA			NA			NA		
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
100.0%	3,242	3,242	100.0%	3,066	3,066	100.0%	3,118	3,118
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
NA			NA			NA		

★★★★☆	★★★★☆	☆☆☆☆☆
NA	NA	NA
GREEN	GREEN	RED
NA	NA	NA
RED	RED	RED

### Sustainable Procurement Action Plan Commitments

	★★★★☆	★★★★☆
GREEN	GREEN	RED
	RED	RED
GREEN	GREEN	GREEN
	GREEN	RED
	GREEN	GREEN
GREEN	RED	AMBER

The FSA's main aim is to protect people's health and the interest of the consumer in relation to food. It is a UK wide, non-ministerial government department, independent regulator and consumer protection body operating at arm's length from Ministers. It also has statutory powers to publish its own independent advice and information to the public and Government on food safety from farm to fork, nutrition and diet. It aims to protect consumers through effective food enforcement

and monitoring in order to continue to reduce food borne illness; to reduce further the risks to consumers from chemical contamination including radiological contamination of food; to make it easier for all consumers to choose a healthy diet, thereby improving quality of life by reducing diet-related disease; and to enable consumers to make informed choices.

## 3.16 Her Majesty's Revenue and Customs (HMRC)

### The SDC's key commentary, challenges & recommendations

- HMRC has shown mixed progress over the three year period, but is generally reporting fewer red traffic lights as time goes by.
- EMS coverage across the Department has improved to cover over 800 sites and 1,005 core staff, but the Valuation Office Agency (VOA) is not yet covered. HMRC needs to continue working with its Agency to rectify this.
- Although no office relocations were reported by HMRC in 2008/2009, further context supplied by the Department indicated that there were relocations and these were omitted from the data return. It was therefore decided by CESP and the SDC to award a red traffic light for sustainability appraisals for lack of data.
- HMRC needs to work on improving the quality of its data in order to better manage its impacts. For example, currently the office emissions data includes non-office space such as storage as HMRC cannot split the consumption.
- HMRC still has an excellent rating for reducing its waste arisings as it has well exceeded the 2010 target of 5%. However, the reduction in waste arisings against the baseline was not as good in 2008/2009 as it was in 2007/2008. While this is counterbalanced by improved overall rates of recycling, the SDC hopes this trend in waste arisings does not continue.
- The use of renewable electricity supply by HMRC has dropped dramatically from 2007/2008 to 2008/2009. While HMRC is still achieving the 2008 target of sourcing at least 10% of electricity from renewables, it shows a dramatic drop in performance against this target which the SDC would like to better understand, and is not counterbalanced by any increase in the use of CHP.

### CESP's summary of HMRC's trajectories

CESP has noted that the current planned initiatives are expected to enable HMRC to exceed its target for emissions from offices. These initiatives include implementing wake-on-LAN functionality for HMRC systems, delivering its green housekeeping campaign, consolidating its estate and voltage optimisation. Vehicle emission targets are continuing to be met through a range of initiatives including replacing old vehicles with a greener fleet and encouraging travel avoidance through the use of video and audio conferencing facilities. HMRC is also continuing to reduce waste and increase recycling rates by aiming to reduce written correspondence by 10% and

improving the quality of data for waste reporting, as well as by introducing recycling stations across its estate. Unfortunately, current initiatives for water are not forecast to be sufficient for HMRC to meet this target. These current commendable initiatives include consolidation of the HMRC estate, the introduction of waterless urinals, the delivery of HMRC's green housekeeping campaign, and the introduction of water consumption exception reporting. Only brief sustainability appraisals were undertaken for office relocations in 2008/2009 and HMRC is taking steps to address this. But now 100% of HMRC staff are covered by an EMS, which is excellent.

### Summary of departmental feedback

HMRC stated to CESP that it has committed to reducing its impact on the environment by integrating environmental and social considerations into its policies, operations, business planning processes and day-to-day activities. HMRC has acknowledged that its responsibility for administering environmental taxes, climate change levy, aggregates and landfill taxes also means it has a unique role to play in influencing

more sustainable practices across the UK. HMRC is planning to continue its progress through further projects to change staff behaviour towards energy usage to accelerate the reduction of carbon emissions from its offices. Plans are also underway for HMRC to engage with its suppliers on sustainability issues, looking to support and encourage better practices.

Operations
CO <sub>2</sub> Offices' (tonnes)
CO <sub>2</sub> Vehicles (tonnes)
Energy Efficiency (MWh/m <sup>2</sup> )
Waste Arising (tonnes)
Recycling (tonnes)
Water (m <sup>3</sup> )
Water: New Builds (m <sup>3</sup> /FTE)
SSSIs (ha)
Renewables (% of MWh)
CHP (% of MWh)

Mechanisms
BREEAM
EMS
Office Relocations
Carbon Trust

SPAP
PUS Objectives
Staff Objectives
SDAP
Quick Wins
Engagement
Flexible Framework

2006/2007

2007/2008

2008/2009

★★★★☆			★★★★☆			★★★★☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
18.9%	133,811	159,095	4.8%	175,516	183,968	-1.4%	175,516	172,981
-11.9%	19,925	17,560	-18.1%	26,659	21,827	-26.6%	26,659	19,572
35.2%	226	306	22.7%	278	341	-5.3%	278	263
-2.9%	70,315	68,275	-44.0%	70,315	39,408	-21.6%	15,871	12,444
13.4%	NA	9,119	35.9%	NA	14,151	40.8%	NA	5,082
-14.5%	799,797	683,956	-15.9%	901,500	758,022	-3.8%	901,500	866,830
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
NA			NA			NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
NA			NA			NA		
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
100.0%	268,771	268,771	87.8%	279,095	245,152	10.0%	255,596	25,560
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
NA			NA			0%	255,596	0

★★★★☆	★☆☆☆☆	★★☆☆☆
RED	NA	NA
RED	RED	GREEN
GREEN	NA	RED
RED	AMBER	AMBER

### Sustainable Procurement Action Plan Commitments

	★★★★☆	★★★★☆
GREEN	GREEN	GREEN
	RED	GREEN
AMBER	GREEN	GREEN
	GREEN	GREEN
	GREEN	GREEN
GREEN	AMBER	RED

The purpose of HMRC is to make sure that the money is available to fund the UK's public services. It also helps families and individuals with targeted financial support. It ensures the correct tax is paid at the right time. It collects and administers both direct taxes (e.g. Capital Gains Tax; Corporation Tax; Income Tax; Inheritance Tax; National Insurance Contributions) and indirect taxes (e.g. Excise duties; Insurance Premium Tax; Petroleum Revenue Tax; Stamp Duty; Stamp Duty Land Tax; Stamp

Duty Reserve Tax; VAT). HMRC also pays and administers child benefit, child trust fund and tax credits, as well as enforcing and administering border and frontier protection, environmental taxes, national minimum wage enforcement, and recovery of student loans.

## 3.17 Her Majesty's Treasury (HMT)

### The SDC's key commentary, challenges & recommendations

- Overall, HMT performed very well against its baselines over the three year period, maintaining a maximum 5 stars for the operational targets; but now has stiff competition for the top ranking on the league table, slipping from the top position it held in 2007/2008 to number 4 in 2008/2009. HMT also maintained its increase to a 5 star rating for the mandated mechanisms and increased its SPAP star rating from 3 to 4.
- HMT now occupies about a third of the footprint of its old building, although space has been created by knocking down walls, covering over courtyards, etc. The SDC acknowledges that this has affected the dramatic change in the reported performance of HMT against the energy efficiency target.
- The SDC is disappointed to see that data from the Royal Mint was excluded in 2008/2009. This was done chiefly due to the significant water consumption the Royal Mint uses in its manufacturing processes. Taking the Royal Mint out of the data set has allowed HMT to demonstrate that the remaining parts of the Departmental family have managed to reduce their water consumption. The Royal Mint is the world's leading export mint, making coins and medals for an average of 60 countries every year.

However, its first responsibility is to make and distribute UK coins, blanks and official medals. It is a Government owned company committed to providing a financial return to the UK Government in line with agreed targets. The SDC understands that the non-office nature of the Royal Mint operations means that it will struggle to meet some of the targets set by Government. If the Royal Mint is no longer part of the HMT Departmental family, the SDC strongly believes that its impacts should still be captured somehow within the SOGE Framework as it still reports to the Chancellor. The scope of reporting under the Framework is already going to expand to capture more of Government's impacts and to provide the incentive to come up with innovative solutions. The Royal Mint also provides a chance for Government to clearly demonstrate to the private sector what can be achieved in a commercial factory setting.

- While about 94.2% of the Department's staff were covered by an EMS in 2007/2008, the UK Debt Management Office (DMO) was still not covered by one in 2008/2009.
- HMT is not reporting against the Sustainable Procurement Flexible Framework and so continues to score a red traffic light.

### CESP's summary of HMT's trajectories

HMT adjusted its baseline in 2008/2009 to reflect the inclusion of the Royal Liver Building that had previously been excluded. HMT figures in 2008/2009 year did not include the Royal Mint, which previously made up a significant proportion of HMT water consumption

and waste arisings. Even so, CESP forecast that the current planned initiatives to reduce waste arisings will not be sufficient to for HMT to meet this target. The only initiative currently planned is to switch to non-bottled water in meeting rooms to reduce waste.

### Summary of departmental feedback

HMT stated that the increase in occupancy of its main building at 1 Horse Guards Road and longer working hours arising from operational demands make year-on-year improvements in energy efficiency a difficult challenge. It is trying to address this through initiatives developed with the Carbon Trust. Waste arisings is another challenging area for the Department and

one that it has committed to tackling through stakeholder initiatives. HMT also stated that it regularly reviews its position on the Flexible Framework but has not adopted it, stating that the flexible framework is too focussed on inputs rather than outputs, which does not match the pattern of Treasury expenditure.

### Operations

CO<sub>2</sub> Offices' (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

2006/2007

2007/2008

2008/2009

★★★★☆			★★★★★			★★★★★		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
-18.7%	7,917	6,439	-28.2%	7,530	5,408	-29.2%	7,932	5,618
-50.0%	535	268	-41.7%	259	151	-53.2%	259	121
20.4%	362	436	-28.3%	414	297	12.5%	423	476
-38.5%	6,026	3,703	-4.6%	10,698	10,202	0.1%	542	543
17.4%	NA	643	59.0%	NA	6,019	52.2%	NA	283
-0.6%	235,877	234,447	0.7%	1,261,823	1,270,654	-31.1%	26,453	18,164
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
NA			NA			NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
NA			NA			NA		
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
77.4%	10,895	8,435	100.0%	8,357	8,357	52.4%	8,865	4,646
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
0.0%	10,895	0	NA			22.5%	8,865	1,995

★★★★☆	★★★★★	★★★★★
NA	NA	NA
AMBER	GREEN	GREEN
NA	NA	NA
GREEN	GREEN	GREEN

Sustainable Procurement Action Plan Commitments

	★★★★☆	★★★★☆
RED	GREEN	GREEN
	RED	GREEN
GREEN	GREEN	GREEN
	GREEN	GREEN
	GREEN	GREEN
NA	RED	RED

HMT (“The Treasury”) is responsible for formulating and delivering the UK Government’s financial and economic policy. Its key objectives are to maintain sound public finances, and to ensure high sustainable levels of economic growth, providing well being and prosperity for all. HMT works with other departments to raise the productivity of the UK economy; deliver the conditions for business success in the UK; improve the economic

performance of all English regions and reduce the gap in economic growth rates between regions; maximise employment opportunity for all; eradicate child poverty by 2020; lead the global effort to avoid dangerous climate change; and reduce poverty in poorer countries through quicker progress towards the Millennium Development Goals.

## 3.18 Home Office (HO)

### The SDC's key commentary, challenges & recommendations

- HO has had some mixed results over the three year period, with some dramatic shifts reported in both directions, but overall the Department has shown incredible improvements in its star ratings in 2008/2009, regaining its 3 stars for its operational targets, jumping from 1 to 4 stars for the mandated mechanisms and achieving the maximum 5 stars for the SPAP commitments.
- HO has continued to report excellent performance against the Sustainable Procurement Flexible Framework, having now reached Level 4 in all areas.
- HO has managed to improve its EMS coverage and has now started to adopt the Carbon Trust Carbon Management Programme.
- HO has been inconsistent in its application of sustainability appraisals for its office relocations, stating that "some" have been covered, but it is not clear what "some" amounts to. HO should monitor and manage this process more closely.
- HO has reported a dramatic reduction in carbon emissions from offices and from administrative road vehicles, as well as an excellent improvement in energy efficiency from offices. The SDC would like to better understand how this was achieved so that the lessons learned can be passed on to other departments struggling with these targets.
- HO has continued to show excellent progress on the electricity from renewables target. Although there is still no progress being made on the CHP target, if HO achieves 85% for the renewables target, the CHP target would no longer be relevant.
- HO continued to report poor progress at reducing its waste arisings. However this is balanced slightly by the improved recycling figures where HO has already achieved the more distant 2020 target of 70%. Again, the SDC would like to better understand the details of how this was achieved so that the lessons learned can be passed on to other departments that are struggling with this target.
- HO's water consumption has continued to rise dramatically over the past three years. This is despite being the only department to score a green traffic light this year for water from all new office builds and major refurbishments. The SDC hopes that HO can at least turn this trend for general water consumption around in 2009/2010.

### CESP's summary of HO's trajectories

HO's improved performance for emissions from offices is due to the implementation of energy saving initiatives and changes in its baseline to reflect machinery of Government changes, as well as a wider scope of reporting and improved reporting of data. For water, two sites within HO estate consume 55% of reported water consumption. Both of these have been subject to a water audit in order to identify opportunities to reduce this, but CESP have forecast that current

initiatives will not be sufficient for HO meet its water target. HO has plans in place to reverse its current increasing trend for waste arisings, comprising of two initiatives based around engaging with suppliers and the provision of better management information. CESP forecast that these should be sufficient for HO to meet its target, but the pressure must be maintained to ensure success. HO reports working towards having an EMS in place which covers 70% of staff.

### Summary of departmental feedback

HO stated that it is committed to a long-term Carbon Management Programme with the Carbon Trust and note that this programme has already delivered financial savings and it is expected to help it meet its energy and emissions targets. Programmes are now in place

and HO has committed to continue to work with its facilities management service providers to achieve significant progress in water and waste reduction over the next two years and beyond.

### Operations

CO<sub>2</sub> Offices<sup>1</sup> (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

2006/2007

2007/2008

2008/2009

★★★★☆			☆☆☆☆☆			★★★★☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
132.8%	16,707	38,889	48.7%	27,135	40,353	-23.8%	41,045.5	31,276.4
80.3%	5,342	9,632	-0.7%	6,402	6,360	-44%	6,288.5	3,524.1
-12.9%	458	400	13.4%	327	371	-6.2%	406	381
61.2%	10,534	16,985	9.6%	2,728	2,990	29.9%	2,109.3	2,739.6
44.8%	NA	7,605	34.3%	NA	1,027	77.5%	NA	2,123.0
-0.9%	8,380,201	8,305,083	17.1%	226,840	265,644	48.7%	145,196	215,930
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
NA			NA			2,020	5,341	2.6
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
76.0%	3,040	2,310	NA			NA		
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
29.6%	382,182	112,952	66.3%	63,450	42,096	72.8%	47,824	34,803
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
13.1%	382,182	49,875	0.0%	63,450	0	0.0%	47,824	0

★☆☆☆☆	★☆☆☆☆	★★★★☆
RED	GREEN	GREEN
RED	RED	AMBER
GREEN	RED	AMBER
RED	RED	GREEN

**Sustainable Procurement Action Plan Commitments**

	★★★★☆	★★★★☆
RED	GREEN	GREEN
	RED	GREEN
GREEN	GREEN	GREEN
	GREEN	GREEN
	GREEN	GREEN
RED	GREEN	GREEN

The HO is the lead Government Department for immigration and passports, drugs policy, counter-terrorism and the police. The HO works with its partners and the public at local, national and international level to help people feel secure in their homes and communities; to cut crime, especially violent, drug and alcohol related crime; to lead visible, responsive and accountable policing; to protect the

public from terrorism; to secure our borders and control migration for the benefit of our country; to safeguard people’s identity and the privileges of citizenship; and to support the efficient and effective delivery of justice.

## 3.19 Law Officers' Department (LOD)

### The sdc's key commentary, challenges & recommendations

- The LOD reported mixed progress over the three year period. It lost some of the progress it made on the operational targets in 2007/2008, and dropped back to 3 stars for 2008/2009. It also lost its 2 star rating for the mandated mechanisms and had no stars in 2008/2009, but maintained its maximum 5 star rating for the SPAP commitments.
- In 2007/2008, the LOD was already reporting that it was at Level 3 across all areas of the sustainable procurement flexible framework (SPFF). While this is excellent performance, in 2008/2009 there is little evidence of continuing progress being made, with the exception of supplier engagement where the LOD moved from Level 3 to 4. The LOD will have to continue to work hard to keep its green rating in 2009/2010.
- 67% of the LOD's staff were covered by a Carbon Trust standard in 2008/2009, but this was not considered to be "broad coverage" and so was awarded an amber traffic light.
- The SDC acknowledges that the Attorney General's Office (AGO) moved to 20 Victoria St in 2007, which is air conditioned and mainly heated by electricity with some gas. It is twice the size of the previous building and this goes some way to explaining the high increase in energy consumption for the LOD.
- There is evidence that data reporting for the LOD is improving, with Crown Prosecution Service (CPS) identifying one building which previously was not included for gas consumption. Also the Treasury Solicitor's Department (TS) was not previously able to report on its oil consumption because it did not have access to the data, but this changed in 2008/2009 when TS began reporting its oil consumption for the first time. Therefore 2008/2009's performance is a better reflection of actual performance.
- Although performance has slipped very slightly, the LOD is continuing to report excellent performance in reducing carbon from administrative road vehicles.
- The LOD is also managing its energy procurement very well, exceeding targets for renewables and CHP. Although the group of Departments purchased slightly less of its electricity from renewables in 2008/2009, this was counterbalanced by an increasing percentage of electricity purchased from CHP.

### CESP's summary of LOD's trajectories

CESP has forecast that current initiatives will not be sufficient for the LOD to meet its emission from offices target. Current initiatives include estate rationalisation, "switch off" campaigns and the "greening" of printers. For water and waste there are a number of initiatives in place to improve progress against these targets, including reducing water consumption at Rose Court, a number of staff awareness initiatives, increased waste streams from CPS and increased use of multifunctional devices. However, these current initiatives are also forecast to be insufficient to meet these targets.

CESP has expressed concern that the water and waste baselines are no longer comparable with the scopes currently being reported against, and the LOD may therefore have to re-baseline. The LOD reports having an EMS in place which covers 14% of staff, but there is no mention of plans to extend this. In addition no sustainability appraisals were carried out for office relocations. This was primarily due to limited availability of alternative local accommodation, and CESP notes that steps have been taken to embed sustainability in the relocation process in future.

### Summary of departmental feedback

the LOD stated that some of the poor progress has been due to the relocation of some parts of the LOD to larger premises and some has been due to better data collection. As data collection

continues to improve, reporting against some of the targets (waste and water) needs to be reviewed and the baselines reconsidered.

### Operations

CO <sub>2</sub> Offices' (tonnes)
CO <sub>2</sub> Vehicles (tonnes)
Energy Efficiency (MWh/m <sup>2</sup> )
Waste Arising (tonnes)
Recycling (tonnes)
Water (m <sup>3</sup> )
Water: New Builds (m <sup>3</sup> /FTE)
SSSIs (ha)
Renewables (% of MWh)
CHP (% of MWh)

### Mechanisms

BREEAM
EMS
Office Relocations
Carbon Trust

### SPAP

PUS Objectives
Staff Objectives
SDAP
Quick Wins
Engagement
Flexible Framework

2006/2007

2007/2008

2008/2009

★★★★☆			★★★★☆			★★★★☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
6.4%	11,035	11,740	-3.7%	12,575	12,106	1.3%	12,575	12,739
-8.1%	2,050	1,885	-24.5%	2,552	1,928	-23.1%	2,552	1,963
-6.0%	285	268	-12.3%	285	250	-3.2%	285	276
NK	NK	NK	0.3%	1,991	1,998	12.3%	1,991	2,236
NK	NA	1,657	73.4%	NA	1,466	76.7%	NA	1,715
NK	NK	NK	-1.8%	69,721	68,474	15.8%	69,721	80,766
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
NA			63	469	7.4	NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
NA			NA			NA		
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
65.2%	21,863	14,264	62.7%	19,558	12,267	59.0%	19,492	11,494
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
9.4%	21,863	2,064	14.6%	19,556	2,856	16.6%	19,492	3,231

★★☆☆☆	★★☆☆☆	☆☆☆☆☆
GREEN	RED	NA
RED	RED	RED
RED	RED	RED
AMBER	GREEN	AMBER

### Sustainable Procurement Action Plan Commitments

	★★★★★	★★★★★
RED	GREEN	GREEN
	GREEN	GREEN
GREEN	GREEN	GREEN
	GREEN	GREEN
	GREEN	GREEN
GREEN	GREEN	GREEN

The LOD includes a number of Departments and Agencies in the field of criminal justice and Government legal advice. These Departments are the Attorney General's Office, the Crown Prosecution Service (CPS), Her Majesty's Crown Prosecution Service Inspectorate, Revenue and Customs Prosecution Office, the Serious Fraud Office and the Treasury Solicitors Department. Most of these offices have responsibilities for investigation and prosecution of serious criminal cases

of fraud. The Attorney General and the Solicitor General act as: chief legal advisers to the Government; criminal justice ministers (alongside ministers in the HO and the MoJ); and guardians of the public interest. CPS prosecutes criminal cases investigated by the police in England and Wales.

## 3.20 Ministry of Defence (MoD)

### The SDC's key commentary, challenges & recommendations

- The MoD reported slightly mixed results over the three year period, maintaining its 4 star rating for operations and the mandated mechanisms in 2008/2009, but dropping from 3 to 2 stars for the SPAP commitments, indicating that it must redouble its efforts on procurement in particular. Procurement is especially important given the size and scope of the Department, as it is the largest of the Central Government Departments. The SDC acknowledges that the MoD is developing a specific Sustainable Procurement Strategy for publication in 2010.
- The MoD made excellent progress in recycling, with over half its waste being recycled in 2008/2009. In the same year, in the MoD was able to establish a more reliable baseline and the MoD was added back to the pan-Government figures.
- Sustainability appraisals were only carried out for 33% of office relocations in 2008/2009, compared with 100% in 2007/2008.

### CESP's summary of MoD's trajectories

Current initiatives to further reduce emissions from offices include improved performance management through smart metering and initiatives for which the MoD has sought funding from the Low Carbon Technologies Board. It is unclear at this stage if these initiatives will be sufficient for the MoD to achieve this target. The MoD also re-baselined for vehicles in 2008/2009 to reflect the inclusion of its grey fleet mileage for the first time, representing progress in increasing the scope and granularity of its performance data. However, current initiatives are not expected to be sufficient for the MoD to achieve this target. The MoD's water performance has been achieved primarily through a programme of leak identification, resolution and prevention, supplemented by a programme of site

audits. While key estate procurement staff all have SPAP commitments within their objectives, excluding these staff, fewer than 5% of staff have SPAP incorporated within their objectives, and no initiatives are identified to address this shortfall. Defence Internal Audit (DIA) is currently undertaking a consultancy study which, amongst other things, will look at how compliance with Quick Wins standards can be improved. The Defence Estates (DE) has issued policy instructions outlining both mandatory requirements and the products listed in the "Buy Sustainable – Quick Wins" list. The DE has engaged with the NHS which is an example of best practice for Quick Wins auditing, and the Quick Wins requirements have been included in the DE's main process toolkit.

### Summary of departmental feedback

As the MoD has a large and diverse estate, and its data covers the full range of activities including office buildings, airfields, dockyards, military establishment and training facilities in the UK and overseas. The Armed Forces have a transient population moving to or from operations or training exercises, often in large numbers and at varying and unpredictable intervals. This significantly affects the data,

particularly with regards to energy use, water consumption and waste. The MoD was pleased to report success in 2008/2009, and that it is now on track in a number of areas to achieve the SOGE targets, especially waste, after a big improvement in data quality. However, the MoD also recognised that there is still a lot to do and has plans in place to improve in these areas to meet the SOGE targets.

### Operations

CO<sub>2</sub> Offices<sup>1</sup> (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

2006/2007

2007/2008

2008/2009

★★★★☆			★★★★☆			★★★★☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
-11.6%	1,874,392	1,656,256	-10.3%	2,112,568	1,895,879	-12.5%	2,112,568	1,848,692
-8.0%	48,202	44,363	-5.5%	46,249	43,700	-5.8%	61,139	57,611
-28.6%	87	62	-10.0%	65	59	-7.4%	65	60
NK	NK	157,229	0.0%	NK	278,100	-4.3%	177,312	169,727
37.4%	NA	58,827	33.9%	NA	94,220	51.3%	NA	87,137
0.0%	24,000,000	24,000,000	-22.7	33,500,000	25,900,000	-25.4%	33,500,000	25,000,000
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
NA			NA			NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
75.0%	73,112	54,834	84.8%	71,258	60,441	91.5%	71,580	65,495
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
8.8%	1,823,862	160,016	8.2%	2,022,721	165,428	9.8%	2,034,677	200,196,281
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
4.3%	1,823,862	80,365	5.5%	2,022,721	111,507	7.3%	2,034,677	147,694

★★★★☆	★★★★☆	★★★★☆
RED	AMBER	AMBER
RED	GREEN	GREEN
GREEN	GREEN	AMBER
GREEN	AMBER	GREEN

### Sustainable Procurement Action Plan Commitments

	★★★★☆	★★☆☆☆
GREEN	GREEN	GREEN
	RED	RED
GREEN	GREEN	GREEN
	RED	RED
	GREEN	GREEN
GREEN	AMBER	RED

The MoD defends the UK, its Overseas Territories, its people and interests. It acts as a force for good by strengthening international peace and security. It is committed to embedding SD throughout its business and operations including procurement. It contributes to longer term SD outcomes on security, international peace and stability, military aid to civil authorities, UK crisis management, as well as roles such as bomb

disposal, fisheries protection and counter-drugs operations. It contributes to local communities through the running of one of the largest youth movements in the UK (Cadets), the provision of weather and climate change forecasting services (Met Office) and its medical personnel contribute directly to the care of civilian patients in the UK.

## 3.21 Ministry of Justice (MoJ)

### The SDC's key commentary, challenges & recommendations

- The MoJ reported some mixed results over the two years of its existence, with its operations star rating going from 3 stars to 4 in 2008/2009, its star rating for the mandated mechanisms going from 2 stars to 1 and its star rating for the SPAP commitment going from the maximum 5 stars to only 3.
- The MoJ has reported the adoption of the Carbon Trust's Carbon Management Programme by 129 prisons in 2008/2009. This is an improvement on 2007/2008, but the SDC would still like to see this adopted by the rest of the Department.
- The MoJ has reported continuing excellent progress against the carbon from administrative vehicles target. The SDC would like to better understand how this was achieved so that the lessons learned may be shared with other departments struggling with this target.

### CESP's summary of MoJ's trajectories

the MoJ re-baselined its emissions from offices in 2008/2009 to reflect the transfer of buildings belonging to the National Offender Management Service (NOMS) onto its estate from the Home Office. Emissions from offices represent less than 30% of MoJ's total estate emissions with the majority coming from prisons. Key to the MoJ strategy to reduce office emissions are projects to establish better quality data through the use of Automatic Meter Reading, enabling more timely action to be taken to reduce energy consumption, upgrade building services, and optimise energy use both through technological measures and better energy management practice. However, CESP forecast that these initiatives will not be sufficient to meet the target. Despite establishing plans to deliver a reduction in water consumption of over 1 million cubic metres by 2020, the MoJ is also not forecast to meet this target. This is significant as the MoJ

estate currently accounts for over 20% of Government's total reported water consumption. The MoJ completed 34 new build projects in 2008/2009, 27 of which fell within the requirement to undertake a BREEAM assessment. Only 10 received the expected "excellent" rating, with the remaining being rated "very good". These were rapid build residential units which were of sufficient quality to achieve excellent ratings, but because they tend to be in remote geographical locations with poor public transport, they score less highly on this aspect of BREEAM, reducing the overall rating. Furthermore, some major refurbishments were HM Court Service (HMCS) projects commissioned by a local authority which did not bring the mandate to the attention of the contractors. MoJ is taking steps to ensure that all future HMCS refurbishments are subject to a BREEAM assessment a matter of course.

### Summary of departmental feedback

the MoJ stated that it expects to meet the recycling target in 2009/2010. It recognised that there is still hard work to do to meet the office emissions and water targets. In addition to turning around the upward trend in emissions from offices, the MoJ's custodial (non-office) estate has also been able to reduce emissions and the Prison Service has been held up as an example of best practice within the Government Estate by the Carbon Trust. The MoJ also acknowledges that meeting the water target presents a challenge, with about 90% of its water consumption accounted

for by prisons. Much of the prison estate uses an ageing water infrastructure, requiring huge ongoing investment and time to modernise. In addition the prison population is rising, with 5 new prisons planned in the near future. The MoJ is confident that its BREEAM performance will continue to improve, and whilst only a small proportion of its estate is covered by a certified EMS, its two largest bodies, NOMS and HMCS are rolling out bespoke EMS tailored to their extensive and diverse estates.

### Operations

CO<sub>2</sub> Offices<sup>1</sup> (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

2006/2007

2007/2008

2008/2009

			★★★★☆			★★★★☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
			19.1%	120,989	144,136	5.1%	165,197	173,678
			-15.1%	11,533	9,790	-34.2%	11,914	7,838
			-18.8%	409	332	-23.7%	440	336
			-25.7%	95,697	71,060	-19.9%	102,784	82,327
			22.0%	NA	15,636	36.6%	NA	30,101
			-4.5%	9,244,928	8,830,320	-2.4%	9,162,696	8,944,982
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
			187	898	4.8	NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
			76.1%	330	251	76.1%	330	251
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
			8.0%	578,174	46,654	20.3%	560,544	113,976
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
			9.1%	578,174	52,521	9.7%	560,544	54,297

		★★★★☆		★☆☆☆☆	
		RED		RED	
		RED		RED	
		GREEN		GREEN	
		RED		AMBER	

### Sustainable Procurement Action Plan Commitments

		★★★★★		★★★★☆	
		GREEN		GREEN	
		GREEN		RED	
		GREEN		GREEN	
		GREEN		GREEN	
		GREEN		GREEN	
		AMBER		RED	

Moj's work spans criminal, civil and family justice, democracy, rights and the constitution. The Moj works to protect the public, reduce reoffending, and provide a more effective, transparent and responsive criminal justice system for victims and the public. It also provides fair and simple routes to civil and family justice. The Moj's creation in 2007 brought together, for the first time, responsibility for the justice system: the courts,

prisons and probation services. It works in partnership with the other departments and agencies to reform the criminal justice system, to serve the public and support the victims of crime. It is also responsible for making new laws, strengthening democracy, modernising the constitution and safeguarding human rights.

## 3.22 Office for National Statistics (ONS)

### The SDC's key commentary, challenges & recommendations

- ONS reported somewhat mixed overall results over the three year period, with its operations star rating regaining ground reaching 4 stars in 2008/2009, and returning its star rating for the mandated mechanisms rating back to 4 stars. However, its star rating for the SPAP commitments dropped from 4 stars to 3.
- The issues of “operational mileage from frontline workers” as noted below, are complex. The DfT guidance as to what constitutes “administrative travel” is designed to remove spikes that skew the data from year to year. As a result, the target typically covers all emissions arising from use of fleet vehicles, hire cars and personal vehicles used for business travel (reimbursed by motor mileage allowance). Emissions incurred by vehicles used by staff whilst travelling to and from meetings, seminars and conferences using any of the above methods are expected to be reported on by departments and reductions sought. In cases of doubt, the default position is to include mileage into the administrative operations total. The SDC questions if travel to conduct surveys constitutes operational travel as proposed by CESP and ONS.
- ONS reported a significant improvement in its progress against the carbon from offices, and is now well on track to meet the target. The SDC would like to better understand the details of how the Department did this in order that the lessons learned may be shared with other departments that are currently struggling with this target.
- ONS continued to also improve its excellent waste management in 2008/2009, reducing its waste arisings significantly beyond the 2010 target of a 5% reduction. This is supported by an excellent recycling rate also well above the 2010 40% target.
- There has been no reported progress against the Flexible Framework in 2008/2009, with ONS still at Level 1 in all areas. It needs to be at least at Level 3 in all areas to score a green light.

### CESP's summary of ONS's trajectories

ONS re-baselined in 2008/2009 to account for a machinery of Government change which saw the transfer of part of its estate to the Home Office. ONS is currently aiming to further reduce its emissions from offices through voltage optimisation and improved windows and insulation at the Newport Office. One of the reasons that vehicle emissions have gone up is that “operational mileage” from frontline workers who have to travel to undertake surveys was included. Excluding this travel would allow ONS to show the progress made on its remaining administrative travel. CESP proposes to address this in 2009/2010

through the baseline panel. The change in the water reduction trend is in part due to the re-baselining exercise. ONS has plans in place to ensure delivery of reductions in water consumption including rainwater harvesting, kit installation and estate rationalisation, but these are forecast to not in themselves be sufficient for ONS to meet this target. To further reduce waste airings, paper towels will be removed from its estate. ONS is investigating what action can be undertaken to source electricity from CHP but no plans are cited to progress the coverage of staff objectives for the SPAP commitments.

### Summary of departmental feedback

ONS stated that it is beginning to realise the benefits from an earlier relocation exercise which saw the transfer of its headquarters and some 600 posts from London to Wales. This and other estate rationalisation initiatives have contributed to the improved energy efficiency and lower carbon emissions

seen in 2008/2009. ONS has since also embarked on a major programme of energy saving initiatives and a rainwater harvesting project which will begin to produce results in the 2009/2010, with the full benefits arising in 2010/2011.

### Operations

CO<sub>2</sub> Offices<sup>i</sup> (tonnes)

CO<sub>2</sub> Vehicles (tonnes)

Energy Efficiency (MWh/m<sup>2</sup>)

Waste Arising (tonnes)

Recycling (tonnes)

Water (m<sup>3</sup>)

Water: New Builds (m<sup>3</sup>/FTE)

SSSIs (ha)

Renewables (% of MWh)

CHP (% of MWh)

### Mechanisms

BREEAM

EMS

Office Relocations

Carbon Trust

### SPAP

PUS Objectives

Staff Objectives

SDAP

Quick Wins

Engagement

Flexible Framework

2006/2007

2007/2008

2008/2009

★★★★★			★★★★☆			★★★★☆		
Score	Baseline	Performance	Score	Baseline	Performance	Score	Baseline	Performance
-2.4%	7,783	7,595	-2.3%	8,703	8,507	14.8%	7,953	6,772
-8.2%	2,493	2,288	4.1%	2,911	3,030	6.0%	2,651	2,809
-9.2%	394	358	-9.7%	394	356	-22.1%	415	323
-25.4%	1,071	799	-25.7%	1,071	796	-43.2%	913	518
74.5%	NA	595	76.1%	NA	606	61.9%	NA	321
-8.9%	32,897	29,984	-8.2%	32,897	30,184	-3.9%	28,709	27,581
FTE	Total Water	Performance	FTE	Total Water	Performance	FTE	Total Water	Performance
NA			627	NK	NK	NA		
Score	Total Area	In Condition	Score	Total Area	In Condition	Score	Total Area	In Condition
NA			NA			NA		
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
24.4%	13,136	3,205	24.4%	12,599	3,075	32.9%	10,243	3,370
Score	Total MWh	MWh from	Score	Total MWh	MWh from	Score	Total MWh	MWh from
0.0%	13,136	0	0.0%	12,599	0	0.0%	10,243	0

★★★★☆	★★★☆☆	★★★★☆
NA	RED	NA
GREEN	GREEN	GREEN
NA	NA	NA
RED	RED	AMBER

### Sustainable Procurement Action Plan Commitments

	★★★★★	★★★★☆
GREEN	GREEN	GREEN
	RED	RED
GREEN	GREEN	GREEN
	GREEN	GREEN
	GREEN	GREEN
NA	AMBER	RED

The ONS is the executive office of the UK Statistics Authority (UKSA), a Non-Ministerial Government Department reporting directly to Parliament. It is the UK Government's largest statistical producer. It produces a wide range of economic and social statistics. Its products cover such topics as: the UK's National Accounts (e.g. Gross Domestic Product, National Income and Expenditure); the UK Balance of Payments; population,

demography & migration; Government output & activity; business output & activity; prices (e.g. consumer & producer); the labour market (e.g. employment, unemployment and earnings); vital events (e.g. births, marriages, morbidity and deaths); and social statistics (e.g. statistics about neighbourhoods & families).

# Appendix A

Priority	Operational Targets	Mandated Mechanisms
Climate change & energy	<p><b>Carbon emissions from offices</b> Reverse the current upward trend in carbon emissions by April 2007.</p> <p>Reduce carbon emissions by 12.5% by 2010-11, relative to 1999/2000 levels.</p> <p>Reduce carbon emissions by 30% by 2020, relative to 1999/2000 levels.</p>	<p><b>Government is to mandate:</b></p> <ul style="list-style-type: none"> <li>• Departments to adopt the <b>Carbon Trust's Carbon Management Programme</b> – involves the proactive management of the risks and opportunities relating to climate change mitigation. (Those departments which have signed up to the Carbon Trust's Energy Efficiency Programme have fulfilled this requirement.)</li> <li>• The application of <b>BRE's Environmental Assessment Method (BREEAM)</b> excellent standards, or equivalent, to all new builds and major refurbishments. (In conjunction with BREEAM guidance, departments are to define what constitutes new build and major refurbishment for their own estate. An environmental assessment process such as BREEAM or an equivalent (e.g. CEEQUAL, DREAM etc.) appropriate to the size, nature and impact of the project must be carried out on all projects. Where BREEAM is used, all new projects are to achieve an "excellent" rating and all refurbishment projects are to achieve at least a "very good" rating, unless site constraints or project objectives mean that this requirement conflicts with the obligation to achieve value for money. Where an alternative environmental assessment methodology is used, projects should seek to achieve equivalent ratings.)</li> <li>• Accepted elements from the <b>Sustainable Procurement Task Force National Action Plan</b>.</li> <li>• <b>OGC's Property Benchmarking Scheme</b> – aimed at improving the efficiency and effectiveness of corporate estate management.</li> <li>• Departments to work towards an accredited certified <b>environmental management system (EMS)</b> such as ISO14001 or EMAS. (This does not mean departments must replace their existing EMS. Departments can decide whether to implement an accredited certified EMS for their whole estate, or in selected buildings only.)</li> <li>• <b>Data collection and reporting</b> – identification of core data to be reported against the new targets.</li> <li>• All departments to encourage staff to take an active role in <b>volunteering</b> in the community.</li> <li>• All departments to conduct <b>sustainability appraisals</b> of office relocations.</li> </ul>
	<p><b>Carbon emissions from road vehicles</b> Reduce carbon emissions from road vehicles used for Government administrative Operations by 15% by 2010/11, relative to 2005/2006 levels.</p>	
	<p><b>Carbon Neutral</b> Central Government's office estate to be carbon neutral by 2012.</p>	
	<p><b>Energy Efficiency &amp; Renewables</b> Departments to increase their Energy Efficiency per m<sup>2</sup> by 15% by 2010, relative to 1999/2000 levels.</p> <p>Departments to increase their Energy Efficiency per m<sup>2</sup> by 30% by 2020, relative to 1999/2000 levels.</p> <p>Departments to source at least 10% of electricity from renewables (by 31 March 2008)</p> <p>Departments to source at least 15% of electricity from Combined Heat and Power (by 2010)</p>	
Sustainable consumption & production	<p><b>Waste Arisings</b> Departments to reduce their Waste Arisings by 5% by 2010, relative to 2004/2005 levels.</p> <p>Departments to reduce their Waste Arisings by 25% by 2020, relative to 2004/2005 levels.</p>	
	<p><b>Recycling</b> Departments to increase their Recycling figures to 40% of their Waste Arisings by 2010.</p> <p>Departments to increase their Recycling figures to 75% of their Waste Arisings by 2020.</p>	
Natural resource protection	<p><b>Biodiversity</b> Departments to meet or exceed the aim of having 95% of Sites of Special Scientific Interest (SSSIs) in sole ownership or control in target condition by 2010.</p>	
	<p><b>Water consumption</b> Reduce water consumption by 25% on the office and non-office estate by 2020, relative to 2004/2005 levels.</p> <p>Reduce water consumption to an average of 3m<sup>3</sup> per person/year for all new office builds or major office refurbishments.</p>	

# Detailed Summary of the SOGE Targets <sup>32</sup>

## SPAP Commitments

### Leadership and Accountability

Permanent Secretaries are accountable for their department's overall progress and for ensuring, from 2007-08 onwards, key staff in their departments have performance objectives and incentives that drive the implementation of this plan, linked to performance objectives for delivering efficiency savings.

### Budgeting and Accounting Practice

Where responsibility for capital and revenue budgets is divided between different organisations, sponsoring Departments will review budgeting arrangements and performance frameworks to ensure any barriers to choosing sustainable solutions are resolved. In addition, where Departments believe an upfront cost constraint prevents them from choosing the most sustainable option, they may raise this with the Treasury.

### Building Capacity

Departments to set out the actions they are taking to ensure procurement practice helps to achieve their sustainable Operations targets in their departmental Sustainable Development Action Plans.

Government encourages organisations to make full use of the Task Force flexible framework where it helps improve procurement practice and achieve sustainability targets while OGC are developing a new detailed procurement framework.

### Raising Standards

Departments/OGC to take action in respect of central Government contracts to meet updated and extended mandatory standards.

Existing contracts will be updated as soon as is practical.

New contracts will be required to meet these standards.

Steps will be taken to remove offers that fall below these standards from framework agreements within 12 months (where permissible under existing contract terms);

Departments will make use of pan-Government collaborative contracts in key areas to achieve compliance.

New Government contracts, where relevant, will include appropriate requirements for suppliers and sub-contractors to provide products and services that comply with agreed mandatory standards and assist in the delivery of departmental sustainable Operations targets.

From 1 April 2009 only timber and timber products originating either from independently verified legal and sustainable sources or from a licensed FLEGT partner will be demanded for use on the Government estate - appropriate documentation will be required to prove it. From 1 April 2015, only legal and sustainable timber would be demanded.

OGC will help Departments achieve their sustainable Operations targets through supporting the development of pan-Government procurement of goods and services, required to meet the sustainable Operations targets.

### Market Engagement and Capturing Innovation

OGC and Government departments will work together to strengthen their strategic engagement with key sectors to ensure key suppliers have plans in place to lower their carbon footprint and that of their supply-chains.



# Appendix B

## 2008/2009 Tables

### League Table 2008/2009

SDiG 09 - Star Ratings

Department	Performance Star rating	% of Points	Direction of Travel - based upon star rating	Mechanisms Star Rating	SPAP Star Rating
DCMS	★★★★★	100%	▲	★★★★★	★★★★★☆☆
FSA	★★★★★	97%	▲	☆☆☆☆☆☆	★★★★☆☆☆
CLG	★★★★★	95%	▼	★★★★★☆☆	★★★★★☆☆
HMT	★★★★★	86%	▼	★★★★★☆☆	★★★★★☆☆
ECGD	★★★★★	85%	▲	☆☆☆☆☆☆	★★★★★☆☆
DCSF	★★★★★☆☆	83%	▲	★★★★★☆☆	★★★★★☆☆
MOJ	★★★★★☆☆	82%	▲	☆☆☆☆☆☆	★★★★☆☆☆
DFID	★★★★★☆☆	81%	▲	★★★★★☆☆	★★★★★☆☆
DWP	★★★★★☆☆	80%	▲	★★★★★☆☆	★★★★★☆☆
MOD	★★★★★☆☆	80%	▲	★★★★★☆☆	★★★★☆☆☆
DEFRA	★★★★★☆☆	78%	▲	★★★★★☆☆	★★★★★☆☆
CO	★★★★★☆☆	76%	▲	★★★★★☆☆	★★★★☆☆☆
ONS	★★★★★☆☆	75%	▲	★★★★★☆☆	★★★★☆☆☆
DFT	★★★★★☆☆	74%	▼	★★★★★☆☆	★★★★★☆☆
HMRC	★★★★★☆☆	74%	▼	★★★★★☆☆	★★★★★☆☆
DH	★★★★☆☆☆	69%	▼	☆☆☆☆☆☆	★★★★☆☆☆
HO	★★★★☆☆☆	68%	▲	★★★★★☆☆	★★★★★☆☆
BERR	★★★★☆☆☆	66%	▼	★★★★★☆☆	★★★★★☆☆
DIUS	★★★★☆☆☆	66%	NA	★★★★★☆☆	★★★★★☆☆
LOD	★★★★☆☆☆	63%	▼	☆☆☆☆☆☆	★★★★★☆☆
FCO	★★★☆☆☆☆	40%	▼	★★★★★☆☆	★★☆☆☆☆☆
FC	★★☆☆☆☆☆	31%	▲	☆☆☆☆☆☆	★★☆☆☆☆☆

PAN-GOVT	★★★★★☆☆	81%	▲	★★★★★☆☆	★★★★★☆☆
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◀▶	Same
▲	Up
▼	Down

## Operational SOGE Targets 2008/2009

### SDiG 09 - Departmental Performance against the SOGE Targets

	Climate Change and Energy			Sustainable Consumption and Production		
	Reduce Carbon emissions (from offices) by 12.5% by 2010-11, relative to 1999-00 levels	Reduce Carbon emissions (from road vehicles used for Government administrative operations) by 15% by 2010/11 relative to 2005/06 levels	Departments to increase their energy efficiency per m2 by 15% by 2010, relative to 1999/00 levels	Departments to reduce their waste arisings by 5% by 2010, relative to 2004/05 levels	Departments to increase their recycling figures to 40% of their waste arisings by 2010	
BERR						
CLG						
CO						
DCMS						
DCSF						
DEFRA						
DFID						
DFT						
DH						
DIUS						
DWP						
ECGD						
FC						
FCO						
FSA						
HMRC						
HMT						
HO						
LOD						
MOD						
MOJ						
ONS						

PAN-GOVT						
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	Natural Resource Protection			Renewable Energy and CHP		Rating	
	Departments to meet or exceed the aim of having 95% of SSSIs in sole ownership in target condition by 2010	Reduce water consumption by 25% on the office and non-office estate by 2020, relative to 2004/05 levels.	Reduce water consumption to an average of 3m3 per person/year for all new office builds or major refurbishment projects	Departments to source at least 10% of electricity from renewables (by 31 March 2008)	Departments to source at least 15% of electricity from Combined Heat and Power (by 2010)		
BERR	NA		NA		NA	★★★★☆	65.7%
CLG	NA		NA			★★★★★	95.0%
CO	NA					★★★★☆	75.6%
DCMS			NA		NA	★★★★★	100.0%
DCSF	NA		NA			★★★★☆	82.5%
DEFRA			NA			★★★★☆	77.8%
DFID	NA		NA		NA	★★★★☆	81.4%
DFT						★★★★☆	74.0%
DH	NA		NA			★★★★☆	68.8%
DIUS	NA		NA			★★★★☆	66.3%
DWP	NA					★★★★☆	80.0%
ECGD	NA		NA			★★★★★	85.0%
FC			NA			★★☆☆☆	31.1%
FCO	NA		NA			★★☆☆☆	40.0%
FSA	NA		NA		NA	★★★★★	97.1%
HMRC	NA		NA			★★★★☆	73.8%
HMT	NA		NA			★★★★★	86.3%
HO	NA					★★★★☆	67.8%
LOD	NA		NA			★★★★☆	62.5%
MOD						★★★★☆	80.0%
MOJ			NA			★★★★☆	82.2%
ONS	NA		NA			★★★★☆	75.0%
<b>PAN-GOVT</b>						★★★★☆	<b>81.0%</b>

## Direction of Travel 2008/2009

### SDiG 09 - Departmental Performance against the SOGE Targets with Direction of Travel Analysis

	Climate Change and Energy			Sustainable Consumption and Production		
	Reduce Carbon emissions (from offices) by 12.5% by 2010-11, relative to 1999-00 levels	Reduce Carbon emissions (from road vehicles used for Government administrative operations) by 15% by 2010/11 relative to 2005/06 levels	Departments to increase their energy efficiency per m <sup>2</sup> by 15% by 2010, relative to 1999/00 levels	Departments to reduce their waste arisings by 5% by 2010, relative to 2004/05 levels	Departments to increase their recycling figures to 40% of their waste arisings by 2010	
BERR	↑	↑	↓	↓	↑	
CLG	↑	↑	↓	↓	↓	
CO	↓	↑	↓	↔	↑	
DCSF	↑	↑	↑	↑	↑	
DCMS	↑	↑	↓	↑	↑	
DEFRA	↑	↑	↓	↑	↑	
DFID	↑	↑	↑	↑	↓	
DFT	↑	↓	↓	↑	↓	
DWP	↑	↑	↓	↑	↓	
DIUS	*	*	*	*	*	
DH	↑	↓	↑	↑	↓	
ECGD	↑	↑	↑	↑	↑	
FSA	↓	↑	↓	↓	↑	
FC	↓	↑	↓	**	**	
FCO	↓	↓	↓	↑	↑	
HMRC	↑	↑	↑	↓	↑	
HMT	↑	↑	↓	↓	↓	
HO	↑	↑	↑	↓	↑	
LOD	↓	↓	↓	↓	↑	
MOD	↑	↑	↓	↑	↑	
MOJ	↑	↑	↑	↓	↑	
ONS	↑	↓	↑	↑	↑	
PAN-GOVT	↑	↑	↑	↓	↓	

Direction of Travel is assessed by the change in performance figures from 2007/2008 to 2008/2009, not by changes in traffic light assessment

	Natural Resource Protection			Renewable Energy and CHP		Rating	%
	Departments to meet or exceed the aim of having 95% of SSSIs in sole ownership in target condition by 2010	Reduce water consumption by 25% on the office and non-office estate by 2020, relative to 2004/05 levels.	Reduce water consumption to an average of 3m <sup>3</sup> per person/year for all new office builds or major refurbishment projects	Departments to source at least 10% of electricity from renewables (by 31 March 2008)	Departments to source at least 15% of electricity from Combined Heat and Power (by 2010)		
BERR	NA	↓	NA	↑	NA	★★★★☆	65.7%
CLG	NA	↑	NA	↓	↑	★★★★★	95.0%
CO	NA	↑	*	↑	↑	★★★★☆	75.6%
DCSF	NA	↑	NA	↑	↔	★★★★☆	82.5%
DCMS	↔	↓	NA	↔	NA	★★★★★	100.0%
DEFRA	↑	↑	NA	↓	↑	★★★★☆	77.8%
DFID	NA	↑	NA	↔	NA	★★★★☆	81.4%
DFT	↔	↑	↓	↓	↑	★★★★☆	74.0%
DWP	NA	↑	**	↓	↓	★★★★☆	80.0%
DIUS	*	*	*	*	*	★★★★☆	66.3%
DH	NA	↓	NA	↓	↔	★★★★☆	68.8%
ECGD	NA	↑	NA	↑	↑	★★★★★	85.0%
FSA	NA	↑	NA	↔	*	★★★★★	97.1%
FC	↑	**	NA	↓	↔	★☆☆☆☆	31.1%
FCO	NA	↑	NA	↓	↔	★★☆☆☆	40.0%
HMRC	NA	↓	NA	↓	*	★★★★☆	73.8%
HMT	NA	↑	NA	↓	*	★★★★★	86.3%
HO	NA	↓	*	↑	↔	★★★★☆	67.8%
LOD	NA	↓	NA	↓	↑	★★★★☆	62.5%
MOD	↑	↑	NA	↑	↑	★★★★☆	80.0%
MOJ	↔	↓	NA	↑	↑	★★★★☆	82.2%
ONS	NA	↓	NA	↑	↔	★★★★☆	75.0%
PAN-GOVT	↑	↑	↑	↓	↔	★★★★☆	81.0%

*	First time reported
**	Not known (automatic red rating)

↑	Improvement
↓	Worsening
↔	No change

## Mandated Mechanisms 2008/2009

### SDiG 09 - Departmental Performance against the Mandated Mechanisms

	Application of BRE's Environmental Assessment Method excellent standards or equivalent, to all new builds and major refurbishments	Coverage of Certified and non-certified Environmental Management Systems	All departments to conduct Sustainability Appraisals of office relocations	Departments to adopt The Carbon Trust's Carbon Management Programme or Energy Efficiency Accreditation Scheme	Rating 1 ★ 25-39% 2 ★ 40-54% 3 ★ 55-69% 4 ★ 70-84% 5 ★ 85-100%	%
BERR	NA				★★★★★☆☆	83.3%
CLG	NA				★★★★★☆☆	83.3%
CO			NA		★★★★☆☆☆	66.7%
DCMS	NA		NA		★★★★★★★	100.0%
DCSF	NA		NA		★★★★★★★	100.0%
DEFRA					★★★★★★★	100.0%
DFID	NA		NA		★★★★★★★	100.0%
DFT					★★★★☆☆☆	62.5%
DH	NA		NA		★☆☆☆☆☆☆	25.0%
DIUS	NA		NA		★★★★★☆☆	75.0%
DWP					★★★★☆☆☆	62.5%
ECGD	NA		NA	NA	☆☆☆☆☆☆☆	0.0%
FC					★☆☆☆☆☆☆	25.0%
FCO			NA		★★★★☆☆☆	66.7%
FSA	NA		NA		☆☆☆☆☆☆☆	0.0%
HMRC	NA				★★★☆☆☆☆	50.0%
HMT	NA		NA		★★★★★★★	100.0%
HO					★★★★★☆☆	75.0%
LOD	NA				☆☆☆☆☆☆☆	16.7%
MOD					★★★★★☆☆	75.0%
MOJ					★★★☆☆☆☆	37.5%
ONS	NA		NA		★★★★★☆☆	75.0%
<b>Pan-govt*</b>			★		★★★★☆☆☆	50.0%

\*The pan-government percentage is based on the average number of points scored by departments against each SOGE target. It is not an average of the departmental percentages.

## SPAP Commitments 2008/2009

### SDiG 09 - Departmental Performance against the SPAP Commitments

	Permanent secretary(ies) has the SOGE targets and SPAP commitments incorporated into his/her(their) personal performance objectives?	Staff with operations and/or procurement responsibilities have the sustainable operations targets and/or SPAP commitments incorporated into their personal performance objectives?	SDAP delivering procurement actions	Including clauses for Quick Wins/ extended mandatory product standards (for all relevant contracts - new and existing) or removing sub standard contracts	Engagement with key suppliers on sustainable development, the sustainable operations targets and the SPAP commitments	Use of the Sustainable Procurement Task Force Flexible Framework	SPAP Star Rating 1 ★ 25-39% 2 ★ 40-54% 3 ★ 55-69% 4 ★ 70-84% 5 ★ 85-100%	%
BERR							★★★★★	100.0%
CLG							★★★★☆	75.0%
CO							★★☆☆☆	50.0%
DCMS							★★★★☆	83.3%
DCSF							★★★★★	91.7%
DEFRA							★★★★☆	83.3%
DFID							★★★★☆	83.3%
DFT							★★★★★	91.7%
DH							★★★☆☆	66.7%
DIUS				NA			★★★★★	100.0%
DWP							★★★★★	91.7%
ECGD							★★★★☆	83.3%
FC							★☆☆☆☆	33.3%
FCO							★☆☆☆☆	33.3%
FSA							★★☆☆☆	41.7%
HMRC							★★★★☆	83.3%
HMT							★★★★☆	83.3%
HO							★★★★★	100.0%
LOD							★★★★★	100.0%
MOD							★★☆☆☆	50.0%
MOJ							★★★☆☆	66.7%
ONS							★★★☆☆	66.7%
Pan-govt		★			★	★	★★★★☆	75.0%

# Appendix C

## The SDC's Evolving Role in the SOGE Assessment

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In 2002, the Government established a series of sustainable development targets to better manage the sustainability of its own operations. Government is assessed against these annually in order to provide a clear and accurate picture of performance against these operational targets, mandated mechanisms and commitments under the Sustainable Procurement Action Plan (SPAP).

The results of this assessment are reported at a departmental family level (including Executive Agencies as a minimum). Initially, responsibility for collecting and reporting data relating to these targets lay with the Department for Environment, Food and Rural Affairs (Defra). In 2004, the SDC agreed to take on this function as part of its formal Watchdog role.

In response to the 6th Sustainable Development in Government (SDiG) report produced by the SDC in 2008, the Government committed to retake ownership of the data collection process under the stewardship of the Office of Government Commerce (OGC) Centre for Expertise on Sustainable Procurement (CESP). In 2009, CESP took up the task of gathering, cleansing and reporting on the data for the financial year 2008/09. This was the first year in which CESP performed this role, freeing the SDC from the data management process and allowing it to focus on

Government's real performance, commenting on process and data quality issues in order to make recommendations to Government for improvement. At the same time, this means Government takes ownership of its own data, allowing it to make better use of the information it generates.

With the SDC and CESP working together on the SOGE Framework, it is expected that data quality and performance will improve through better management processes. The extra resources that CESP are able to commit to the data collection process will allow a more rigorous system of quarterly reporting to be introduced. It is expected that the data submitted under this process will be used to meet further reporting requirements, such as the CRC Energy Efficiency Scheme, and will be supported by a more robust process of external data verification currently being developed by CESP.

Under the new arrangement, the roles of both the SDC and CESP have been clearly defined:

- CESP focuses on environmental sustainability across Government, working with key stakeholders to share information and experience to drive through the changes needed to meet Government's existing SOGE and SPAP commitments. This includes developing a clear picture of performance and a future plan for delivery. Therefore, CESP now leads on collecting data from Government departments and monitoring progress, establishing trajectories and passing this data to the SDC for independent review.
- The SDC is the Government's official independent adviser on sustainable development, reporting to the Prime Minister, the First Ministers of Scotland and Wales and the First Minister and Deputy First Minister of Northern Ireland. Using advocacy, advice, capability building and appraisal, the SDC is charged with helping to put sustainable development at the heart of Government policy. As part of this role, the SDC scrutinises Government progress on implementing its strategy for delivering sustainable development, and monitors how Government is reporting progress against its own sustainable management targets for the Government estate and sustainable procurement (including, but not limited to the SOGE targets).

2009 was a year of transition as CESP developed its systems and procedures to handle the data gathering process, while the SDC continued to scrutinise Government's overall performance and make recommendations for improvement. The SDC is encouraged by the work carried out by CESP on the SOGE assessment thus far. The SDC is confident that CESP's work will continue to improve the quality of information provided by departments on all operations and procurement activities, both on and off the formal estate. This is vital if Government is to make the necessary, ambitious and urgent improvements needed to lead by example on sustainability.

While CESP now collects and analyses the data from all departments, the SDC's traffic light rating methodology is still being applied to the data to assess progress. Star ratings are also provided by the SDC to summarise how each department and Government as a whole are doing overall for each of the three target groups: Operations, Mandated Mechanisms and Procurement. The SDC's commentary in this report aims to inform and inspire continuous improvement across government.

# Appendix D

## Scope and Quality of Reporting

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An incredibly diverse set of activities take place on the Government estate: from office administration to military training; from forestry, to manufacturing and scientific research. There are also differing levels of public access to different parts of this estate. As a result, certain impacts are more within the direct scope of Government control than others. It is, however, very important that the significant impacts of all of these activities are captured and reported in the most meaningful way possible in order that Government may decide where to take steps to reduce or positively influence these impacts.

### The Expanding Scope of Reporting

As recommended within the Headline Commentary of this report, Government should report on and improve all impacts from its operations. The SDC is pleased to see that levels of reporting in some areas of Government have increased over the first three years of the current SOGE Framework; for example, some additional executive agencies have been included in departments' reporting for the first time. Another example is that the Crown Prosecution Service (CPS) in the Law Officers' Department (LOD) has identified one building which previously was not included in statistics for gas consumption. Also the Treasury Solicitor's Department (TS) was able to report on its oil consumption for the first time, having access to

previously unavailable data.

There is also a commitment under the new SDiG Framework being developed by Defra in liaison with key Government stakeholders including DECC, OGC, and the SDC to replace the current SOGE Framework when the targets expire in 2010/2011 and to extend coverage to Non-Departmental Public Bodies (NDPBs), as well as to capture a wider scope of carbon emissions and more detail on water and waste.<sup>33</sup> However, there is still scope for improvement in the scope and quality of reporting, and the SDC is disappointed to see that supply chain impacts remain largely uncovered by the new SDiG Framework.

### Changes to the Machinery of Government

As happens every year, changes to the machinery of Government and improvements in data quality have resulted in necessary re-baselining of the starting position for various departments. In some cases, the provision of more accurate data has resulted in an apparent worsening of performance. For example, the LOD previously made some progress against the 'carbon from offices' target, but last year reported poor performance. This change reflects a more

complete set of reported data, which now includes the CPS, and is therefore a more accurate reflection of performance than in previous years. In addition, the Department for Innovation, Universities and Skills (DIUS) reported for the first time, taking the number of departments from 21 to 22 in 2008/2009.<sup>34</sup> Some departments from 2006/2007 have either closed down or merged with other departments, and so to avoid confusion do not appear in this report.<sup>35</sup>

### Meeting the Challenges of Reporting

Government should be able to account for the totality of its impacts to provide an accurate picture of how it is performing and to encourage innovative and joined-up solutions. The SDC understands that this is not always straightforward, and that reporting across Government must be fair and consistent. Reporting on all operational activities – office and non-office; administrative and non-administrative – with agreed

levels of detailed reporting, would help to overcome this difficulty. The SDC is in ongoing discussions with Government to assess how this might be better achieved.

There are some examples of where there have been particular difficulties in reporting. In some instances this has resulted in a significantly reduced scope of reporting:

**The Royal Mint:** Data from the Royal Mint was excluded from HMT's data return for waste and water for 2008/2009 on the basis that it related to the significant water consumption and waste generation from the Royal Mint's manufacturing processes. Taking the Royal Mint out of the data set has allowed HMT to demonstrate that the remaining parts of the Departmental family have reduced their water consumption to 31.3% below the baseline, compared to an increase of 0.7% above the baseline last year, when the Royal Mint was included. Following discussions with Defra, DECC and the OGC, the SDC understands that the Royal Mint will be included within the SOGE Framework again from 2009/2010, but will report separately from HMT, as happens with HMRC currently.

**The Forestry Commission (FC):** The Forestry Commission (FC) has not provided information on the waste and water targets for any of the three years of SOGE reporting. As a result the SDC has had to award the FC with red traffic light ratings for these targets. The SDC acknowledges that the FC is working hard to get an EMS in place, and hopes this will help it demonstrate how it is reducing its impacts and report progress as an integral part of the SOGE process.

**The Royal Parks:** A similar situation arose in 2008-2009 for the Royal Parks, part of the Department for Culture, Media and Sports (DCMS), with the removal of the bulk of its waste stream due to the large amount of waste generated by members of the public visiting and using these spaces, effectively eliminating over 1,800 tonnes of waste from the DCMS baseline. Following further discussion with Defra, DECC and the OGC, the SDC understands that Royal Parks will be included in DCMS's data set again from 2009/2010.

# Appendix E

## The SDC's Scoring Methodology for 2008/2009

### Traffic Light Indicators of Operational Performance

The scoring framework for the operational targets is outlined in Table 3. Progress and scoring against each of the SOGE targets is based on four categories: What constitutes 'excellent', 'good', 'some' or 'no/poor' progress is based on the degree of progress made against the target, considering where a department should be now if the outcomes required are to be achieved by the target date.

The scoring methodology for the operational targets is shown in Table 1. The points awarded for each target area are added together and divided by the total possible points that Government and departments could be assessed against in order to give an overall percentage of points scored, on which the star rating is based.

One target, the reversal of the upward trend in carbon emissions, has not been assessed as it is no longer applicable. Additional bonus points were only offered for 'excellent progress' this year. Additional bonus points were not awarded for good coverage, as all Executive Agencies are expected to be covered by now. No bonus points were given for external verification of data as this information was not collected by the Office of Government Commerce (OGC) this year, although the SDC still encourages external verification to encourage better data quality

Table 1: Performance traffic light indicators

BLUE	'Excellent progress warranting recognition' which could mean a future target performance level has already been achieved.
GREEN	'Good progress' which is defined as being on track to hit the target.
AMBER	'Some progress' which recognises that some progress has been made, but is not sufficient to be on track to meet the target.
RED	'No progress or poor progress' where no progress or in our judgement only slight progress has been made. Red is also used where data was 'not known'.
N/A	Not applicable.

Table 2: SOGE star rating scoring thresholds

Performance star rating	Definition
☆☆☆☆☆	Less than 25% of target points
★☆☆☆☆	25 – 39% of target points
★★☆☆☆	40 – 54% of target points
★★★☆☆	55 – 69% of target points
★★★★☆	70 – 84% of target points
★★★★★	85% or more of the target points
'Target points' includes a potential to score bonus points for very good performance over and above meeting the target.	

The SOGE Performance 'Star Rating' indicates the progress made by departments against all 14 SOGE performance targets. It is based on the overall percentage of available target points achieved, as detailed in Table 2.

Table 3: Core assessment methodology

Theme	Target	Excellent progress that warrants merit = 1.2 points	Very good progress = 1.1 points	Good progress = 1 point	Some progress = 0.5 points	No progress or poor progress = 0 points	NOTES
Climate Change & Energy	Reduce carbon emissions by 12.5% by 2010- 11, relative to 1999-00 levels	Carbon emissions down by 12.5% or more	NA	Carbon emissions down between 10.2% - 12.4%	Carbon emissions down between 0.1% - 10.1%	Carbon emissions equal or higher than 99/00 levels	11 years to hit target, approx 1.14 % per year linear. 9 years progressed, so good performance is 10.2%
	Reduce carbon emissions from road vehicles used for Government administrative Operations by 15% by 2010/11 relative to 2005/06 levels	Carbon emissions down by 15% or more	NA	Carbon emissions down between 9% - 14.9%	Carbon emissions down between 0.1% - 8.9%	Carbon emissions equal or higher than 05/06 levels	Linear scale of progress, 3% per year up to 2010/11. Three years passed for good performance is 9%.
	Central Government's office estate to be carbon neutral by 2012.	NA	NA	NA	NA	NA	This is not being measured this year, 2012 target. This will be achieved through the achievement of other targets with offsetting of remainder the last option.

Theme	Target	Excellent progress that warrants merit = 1.2 points	Very good progress = 1.1 points	Good progress = 1 point	Some progress = 0.5 points	No progress or poor progress = 0 points	NOTES
Climate Change & Energy	Departments to increase their Energy Efficiency per m2 by 15% by 2010, relative to 1999/00 levels	NA	Energy use per m2 down by 15% or more compared to 99/00 levels	Energy use per m2 down between 13.5% - 14.9% compared to 99/00 levels	Energy use per m2 down between 0.1% - 13.4% compared to 99/00 levels	Energy use per m2 equal or higher than 99/00 levels	Presuming March 2010, 1.5% per year for 9 years good performance is 13.5%.
	Departments to source at least 10% of electricity from renewables (by 31 March 2008).	NA	50% or more of electricity sourced from renewable sources	10% or more of electricity derived from renewable sources	NA	Less than 10% of electricity derived from renewable sources	Target date has passed, but continuing performance is measured as the MoD has an extension until 2010 to achieve this target and have been scored based upon a linear scale of performance accordingly.
	Departments to source at least 15% of electricity from Combined Heat and Power (CHP) (by 2010) except where 100% is procured as renewable energy.	NA	15% of electricity generated from CHP (target achieved)	13.1% - 15%	5% - 13.0%	Less than 5% of electricity derived from CHP	Target date is the 31st of March 2010. 8 years progressed; sp good performance is 13.1%. The target is not applicable where greater than 85% of electricity is procured from renewable energy.

Theme	Target	Excellent progress that warrants merit = 1.2 points	Very good progress = 1.1 points	Good progress = 1 point	Some progress = 0.5 points	No progress or poor progress = 0 points	NOTES
Natural Resource Protection	Departments to meet or exceed the aim of having 95% of SSSIs in sole ownership in target condition by 2010	NA	95% or more of SSSIs in target condition	Between 68% and 94.9% of SSSIs in target condition	Between 50% and 67.9% of SSSIs in target condition	Less than 50% of SSSIs in target condition	Not a linear scale as there is no baseline year. Good progress determined by previous framework target of 68%. If target has been hit early a bonus will be applied. 50% minimum cut off.
	Reduce water consumption by 25% on the office and non-office estate by 2020, relative to 2004/05 levels.	12.50%	NA	6.7% - 12.49%	0.1% - 6.6%	Water use equal or higher than 2004/05 levels	Target date is March 2020. Linear scale of progress with 4 years passed. Good performance is 6.7%.
	Reduce water consumption to an average of 3m <sup>3</sup> per person/year for all new office builds or major refurbishment projects	NA	NA	All new builds or major refurbishments achieving consumption of 3m <sup>3</sup>	NA	All new builds or major refurbishments not achieving consumption of 3m <sup>3</sup>	Straight forward hit or miss target. Only applies to offices where 2008/09 is the first year of occupancy.
Sustainable Consumption & Production	Departments to reduce their Waste Arisings by 5% by 2010, relative to 2004/05 levels	NA	5% or more	4% - 4.9%	0.1% - 3.9%	Waste Arisings equal or higher than 04/05 levels	Target date is 31st March 2010. Linear scale of progress, 1% per year since 2004/05. Good performance in 2008/09 is 4%.
	Departments to increase their Recycling figures to 40% of their Waste Arisings by 2010	NA	Recycling rate of 40% or more	Recycling rate of 30-39.9%	Recycling rate of 20-29.9%	Recycling rate of less than 19.9%	Not a linear scale as there is no baseline year. Category boundaries determined by judgement reflecting on last year's performance and understanding of what should be achievable.

## Traffic Light Indicators for Mandated Mechanisms to Deliver Sustainability

In addition to the key 'outcome driven' SOGE targets, there are a number of Mechanisms and supporting processes which the UK government has mandated departments to implement in order to support delivery of the sustainable Operations targets. The OGC and SDC have assessed the extent to which departments are utilising these Mechanisms, to gauge compliance with government requirements, but more

importantly to establish whether departments are using the tools they have at their disposal to enable them to achieve future performance improvements. The scoring framework is outlined in Table 6. Progress and scoring against each of the Mechanisms/ supporting processes is based on three categories shown in Table 4.

**Table 4: Mechanisms traffic light indicators**

GREEN	'Good progress' which is defined as being on track to hit the target.
AMBER	'Some progress' which recognises that some progress has been made, but is not sufficient to be on track to meet the target.
RED	'No progress or poor progress' where no progress or in our judgement only slight progress has been made. Red is also used where data was 'not known'.
N/A	Not applicable.

**Table 5: Mechanisms star rating scoring thresholds**

Performance star rating	Definition
☆☆☆☆☆	Less than 25% of target points
★☆☆☆☆	25 – 39% of target points
★★☆☆☆	40 – 54% of target points
★★★☆☆	55 – 69% of target points
★★★★☆	70 – 84% of target points
★★★★★	85% or more of the target points
There are no bonus points offered on Mechanisms scores	

The overall performance of departments, in terms of the extent to which they are using the Mandated Mechanisms and achieving any standards required, is illustrated by the star ratings in Table 5.

Table 6: Core assessment methodology

Theme	Target Area	Good Progress = 1 point	Some Progress = 0.5 points	No progress or poor progress = 0 points	Notes
Building Research Establishment Environmental Assessment Methodology (BREEAM)	Application of BREEAM 'excellent' standards or equivalent to all new buildings, and 'very good' or 'excellent' for major refurbishments.	100% of projects achieving appropriate BREEAM standard	80 - 99% of projects achieving appropriate BREEAM standard	Less than 80% of projects achieving appropriate BREEAM standard	The ambition levels for these percentage thresholds have been adjusted to reflect the amount of time this target has been in place.
Sustainability Appraisal	Conduct sustainability appraisals of all office relocations	All projects had sustainability appraisals conducted	Some projects had sustainability appraisals conducted	No projects had sustainability appraisals conducted	A judgement was made that the best way to treat this data would be to simply classify departments as either completing appraisals for all relocations (green), some (amber) and none (red). This is because the data provided to the OGC this year is only the percentage of relocations (without the information of how many relocations took place).
Carbon Trust	Adopt the Carbon Trust Carbon Management Programme or Energy Efficiency Programme	Adopted Carbon Trust CMP or EEP with broad coverage	Adopted CT CMP or EEP with limited coverage, and/ or a commitment to broadly adopt programme in the near future.	Poor coverage or no programme	This is a subjective judgement based largely upon information provided by departments in response to contextual questions. Where a departmental core had either achieved CTS or adopted a Carbon Trust Carbon Management Programme (with broad coverage - taken as the vast majority of sites/FTE) they were given a green; where there was limited coverage this was amber and where neither had been adopted or poor coverage a red was given. The entire department is considered so that good practice in NDPBs etc is also acknowledged.

Theme	Target Area	Good Progress = 1 point	Some Progress = 0.5 points	No progress or poor progress = 0 points	Notes
Environmental Management Systems (EMS)	Departments to work towards an accredited certified EMS i.e. ISO14001 or EMSAS.	80 - 100% staff or sites covered by EMS	50 - 79% staff or sites covered by EMS	Less than 50% staff or sites covered by EMS	The wording of this target is consistent with last year's. As such, in 2008 a sliding scale approach was adopted to reflect that the wording of the target differs to previous years (pre 2008). In 2009, the assessment is based on the core department only as it was not possible to look in a more detailed way without the FTE for both core and none core aspects of the department, which were not requested by the OGC this year.
Sustainable Development Action Plans (SDAPs)	Self assessment rating on the extent to which sustainable development is embedded in the organisation's Operations.	NA	NA	NA	Not asked for by the OGC this year. The SDC refers readers to the SDAP assessments carried out by the SDC on the SDC website. <sup>31</sup>

## Traffic light indicators for Sustainable Procurement Action Plan (SPAP) Commitments

The SPAP is Government’s action plan for embedding sustainability in its procurement practices. The commitments cover leadership and accountability on sustainable procurement; budgeting and accounting practice; building capacity; raising standards; and

supplier engagement. The scoring framework is outlined in Table 9. Progress and scoring against each of the SPAP commitments is based on three categories shown in Table 7.

**Table 7: SPAP traffic light indicators**

GREEN	Commitment is fully achieved
AMBER	Commitment is partially achieved
RED	Commitment has not been achieved
NA	Not applicable.

**Table 8: SPAP star rating scoring thresholds**

Performance star rating	Definition
☆☆☆☆☆	Less than 25% of target points
★☆☆☆☆	25 – 39% of target points
★★☆☆☆	40 – 54% of target points
★★★☆☆	55 – 69% of target points
★★★★☆	70 – 84% of target points
★★★★★	85% or more of the target points
There are no bonus points offered on Mechanisms scores	

The overall performance of departments, in terms of the extent to which they are achieving the SPAP commitments and achieving any standards required, is illustrated by the star ratings in Table 8.

**Table 9: SPAP assessment methodology**

	Target	Good Progress = 1 point	Some Progress = 0.5 points	No progress or poor progress = 0 points	Notes
Objectives	Permanent secretary(ies) has the SOGE targets and SPAP commitments incorporated into their personal performance objectives	Yes	NA - Red or Green score only	No	
	Staff with Operations and/or procurement responsibilities have the sustainable Operations targets and/or SPAP commitments incorporated into their personal performance objectives	100% staff	80-99% staff	0-79% staff	Changed from last year to allow an amber rating for where some progress has been made.
	Department's Sustainable Development Action Plan (SDAP) is delivering procurement actions	Yes	NA - Red or Green score only	No	
Quick Wins	Including clauses for Quick Wins/extended mandatory product standards (for all relevant contracts – new and existing)*	Yes	NA - Red or Green score only	No/Not Known	Maximum available is 1 point for both of these Quick Win questions. However application of this score is subjective and although generally follows this method, any context provided by department has been considered and reflected in the scores. This is related to previous question. If all contracts include Quick Wins then there are none to be removed, therefore considered NA.
	Removing offers that fall below Quick Wins/extended mandatory product standards from framework agreements (where permissible under existing contract terms).*	Yes	NA - Red or Green score only	No/Not Known	
	Engagement with key suppliers on sustainable development, the sustainable Operations targets and the SPAP commitments	Yes	NA - Red or Green score only	No/Not Known	
	Use of the Sustainable Procurement Task Force Flexible Framework	Progress to Level 3 'Practice' across all five areas	Progress to Level 2 'Embed' across all five areas	Progress to Level 2 'Embed' in less than 5 areas	This year's approach follows the sustainable procurement task force recommendation that departments reach level three or above across the five themes in 2009. Some progress is subjectively set for three or four themes.

Currently all of these are only looking at the core department, but this will be reviewed for the next data submissions.

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## Endnotes

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- 1 Total reduction in carbon emissions from administrative road travel was 30,601 tonnes. Average emissions per litre assumed as 0.0023035 tonnes/litre therefore savings of litres purchased is approximately 13.28 million litres. At an average petrol price of 103.2 pence/litre (April 2008 – March 2009) this equates to approximately £13.7 million pounds saved.
- 2 Defra conversion factors of 0.00032641 tonnes CO<sub>2</sub> per mile (available at [www.defra.gov.uk/environment/business/reporting/pdf/20090928-guidelines-ghg-conversion-factors.pdf](http://www.defra.gov.uk/environment/business/reporting/pdf/20090928-guidelines-ghg-conversion-factors.pdf)). Reduction of CO<sub>2</sub> of 30,601 tonnes / 0.00032641 = approximately 93,749,544 miles. At an average speed of 59.9 mph (the DfT average speed for the UK Network, available at [www.dft.gov.uk/pgr/statistics/datatablespublications/roadtraffic/speedscongestion/roadstatstsc/roadstats08tsc](http://www.dft.gov.uk/pgr/statistics/datatablespublications/roadtraffic/speedscongestion/roadstatstsc/roadstats08tsc)) this equates to approximately 1,677,094 fewer hours driving / 7.5 = 223,613 x 7.5 hr working days or 1,016 full time staff time (working 220 days of the year). The average speed for all travel including urban travel will be slower than 59.9 mph and therefore that the estimate of hours will be an underestimation for the purpose of this illustration.
- 3 The Energy Saving Trust puts average UK household emissions at 9 tonnes per year. [www.energysavingtrust.org.uk/Climate-Change/How-we-contribute-to-climate-change](http://www.energysavingtrust.org.uk/Climate-Change/How-we-contribute-to-climate-change)
- 4 Olympic swimming pool assumed to be of 2,500 m<sup>3</sup> capacity
- 5 Total reduction in water consumption since the baseline multiplied by £1.43/m<sup>3</sup> (based on the average charges from five water companies)
- 6 ONS puts household waste in England in 2007-2008 at 500kg per person per year. [www.statistics.gov.uk/cci/nugget.asp?id=1769](http://www.statistics.gov.uk/cci/nugget.asp?id=1769)
- 7 Based on a high level analysis of indicative savings achieved through Government's SOGE framework over 2008/2009. This analysis is based on Government's published data and includes high level calculations for cost savings and social benefit achieved through a reduction in carbon emissions from offices and administrative road travel, reduced waste arising and water consumption. Figures do not include investment costs.
- 8 Savings from reduced water consumption calculated on the basis of assumed 2010/2011 water use of 35,866,000 m<sup>3</sup> (based on Defra's calculations) and an average unit price for water of £1.43 (based on the average charges from five water companies) which equals a saving of £5,128,838. Savings from reduced waste arisings calculated on the basis of assumed 2010/2011 waste arisings of 292,000 tonnes (based on Defra's calculations), general waste disposal cost of £32 per tonne, landfill tax of £48 per tonne and the assumption that 50% of waste is sent to landfill, which equals £1,635,200.
- 9 CESP and DECC expect Government's office emissions to total around 2,477,690 tonnes of CO<sub>2</sub> in 2009-10
- 10 If it is assumed that this is achieved by a reduction in fossil fuel use (as has been the case in all previous years) then the benefit to society of the reduction in emissions would be calculated using the non-traded price of carbon (£52 per tonne), thereby providing a total benefit to society of around £13 million. This would also translate into further cost savings from a reduction in the energy and fuel purchased but these have not been assessed at this stage.
- 11 Available at [www.publicsectortravel.org.uk/2010/06/07/environment-agency-to-ban-air-travel-in-england-and-wales/](http://www.publicsectortravel.org.uk/2010/06/07/environment-agency-to-ban-air-travel-in-england-and-wales/)
- 12 [www.bitc.org.uk/resources/case\\_studies/afe2382.html](http://www.bitc.org.uk/resources/case_studies/afe2382.html)
- 13 2008/2009 carbon dioxide emissions from administrative road travel = 149,270 tonnes. 10% of this is 14,927 tonnes. Assuming that 2.3035 kg of CO<sub>2</sub> is emitted per litre of petrol and an average price of 118.2p per litre (July 2010), 14,927/0.0023035 = 6,480,139 litres of fuel saved. 6,480,139 x £1.182 = £7,659,524
- 14 2008/2009 carbon dioxide emissions from administrative road travel = 149,270 tonnes. 10% of this is 14,927 tonnes. Assuming that 0.32641 kg of CO<sub>2</sub> is emitted per mile, 45,730,829 miles of travel will be saved. Assuming average speed of travel is 59.9 mph (the DfT average speed for the UK Network, available at [www.dft.gov.uk/pgr/statistics/datatablespublications/roadtraffic/speedscongestion/roadstatstsc/roadstats08tsc](http://www.dft.gov.uk/pgr/statistics/datatablespublications/roadtraffic/speedscongestion/roadstatstsc/roadstats08tsc)), then 45,730,829/59.9 = 763,453 hours saved. 763,453/7.5 = 101,794 days saved.
- 15 [www.bitc.org.uk/resources/case\\_studies/toyota\\_ecoeffi.html](http://www.bitc.org.uk/resources/case_studies/toyota_ecoeffi.html)
- 16 Emissions embedded in the supply chain are calculated by applying central government market share to total UK supply chain emissions.
- 17 <https://www.caeser.org/>
- 18 Available at [www.ogc.gov.uk/documents/PtP\\_Action\\_Plan.pdf](http://www.ogc.gov.uk/documents/PtP_Action_Plan.pdf)
- 19 SOGE Framework – [www.defra.gov.uk/sustainable/government/gov/estates/targets.htm](http://www.defra.gov.uk/sustainable/government/gov/estates/targets.htm)
- 20 It is noted that MOD is currently unable to differentiate between all of its office and non-office emissions.
- 21 The CRC Energy Efficiency Scheme (formerly known as the Carbon Reduction Commitment) is the UK's mandatory climate change and energy saving scheme. The scheme started in April 2010 and is administered by the Environment Agency. It is central to the UK's strategy for improving energy efficiency and reducing carbon dioxide (CO<sub>2</sub>) emissions, as set out in the Climate Change Act 2008. It has been designed to raise awareness in large non-energy intensive and public sector organisations, especially at senior level, and encourage changes in behaviour and infrastructure. [www.decc.gov.uk/en/content/cms/what\\_we\\_do/lc\\_uk/crc/crc.aspx](http://www.decc.gov.uk/en/content/cms/what_we_do/lc_uk/crc/crc.aspx)

- 22** More information on what is meant by Good Quality CHP can be found at the CHP Quality Assurance programme site – [www.chpqa.com/guidance\\_notes/GUIDANCE\\_NOTE\\_10.pdf](http://www.chpqa.com/guidance_notes/GUIDANCE_NOTE_10.pdf)
- 23** If Government achieves its 2010/2011 target to reduce carbon emissions from offices by 12.5%, in 2012 it will still have to offset up to 87.5% of 1999/2000 office carbon emissions to meet its carbon neutrality target, amounting to 2,110,452 tonnes of CO<sub>2</sub> (2,411,945t x 87.5%). The average price of offsetting a tonne of carbon on the first day of the Government Carbon Offsetting Fund (GCOF II) eAuction on 9 March 2010 was £12.34 per Gold Standard CER, amounting to £26,042,978 [www.decc.gov.uk/en/content/cms/what\\_we\\_do/lc\\_uk/co2\\_offsetting/gov\\_offsetting/gov\\_offsetting.aspx](http://www.decc.gov.uk/en/content/cms/what_we_do/lc_uk/co2_offsetting/gov_offsetting/gov_offsetting.aspx)
- 24** SDC, 2008, “Sustainable Development in Government – Challenges for Government”, p30.
- 25** SDC, 2008, “Sustainable Development in Government – Challenges for Government”, p34.
- 26** CEEQUAL is the assessment and awards scheme for improving sustainability in civil engineering and public realm projects. It aims to deliver improved project specification, design and construction and to demonstrate the commitment of the civil engineering industry to environmental quality and social performance. [www.ceequal.com](http://www.ceequal.com)
- 27** DREAM is an online environmental assessment tool developed by Defence Estates (Property Directorate) for New Building and Refurbishment projects on the Defence Estate. <https://www.dreamassess.com/>
- 28** [www.carbontrust.co.uk/news/news/press-centre2010/2010/Pages/government-departments-slash-energy-bills.aspx](http://www.carbontrust.co.uk/news/news/press-centre2010/2010/Pages/government-departments-slash-energy-bills.aspx)
- 29** [www.sd-commission.org.uk/pages/sustainable-development-action-plans-sdaps.html](http://www.sd-commission.org.uk/pages/sustainable-development-action-plans-sdaps.html)
- 30** [www.ogc.gov.uk/documents/Delivery\\_plan\\_Dec09\(1\).pdf](http://www.ogc.gov.uk/documents/Delivery_plan_Dec09(1).pdf)
- 31** [www.sd-commission.org.uk/pages/sustainable-development-action-plans-sdaps.html](http://www.sd-commission.org.uk/pages/sustainable-development-action-plans-sdaps.html)
- 32** For the latest updates, including a list of the agreed new SOGE targets, please refer to the Defra website: [www.defra.gov.uk/sustainable/government/gov/estates/targets.htm](http://www.defra.gov.uk/sustainable/government/gov/estates/targets.htm)
- 33** For more details on the new Sustainable Development in Government (SDiG) targets, see Defra’s website: [www.defra.gov.uk/sustainable/government/gov/estates/sdigtargets.htm](http://www.defra.gov.uk/sustainable/government/gov/estates/sdigtargets.htm)
- 34** DIUS was a UK Government department created on 28 June 2007 to take over some of the functions of the disbanded departments of Education and Skills, and Trade and Industry (DTI). Then in June 2009 it merged into the newly formed Department for Business, Innovation and Skills (BIS)
- 35** The Department for Communities & Local Government (CLG), the Department for Education & Skills (DFES), and the Department of Trade & Industry (DTI) are not included as separate Departments within this report as they no longer existed by 2008/2009, but their data is included in the pan-Government figures. Equally, the Department of Energy and Climate Change (DECC) and BIS have not been included in this report as they did not have a full 12 months of data to report by the end of 2008/2009.

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## Endnotes from tables

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- i** Weather corrected data.
- ii** Excluding MoD in 2006/2007 & 2007/2008 as baseline was not known, but recycling of waste arisings from MoD was reported.
- iii** The MoD, which currently produces about 50% of government waste, does not have a 2004/2005 baseline and therefore their 2006/2007 data has been removed from pan-government performance. If the MoD data was to be included without baseline information it would misrepresent government waste arisings as having increased by 92.8% to 309,095 tonnes.
- iv** Performance for water from new builds is the ratio of the total water used in that building per FTE.
- v** Weather corrected data.
- vi** Excluding MoD in 2006/2007 & 2007/2008 as baseline was not known, but recycling of waste arisings from MoD was reported.

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