

sustainable development commission

**2006 Sustainable Development
Action Plan Progress Report**

Department for Work and Pensions
With SDC Commentary

June 2008

CONTENTS

CONTENTS	2
DWP'S SELF-ASSESSMENT SUMMARY	3
SDC'S SUMMARY COMMENTS	3
INTRODUCTION.....	4
SDC'S COMMENTARY.....	5
DWP'S SELF-ASSESSMENT	8

DWP'S SELF-ASSESSMENT SUMMARY

This is a summary of DWP's progress report; the full version begins on page 8.

The Department for Work and Pensions (DWP) aims to end child poverty by 2020, to help people achieve their potential through employment and provide support to help people plan for a secure retirement.

Progress against actions

- Overall, DWP reported good progress against the actions laid out in its 2005/06 SDAP
- 81% of actions were reported to be complete or on target and, for the one action that was incomplete, reasons were provided.

Embedding sustainability

- Good examples were provided to demonstrate how the department is embedding sustainability into its *policies, people and operations*
- Sustainable development was well reflected in DWP's core visions and values.

Procurement

- DWP reported good progress on sustainable procurement and was recognised for this at the 2007 Government Opportunities (GO) Excellence in Public Procurement awards.

SDC'S SUMMARY COMMENTS

This is a summary of SDC's commentary; the full version begins on page 5.

Strengths:

- SD was well reflected in DWP's core vision and values and there was evidence that it had made good progress towards embedding sustainable development across the whole organisation, including amongst its staff, service partners and stakeholders
- The Department reported that it performed particularly well on sustainable procurement and in reducing the environmental impact of its operations.

Weaknesses:

- DWP did not use the recommended Flexible Framework or an alternative tool to assess its progress on sustainable procurement
- The SDC would have liked more information about how DWP had ensured that staff throughout the organisation had the knowledge and skills required to incorporate sustainable development into their everyday work.

Challenges for next year's SDAP progress report:

- Provide more information on what had helped and what had hindered progress
- Build on the progress reported on sustainable procurement by adopting an appropriate tool to assess and monitor progress and the impact of procurement activity.

INTRODUCTION

Government has made it clear that it wants the public sector to be a leading exponent of sustainable development (SD). The UK SD strategy, *Securing the Future*,¹ requires all central government Departments and their Executive Agencies (EAs) to produce Sustainable Development Action Plans (SDAPs) and report progress on them regularly. An SDAP sets out the strategic actions that the organisation intends to take to integrate sustainable development into its decision-making and everyday operations. It thereby helps the organisation make its required contribution to the delivery of the Government's commitments and goals set out in *Securing the Future*.

Securing the Future also empowers the Sustainable Development Commission (SDC) to act as the Government's watchdog for sustainable development. This includes "scrutinising and reporting on Government's performance on sustainable development".

Most Departments published their first SDAP in 2006. These plans contained commitments for 2006/07, and the SDC is now reporting on progress made by Departments against those commitments.

The purpose of progress reporting is three-fold:

1. To see what progress had been made against the first plans
2. To encourage Departments and others to evaluate the quality, purpose and contribution of their SDAPs, as well as the individual actions and policies, in regards to the UK's SD goals
3. To strengthen the quality of future SDAPs and reporting by identifying strengths, weaknesses and priority areas for improvement.

To help Departments and EAs produce quality progress reports, the SDC designed a self-assessment guidance tool. The tool covers the following areas:

- **Progress against actions:** Report progress against 2006/07 commitments and against any significant actions that did not feature in the original SDAP
- Consider the impact of actions and the contribution these actions would make to the SD "shared

priorities for immediate action"² (from here on referred to as the "SD shared priorities")

- **Embedding sustainability:** Consider how well SD had been embedded into policies, people, operations and reporting mechanisms
- **Procurement:** Gauge progress on sustainable procurement against the criteria in the Flexible Framework³ or a suitable alternative
- **Taking stock:** Identify what had helped and hindered the organisation in delivering its SDAP.

The Department for Work and Pensions (DWP) reported progress against its first SDAP in its 2006 and 2007 Sustainable Development Annual Reports. The Department felt that this was the most appropriate platform for reporting progress against its SDAP and so, with the SDC's agreement, did not use the SDC's guidance tool.

This report comprises the SDC's commentary followed by DWP's full *Sustainable Development Annual Report 2007*, which includes an assessment of DWP's progress against its 2005/06 SDAP.⁴ The Annual Report also includes DWP's new SDAP for 2007-10.

The SDC's commentary evaluates the progress reported by DWP, as well as the quality of its self-assessment.⁵ There was no process of external verification by the SDC, of the information reported by DWP.

The commentary does not review the content of the original SDAP, or the new 2007-10 SDAP. As such, comments should not be taken as an endorsement of actions and policies pursued. The SDC has already commented on Departments' first SDAPs and provided summarised assessments in the 2006 report *Off the Starting Block*.⁶

² The SD shared priorities for immediate action, as outlined in *Securing the Future*, are: sustainable consumption and production, climate change and energy, natural resource protection and environmental enhancement, and sustainable communities.

³ *Procuring the Future*, Defra, June 2006.

⁴ *Sustainable Development Annual Report 2007 and Action Plan 2007-2010*, DWP, October 2007.

⁵ Please see SDAP Progress Report methodology paper – www.sd-commission.org.uk.

⁶ *Off the Starting Block*, Sustainable Development Commission, November 2006.

¹ *Securing the Future – Delivering the UK Sustainable Development Strategy*, HM Government, March 2005.

SDC'S COMMENTARY

As explained in the introduction, DWP did not use the SDC's progress reporting tool to report progress against its SDAP. For consistency of approach, the SDC has drawn out details of progress relating to each of the core assessment themes in the progress reporting tool. This was primarily from DWP's *2007 Sustainable Development Annual Report*, but its 2006 Report was also examined.

The SDC has not attempted to rate DWP's progress against the different sections, in line with the progress reporting guidance tool. It would not be possible to do this accurately based on the information provided, and in any case SDAP progress reports are intended to be self-assessments.

Progress against actions

In its *Sustainable Development Annual Report 2007*, DWP provided a closing summary on progress made against the actions set out in its 2005/06 SDAP. **On the whole, DWP reported good progress against these actions.**

- 81% of actions were reported to be complete or on target
- One action, concerning the commissioning of an independent external audit of DWP's SD strategy and reporting, had been put on hold. Reasons were provided for this, although the SDC would expect DWP to review the appropriateness of this action regularly.

The SDC would have liked DWP to provide more information against some actions, for example:

- It was not made clear exactly what 'strong and robust methods' DWP had in place to ensure that wider stakeholders were included within formal external consultations
- Plans to review the effectiveness of current arrangements and guidelines for DWP's Programmes and Projects had not yet been completed and no revised timescale was provided.

Embedding sustainability

Good examples were provided to illustrate how DWP has embedded sustainability into its policies, and the report outlined the governance arrangements to ensure that SD was embedded across the DWP family (including its Executive Agencies).

- Throughout the report, DWP acknowledged the links between its core business and government's SD Strategy. The "sustainable communities" priority area was seen as particularly important to its work
- An SD Steering Group provided DWP's businesses⁷ with policy guidance and strategic direction on SD issues
- An SD Network Group shared examples of best practice between DWP's businesses
- An audit of sustainable development within business planning was undertaken, to examine how SD is embedded into policy decisions. This was used to inform the development of a 'Sustainable Business Specification'
- *Stretching the Web*⁸ was used to identify gaps or weaknesses in the development of new policies and decisions.

Mechanisms for *monitoring and reporting* progress against sustainable development issues were reported to be in place, through action and work plans at all levels of business. However, the SDC would have liked DWP to make it clear what governance structures were in place to ensure delivery of these plans, e.g. whether this was overseen by the SD Network Group and Steering Group.

DWP reported some encouraging initiatives relating to embedding sustainability in *people*, for example:

⁷ DWP's businesses are its Executive Agencies (Child Support Agency; Disability and Carers Service; Jobcentre Plus; the Pensions Service; the Rent Service) and the Health and Safety Executive (a Non-Departmental Public Body).

⁸ An online guidance tool: *Stretching the Web*, Defra, 2007, <http://www.defra.gov.uk/sustainable/think/stretch/index.htm>.

- Members of DWP's SD Team completed qualifications for IEMA⁹ membership
- *Sustainability In DWP* awards (SIDs) were introduced in March 2007 to recognise staff who promote sustainable behaviour
- A successful scheme of community volunteer placements for staff in DCS,¹⁰ was extended to the whole of DWP (*Community 5000*).

Another method of engaging staff is to involve the trade unions. The SDC is aware that DWP is doing this, and encourages the department to provide more information on this in future reporting.

The SDC would also have liked more information about **how DWP had ensured that staff throughout the organisation had the knowledge and skills** required to incorporate sustainable development into their everyday work.

With regard to its *operations*, DWP reported its progress towards meeting government targets for *Sustainable Operations on the Government Estate* (SOGE). **DWP reported that it had made excellent progress towards waste targets, but was struggling to meet the targets for carbon emissions, energy efficiency, and water consumption. This was largely a result of estate rationalisation**, which resulted in a higher density of staff in offices.

DWP appeared to have a productive relationship with its service partner LST (Land Securities Trillium), with which it was developing a number of initiatives aimed at improving the sustainability of its operations. The SDC looks forward to hearing how DWP progresses with these, for example:

- Plans were made to explore new 'spend to save' measures
- Automated meter reading devices were installed at the largest sites, to improve monitoring of energy and water use
- 30 possible sites for micro-generation and combined heat and power (CHP) installations were identified; proposals for these were being formulated

⁹ IEMA = Institute of Environmental Management and Assessment.

¹⁰ DCS = Disability and Carers Service.

- A pilot scheme was planned for recycling a wider range of waste types, including glass, plastics and cans.

In addition:

- The Carbon Trust was consulted to provide advice on how DWP may improve its energy performance. This largely centred around raising awareness among staff and led to the launch of an energy savers pack on the sustainable development intranet site
- An Environmental Management System based upon the ISO 14001 system was in place. The SDC would encourage DWP to take the next logical step and seek formal ISO 14001 accreditation.

DWP's original SDAP and the SD Annual Reports covered the core department and its Executive Agencies. **The SDC was pleased to see that DWP worked closely with these organisations to ensure that progress towards SD was made across the whole departmental family.** Initiatives were coordinated and driven forward by the SD Steering Group and Network Group. The SD Annual Report included case studies of good practice in each of the businesses.

Overall, SD was well reflected in DWP's core vision and values and there was evidence that it had made good progress towards embedding sustainable development across the whole organisation, including amongst its staff, service partners and stakeholders.

Procurement

Although DWP did not use the Flexible Framework or an alternative to report its progress on procurement, it did provide evidence which demonstrated progress against the Framework's themes. **Overall, the Department seemed to be performing well against the *policy, strategy & communications* theme.** Some examples of good progress included:

- DWP's second Sustainable Procurement Strategy was launched, in line with the Flexible Framework
- A Sustainable Procurement Implementation Group promoted sustainable procurement, and monitored progress against the Sustainable Procurement Action Plan.

The progress reported against the themes of *engaging suppliers* and *procurement process* was also encouraging:

- DWP identified its key contracts as being those linked to its estate management, IT and telephony services
- A number of examples of how DWP worked with these service providers to find more sustainable solutions were reported
- A Sustainable Procurement Risk Assessment Methodology (SPRAM) was developed, to ensure that sustainability features were built into contracts from the outset.

However, it was not clear whether DWP had:

- Undertaken a detailed expenditure analysis
- Adopted whole life-cost analysis.

In line with the *measurements and results* and *people* themes of the Flexible Framework, the SDC would have liked evidence of:

- How DWP assessed the key sustainability impacts of its procurement activity, and how it managed high risk impact areas
- How staff were engaged on sustainable procurement issues, and what level of training procurement staff had received
- Whether sustainable procurement was included in employee induction programmes.

However, despite the lack of detail on these issues, it would appear that DWP's procurement staff were engaged on these issues. Externally DWP's sustainable development and procurement teams were **'highly commended' in the Sustainable Procurement Award category at the 2007 Government Opportunities (GO) Excellence in Public Procurement awards.**

On the whole, DWP reported good progress on sustainable procurement and the SDC has noted that DWP had been recognised for this. However, to ensure that progress on sustainable procurement is appropriately assessed and monitored, **the SDC would encourage DWP to use the Flexible Framework, or an alternative tool, in future reporting.**

Taking stock

DWP made some reference to the factors that had helped in the delivery of its SDAP. For example:

- Staff cooperation was cited as important, particularly with regard to the accomplishment of waste and recycling targets
- The support of the Permanent Secretary was also mentioned as being key in communicating the messages of sustainable development within the department.

However, the SDC would have liked to see a fuller account of what had helped (and also whether anything had hindered) the department in the delivery of its SDAP.

Summing up

To summarise, DWP reported good progress against the commitments laid out in its 2005/06 SDAP. The Department reported that it performed particularly well on sustainable procurement and in reducing the environmental impact of its operations.

The SDC would encourage the department to build on this good progress by adopting a tool to appropriately assess and monitor its progress on sustainable procurement, as well as the impact of its procurement activity and broader policies.

sustainable development commission

**2007 Sustainable Development
Annual Report (including progress
report on 2005-2007 SDAP) and
Action Plan 2007-2010**

**Department for Work and Pensions'
Self-Assessment
31st October 2007**

ISBN 978-1-84763-146-6
ISSN 1750-4058 (online)



Sustainable Development

Annual Report 2007 + Action Plan 2007–2010

DWP Department for
Work and Pensions

Contents

Foreword	4
Chapter 1 DWP at a glance	5
Chapter 2 What is sustainable development?	6
Chapter 3 Why is sustainable development important for the DWP?	7
Chapter 4 What provides direction?	8
Chapter 5 How do we manage sustainable development in DWP?	10
Chapter 6 Policy and decision making	12
Chapter 7 Sustainable development reporting arrangements	13
Chapter 8 New targets and aims	14
Chapter 9 Energy	16
Chapter 10 Carbon neutrality	23
Chapter 11 Travel	25
Chapter 12 Climate change	28
Chapter 13 Waste and recycling	29

Chapter 14	Biodiversity	32
Chapter 15	Water	33
Chapter 16	Procurement.....	35
Chapter 17	Environmental Management System (EMS)	38
Chapter 18	Investing in our people and the community	39
Chapter 19	Working in the wider business community.....	43
Chapter 20	Getting the message across.....	44
Chapter 21	Action Plan 2005–2007 closing summary	46
Chapter 22	DWP Sustainable Development Action Plan 2007–2010	50
Annex A	How DWP targets support the priority areas from the UK Strategy for Sustainable Development	62
Annex B	DWP Sustainable Development Strategy	64
Annex C	Sustainable Development Commission Assessment of DWP 2005 Sustainable Development Action Plan	75

Foreword

By Lord McKenzie of Luton – DWP Sustainable Development Minister

It is my pleasure as DWP Sustainable Development Minister, to be able to present the 2007 Sustainable Development Annual Report and Action Plan.

This year we have combined the 7th annual report with the 2nd Sustainable Development Action Plan, to provide one document detailing what has been achieved in the past year and what we intend to achieve in the coming three years.

Amongst the achievements this year, the most notable is the 19% reduction in waste and a 15% increase in recycling. This is testament to the commitment of DWP and its people and we will continue to work with our service partners to further increase the levels and scope of our recycling activities.

One of our greatest challenges is to reduce carbon emissions from energy consumption and travel. Lower energy IT kit has been introduced across DWP helping us balance

environmental concerns against providing a modern and efficient IT based service, but we still have a long way to go.

To begin minimising our environmental impact from travel, we have offset all our air mileage and will continue work to bring about the necessary culture shift to reduce business travel. This means encouraging alternative means of conducting business and only travelling when necessary by the most environmentally friendly means.

Technology can deliver further emissions reductions but our people are our biggest asset in winning this battle. Turning off equipment and lights can have a huge cumulative impact, clearly demonstrated when DWP took part in 'Lights Out London'. To recognise the valuable contribution made by individuals I was pleased to be able to present the first annual 'SiD' (Sustainability in DWP) awards. Furthermore, I am delighted that 'Community 5000', our



volunteering scheme, has been launched, formally enabling our people to give something back to society.

I thank you all for your efforts this year but I must reiterate that sustainable development is not a 'nice to have' but is a 'must do' if we are to become a sustainable organisation. I call upon you all for your continued support, as it is a key factor to success to make sustainable development an integral part of all that we do.

A handwritten signature in black ink, which appears to read "Lord McKenzie of Luton". The signature is written in a cursive, flowing style.



115,000 staff.



Customers from all areas of society.



Carbon offsetting all air travel.

Produced 22,365 tonnes waste.

...of which:

- 14,881 tonnes was recycled.
- 7,484 tonnes went to landfill.



125,817,942 miles on business travel.

Size of estate is 2,238,037m² (including HSE).

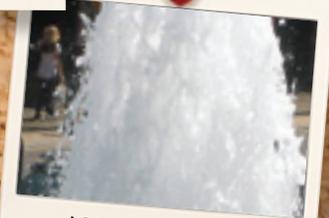
1,221 DWP sites and 35 HSE sites.

One Site of Special Scientific Interest.

Official volunteering scheme – Community 5000.

- Consumed 329 million kWh electricity.
- 54% of electricity is from renewable sources.
- 9% of electricity used is CHP sourced.

Environmental Management System based on ISO14001.



Water usage 1,137,368m³.



141 staff restaurants.



Leaflets printed in 11 different languages.

- Consumed 391 million kWh fossil fuel.
- **Total** energy consumption 720 million kWh.



Carbon emissions from energy = 60,064 tonnes.

Procurement contracts amounting to £4.2 billion.

Chapter 2

What is sustainable development?

Sustainable Development is a term now used and recognised across the world, by governments and businesses. Perhaps the easiest description of sustainable development and its goal is:

'...to enable all people throughout the world to satisfy their basic needs and enjoy a better quality of life without compromising the quality of life of future generations.'

(Extract from the UK Strategy for Sustainable Development – 'Securing the Future'.)

Sustainable Development is about achieving a fair balance between social, economic and environmental factors. Where this is not possible, all practicable steps must be taken to minimise the impact of one of these factors on the others.



Why is sustainable development important for the DWP?

The Department's core business revolves around social issues and their impacts. Through our businesses, we are able to provide practical support, by helping those who are out of work to find employment. We deliver financial support to those who need it, right across the community, for instance maternity payments, Job Seekers Allowance and Bereavement Benefits issued by Jobcentre Plus, disability and carer allowances administered by Disability and Carers Service and State Pensions, delivered by The Pensions Service.

The Department's corporate areas are also involved with social issues, developing the policies, systems and procedures which will directly affect our customers. Other corporate areas are concerned with providing support to the Department's staff by way of financial and human resource functions.

The provision of these services to our customers means that they can in turn

provide themselves and their families with the necessities to help maintain their health and wellbeing.

Supporting people in this way and ensuring that the wheels of commerce continue to turn means communities are able to maintain a level of financial security, prosperity and continuing employment and development, balancing social and economic progress.

These two scenarios are played out against an environmental background. The environment provides us with all the basic resources and raw materials we need, to produce everything we need, to maintain and enhance our lives and lifestyles. The air we breathe and the water we drink are perhaps the two most basic commodities provided by the environment, progressing to our energy needs, food, housing, medicines and goods, which are direct

Chapter 3



environmental products or made up from a composite of raw materials.

The Department, in common with all businesses, uses environmental resources and we must take steps to minimise any damage we do to the environment and if possible repair it.

When taken all together and looked at in this way, sustainable development principles make very good business sense. Continuing to provide and develop our socially based core business, in an economical and financially sound way whilst helping to ensure that the basic raw materials we need to do this will be available in the future, is sustainable development.

Chapter 4 What provides direction?



As with any business, one of our key driving factors is to deliver our business within our specified budget. As a government department our budget is limited to that provided from the public purse. Spending is further controlled by ongoing efficiency challenges, including substantial resource reductions.

Once the financial commitments and allocations have been made from the budget, business needs to be delivered, using the principles laid down in the Government's UK Strategy for Sustainable Development – Securing the Future. This means that regardless of the budget, sustainable development principles are part of how we deliver our business, not a separate issue to be addressed if we have sufficient funds.

The Department is focused on what it needs to deliver in order to operate in a sustainable way, by the UK Strategy for

Sustainable Development and the DWP Sustainable Development Action Plan, produced in response to that strategy. Further direction is provided by targets for Sustainable Operations on the Government Estate, introduced in summer 2006 (detailed later in this report). Our achievements and progress against the action plan and targets is documented throughout this report.



UK Strategy for Sustainable Development – ‘Securing the Future’

The 3rd UK Strategy for Sustainable Development was launched by the Prime Minister in March 2005. It sets out how the UK will deliver the sustainable development agenda, up to the year 2020. There is provision for each devolved administration to approach this in their own way but Government will pursue delivery using a unified approach across all regions.

The Strategy outlines four main priority areas:

- Sustainable consumption and production – achieving more economic and social growth with less environmental degradation.
- Climate change and energy – secure a profound change in how we generate and use energy and prepare for unavoidable climatic changes.
- Protecting natural resources and enhancing the environment – understanding environmental limits and ensuring a decent environment for all.
- Creating sustainable communities – that embody sustainable principles and have

more power to influence decisions that affect them.

To aid in the delivery of these priorities, the document provides five guiding principles, which are:

- Living within environmental limits.
- Ensuring a strong, healthy and just society.
- Achieving a sustainable economy.
- Promoting good governance.
- Using sound science responsibly.

There are sixty-eight indicators identified within the strategy to help focus on the issues and enable progress to be monitored. Included within this list are 20 high level indicators and of these, the Department takes the lead on four, as they are primarily concerned with our core business. They are:

- Employment.
- Workless households.
- Childhood poverty.
- Pensioner poverty.

The strategy document makes the following commitments:

- All government departments and agencies will have action plans in place and all will report on progress.
- Stretching targets will be set for initiating a sustainable procurement strategy.
- The Sustainable Development Commission will be strengthened.
- The Framework for Sustainable Development on the Government Estate will be reviewed. (The targets for Sustainable Operations on the Government Estate were introduced in June 2006.)
- Ensure that sustainable development principles are incorporated in to all policy and decision making across departments.
- At least 10% of government vehicles will be ‘low carbon’ by 2012.

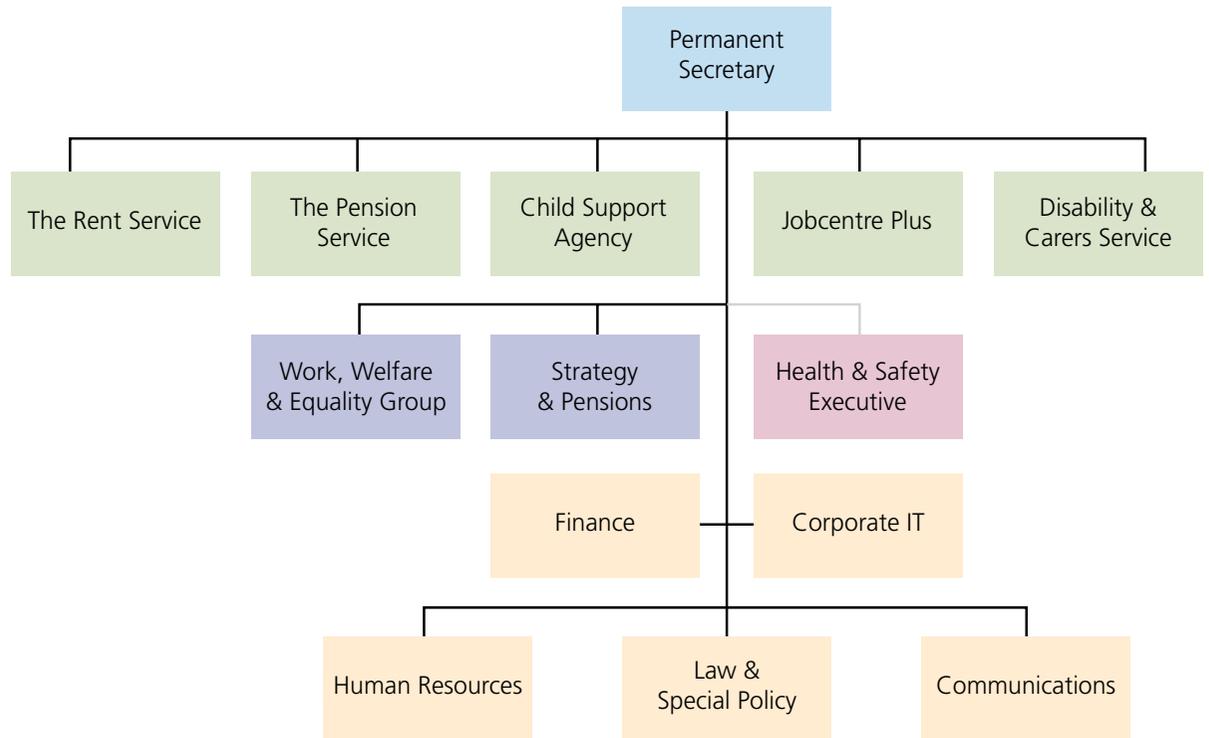
The full strategy can be accessed at: www.sustainable-development.gov.uk/publications/uk-strategy-2005.htm

Chapter 5

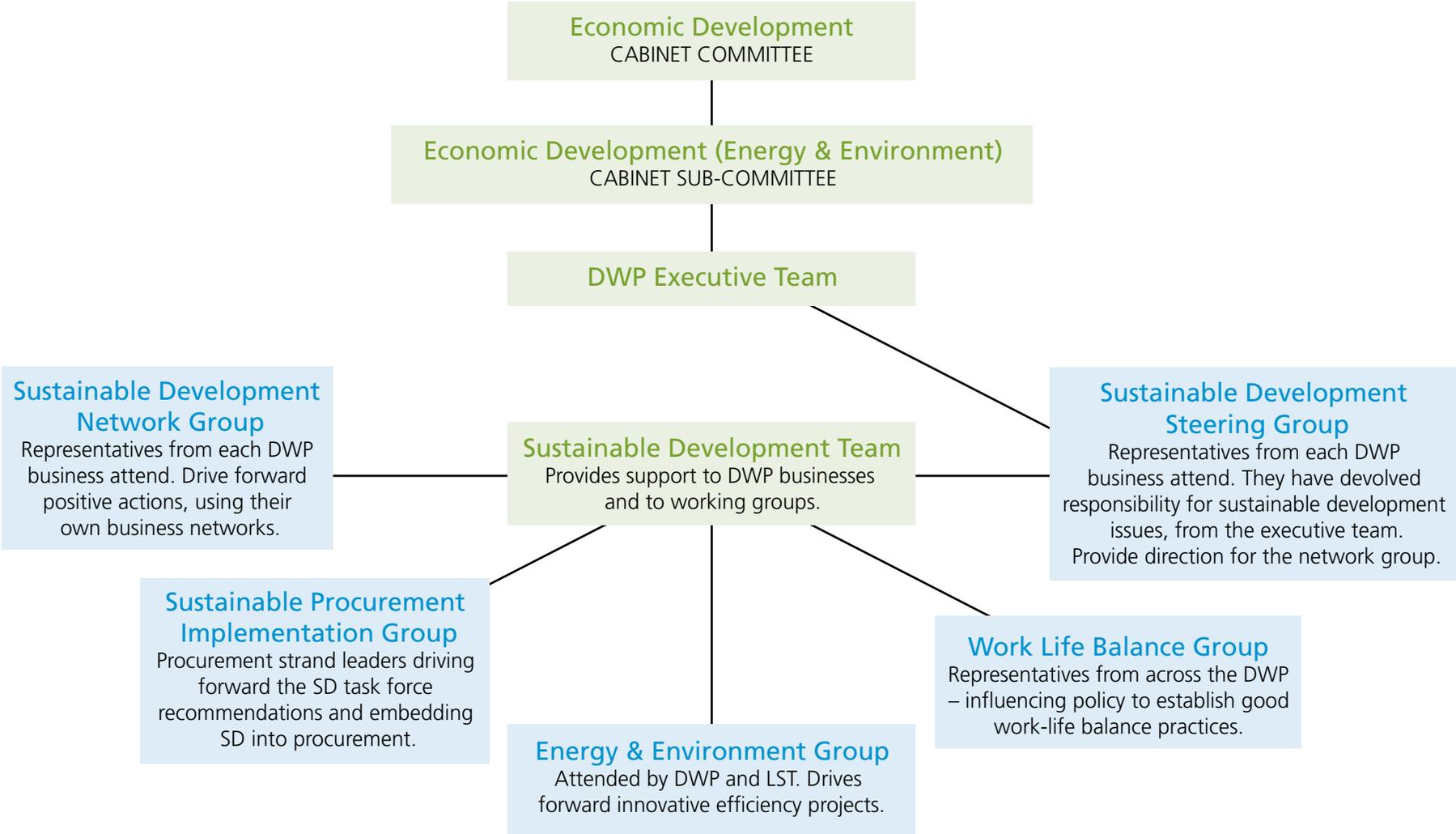
How do we manage sustainable development in DWP?

DWP structure

The DWP family tree demonstrates how business areas fit together to form the Department.



Governance structures within DWP



Chapter 6

Policy and decision making



In order to make sustainable development an integral part of the Department's business, it is essential that it is built into our policy and decision making areas; into

our processes and procedures and into our partnerships and stakeholder relationships, at all levels.

The first step to achieving this was the launch of the first DWP Sustainable Development Action Plan in December 2005, in accordance with the 'UK Strategy for Sustainable Development'. This action plan provided direction for embedding sustainable development, largely into policy and decision making areas. The final closing narrative on the 2005 plan is included later in this report and the plan for 2007–2010 is introduced.

Specific groups of policy and decision makers have specific needs. For those involved in policy development and decision making, there has been online guidance available which has now been replaced with one definitive tool – Stretching the Web. When significant impacts are identified, it is incumbent on the Department to fully

examine those potential impacts and minimise or remove them.

Sustainable development in project decision making is further supported by incorporation of appraisals within the project approval process and business cases.

For those in the procurement field, the DWP's procurement policy states unequivocally that sustainable goods and services must be specified wherever possible. This clear statement in favour of sustainable procurement was highlighted as an exemplar for Government by the National Audit Office.

Managing the DWP estate in a sustainable way is now addressed by implementation of a revised DWP Estates Strategy launched in the earlier part of 2007. Information about this and other policies is detailed later in various chapters of this report.

Sustainable development reporting arrangements

The Department has internal and external monitoring and reporting mechanisms in place. Internally, high level targets are translated into actions for businesses to implement and report progress against. Through all levels of business, sustainable development issues are incorporated into, and managed by, action and work plans. Where necessary, risk management principles are also applied to focus efforts on achievement. Information and achievements are fed back up the line to provide an overall picture of sustainable development in our businesses and DWP as a whole.

At Departmental level, collation of information results in production of this annual report, compiled to reflect our progress and achievements. In order to maintain focus and reduce the number of reports being issued, updates on the DWP sustainable development action plan will also be incorporated in to the annual report.

Ultimately, this Department contributes to a cross government report – ‘Sustainable Development in Government’, which is produced annually to report on progress and achievements as a whole. Both these reports are available publicly and can be viewed on the Internet.

In addition to these formalised reporting structures, specific information requests can be made by means of Parliamentary questions, which will be lodged in the House of Commons and the House of Lords libraries.

Individuals are also able to request specific information under the Freedom of Information Act and more pointedly, for environmental issues, under the Environmental Information Regulations.

Chapter 7



Chapter 8 New targets and aims



The UK Strategy for Sustainable Development, launched in March 2005 prompted the review of the targets that provided direction for Government Departments in relation to sustainable development. Revised targets were launched in July 2006. These targets for 'Sustainable Operations on the Government Estate' (SOGE) now provide the main focus for activity within the DWP. The following sections detail DWP's actions and progress this year, towards meeting those targets, from corporate areas and from the DWP's businesses.

Targets for 'Sustainable Operations On The Government Estate' (SOGE)

Our vision for a sustainably managed Government Estate: Modern, resource efficient, with low energy buildings and well conserved and managed land. Making efficient use of space and ways of working and where the principles of sustainable development are embedded into our working practices.

CLIMATE CHANGE & ENERGY

CARBON EMISSIONS FROM OFFICES

- Reverse the current upward trend in carbon emissions by April 2007.
- Reduce carbon emissions by 12.5% by 2010/11 and by 30% by 2020, relative to 1999/2000 levels.

CARBON EMISSIONS FROM ROAD VEHICLES

- Reduce carbon emissions from road vehicles used for Government administrative operations by 15% by 2010/11, relative to 2005/2006 levels.

CARBON NEUTRAL

- Central Government's office estate to be carbon neutral by 2012.

ENERGY EFFICIENCY

- Increase energy efficiency per m² by 15% by 2010 and by 30% by 2020, relative to 1999/2000 levels.

SUSTAINABLE CONSUMPTION & PRODUCTION

WASTE ARISING

- Reduce waste arisings by 5% by 2010 and by 25% by 2020 relative, to 2004/2005 levels.

RECYCLING

- Increase recycling figures to 40% of their waste arisings by 2010 and 75% by 2020.

NATURAL RESOURCE PROTECTION

BIODIVERSITY

- 95% of Sites of Special Scientific Interest (SSSI's) in target condition by 2010.

WATER CONSUMPTION

- 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 office refurbishments.

GOVERNMENT MANDATES

- To adopt The Carbon Trust's Carbon Management Programme – involves the proactive management to the risks and opportunities relating to climate change mitigation.
- The application of BRE's Environmental Assessment Method (BREEAM) excellent standards, or equivalent, to all new builds and major refurbishments.
- Implement accepted elements from the Sustainable Procurement Task Force National Action Plan.
- OGC's Property Benchmarking Scheme – aimed at improving the efficiency and effectiveness of corporate estate management.
- All Departments to have Environmental Management Systems based, or modelled upon, a recognised system.
- Data collection and reporting – identification of core data to be reported against the new targets.
- To encourage staff to take an active role in volunteering in the community.
- To conduct sustainability appraisals of office relocations.

EXISTING SUSTAINABLE OPERATIONAL COMMITMENTS (TO CONTINUE UNTIL COMPLETION)

- Source at least 10% of electricity from renewables (31 March 2008).
- Source at least 15% of electricity from Combined Heat and Power (2010).

Chapter 9 Energy



Targets

CARBON EMISSIONS FROM OFFICES

- Reverse the current upward trend in carbon emissions by April 2007.
- Reduce carbon emissions by 12.5% by 2010/11 and by 30% by 2020, relative to 1999/2000 levels.

ENERGY EFFICIENCY

- Departments to increase their energy efficiency per m² by 15% by 2010 and by 30% by 2020, relative to 1999/2000 levels.

EXISTING SUSTAINABLE OPERATIONAL COMMITMENTS

- Source at least 10% of electricity from renewables (31 March 2008).
- Source at least 15% of electricity from Combined Heat and Power (2010).

MANDATES

- To adopt The Carbon Trust's Carbon Management Programme.

- Adopt OGC's Property Benchmarking Scheme to improve the efficiency and effectiveness of corporate estate management.

At a glance...

- Carbon emissions upwards trend is slowing.
- On current trends unlikely to meet the emissions and efficiency targets.
- Fossil fuel emissions down by 18% against baseline.
- Electricity emissions up 47% against baseline.
- Total energy emissions up by 15% against baseline.
- Renewable and CHP energy comprise 63% of electricity supply.
- On course to meet renewable and CHP targets.
- Energy efficiency per m² reducing due to estate rationalisation and IT based service.
- Plans for micro-generation being explored.
- Staff engagement delivering good results.

As in the previous year, reducing energy consumption and carbon emissions remains a priority area. Reducing the amount and also the type of energy we consume has an obvious link to reducing the DWP's carbon emissions.

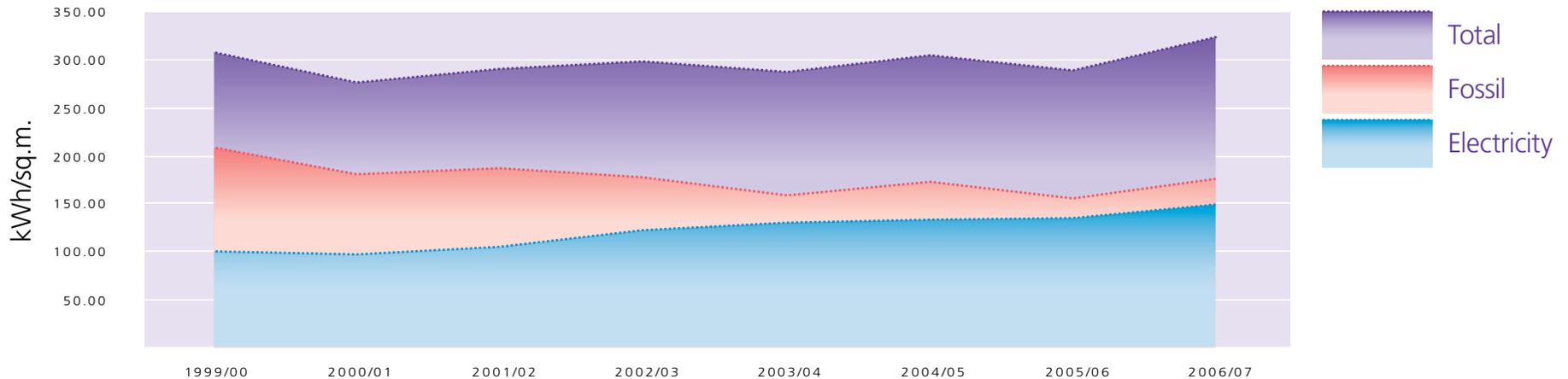
Final figures this year show overall energy consumption has increased slightly on the previous year. The heavy increases on electricity consumption seen in the past have now slowed and consumption this year has risen by only 1%. Given the focus on reducing consumption, this could be viewed as a disappointing result but the

need to provide a modern, efficient, IT based customer service, often in comfort cooled offices means that our electricity consumption will always be higher than it was in the baseline year against which we are measured. In that baseline year, services were not as IT dependent, office opening hours were shorter and buildings were not as densely populated, increasing the need for comfort cooling.

This change in working practices and public expectations of our services – supporting the social elements of sustainable development – is set against

the ongoing programme to rationalise the DWP estate. Our core DWP buildings have reduced in number to 1,221, with further reductions ahead. This means that greater concentrations of staff are now found in our buildings, pushing up the amount of electricity being consumed per square metre of estate. This careful balancing act has now reached a critical point and trying to make efficiencies per square metre is becoming an ever increasing and perhaps unrealistic challenge. The reality is that we are this year 5% up on consumption per square metre compared to baseline year.

kWh/sq.m. energy consumption on DWP estate (since 1999/2000)



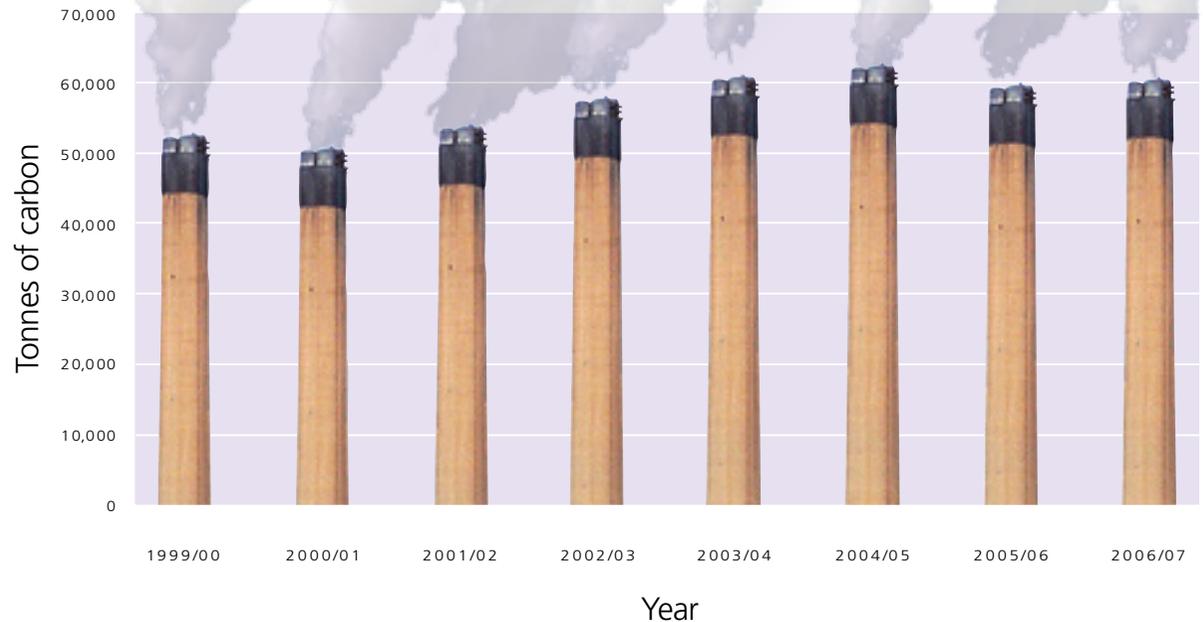
DWP carbon emissions, as a result of energy consumption now stand at 15% up against the baseline year and present the Department with a tough challenge, to try and achieve the target by the set dates.

This emissions total includes power generated from renewable sources, which we are unable to claim as being emissions neutral for the purposes of the target. This could act as a disincentive to purchase further renewable supplies but the DWP has chosen to maintain and, if possible, increase its purchase of renewable energy.

The electricity we currently purchase includes a considerable 54% from renewable resources. In addition we purchase 9% good quality combined heat and power and will seek to increase this over the coming years to achieve 15% by 2010.

DWP are committed to using renewable energy in the delivery of our business. Our service partners, Land Securities Trillium (LST) are currently drawing up a series of proposals, having identified 30 potential sites for micro-generation and CHP installations. This will be a lengthy process,

Tonnes of carbon from combined energy on DWP estate



requiring major planning. Such installations require substantial investment and often have very long 'pay back' periods, however funding is being sought under Phase 2 of the Department for Business, Enterprise and Regulatory Reform's Low Carbon Buildings Programme, to support these proposals.



What is renewable energy...

Conventionally, finite resources such as natural gas, coal and oil are used as the raw materials for meeting our energy needs. They can be used in their own right to provide heating sources and can also be used to generate electricity.

There are several renewable energy sources which do not produce carbon, such as solar, wind, tidal, wave and hydropower. Other sources do produce carbon, such as wood chip, willow and Miscanthus (a type of grass) when used to generate energy but whilst these energy-crops are growing, they absorb and 'lock up' carbon from the atmosphere. As a result, energy produced from these sources is considered as carbon-neutral.

...and Combined Heat and Power (CHP)?

This is a fairly self explanatory concept, when raw materials are used for a dual purpose, such as using gas to turn a turbine and create electricity but also using that same gas as a heat source. This is a very efficient way of using raw energy, although it may not always be from renewable sources.

The 'Relaunched Initiative, Saving Energy' (RISE) initiative continues with LST building managers being tasked with checking the settings on technical installations on a regular basis. LST also commissioned a set of professionally designed posters to reaffirm messages. Early indications for the first quarter (April to June) of 2007/08 show RISE beginning to have a positive impact on the larger sites.

Closer management of energy and water will be achieved by the installation of automated meter reading devices at our

largest sites. The rolling programme is now 75% complete. The remaining sites will require a power down to install the devices, meaning that the programme may take another year to complete.

To further reduce the need for energy use out of working hours, LST have reviewed working patterns and cleaning arrangements, resulting in 400 offices now being cleaned during normal working hours, removing the need to light offices late in to the evenings.

Planning with the Carbon Trust



HSE have been looking at ways to improve energy efficiency across its estate to help achieve SOGE targets whilst driving down costs.

To help target sustainability investment, a report from the Carbon Trust was commissioned to identify and prioritise:

- 6 actions that can be taken at organisation level to improve

energy management.

- 10 actions that can be taken at site level to reduce energy costs and save carbon.

The Carbon Trust report contains recommendations together with estimated costs and potential savings in CO₂. HSE are currently drawing up an action plan to take forward the recommendations in conjunction with their facilities management company.

Ontario House, Salford – ‘Power Down’ Pilot

jobcentreplus

The management, staff and LST Building Services Manager of Ontario House

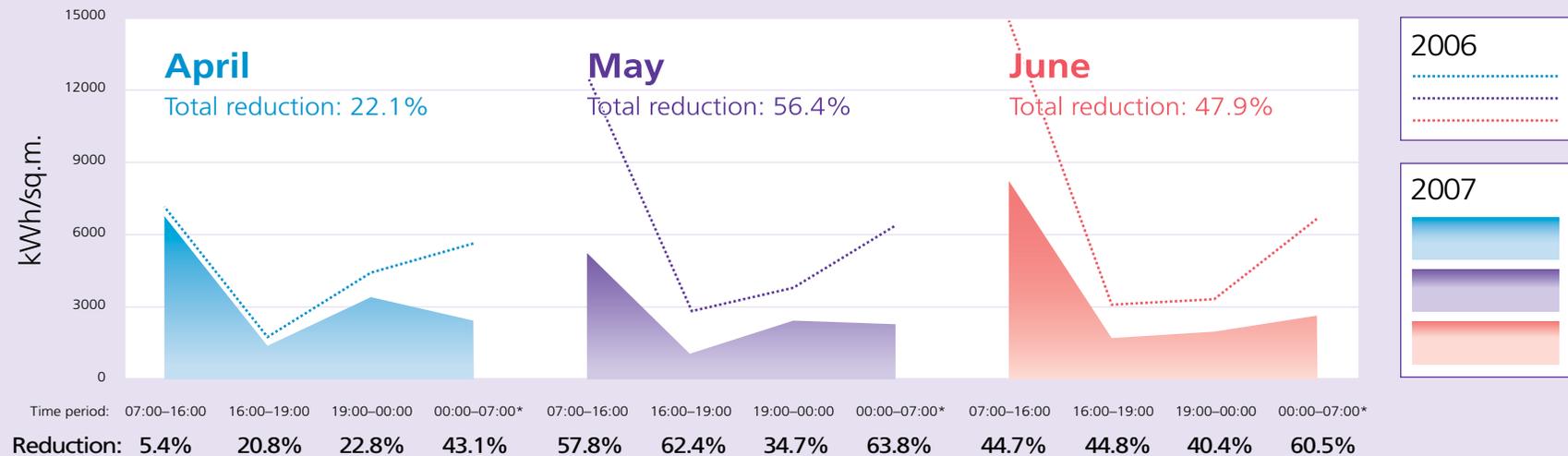
have worked together to substantially reduce energy consumption in their building. Having examined metered data, it was evident that energy was being used when the office was unoccupied. All technical measures, such as adjusting

timers and thermostats were taken by building managers. An intensive publicity campaign was launched to engage staff, raising their awareness and reinforcing the message to switch off all electrical equipment when not in use.

In the first month, comparisons to the same period in the previous year showed staff had succeeded in reducing office-hours electricity consumption by 22%.

Significantly, electricity consumption during out-of-hours reduced by 32%. These lower consumption levels have been maintained and it has now become office culture to routinely switch off all unused electrical equipment. A similar pilot is now underway in Beech House, a Benefit Delivery Centre in the North West.

kWh/sq.m. electricity consumption at Ontario House, April–June 2006 & 2007



* includes weekends.

Engagement with the Carbon Trust has been undertaken at a corporate level, to seek independent advice on how to further improve energy performance. The usual energy audits provided by the Carbon Trust would have been little value to DWP as that function is supplied routinely by LST. The Trust agreed with the Department's view, that staff engagement would be key in delivering energy consumption reductions. Given the number of sites across the estate, activity was aimed in two directions: to prepare some publicity materials for wide use across all sites and to undertake some very specific 'energy hero' activity at one of the larger sites.

Building on the idea that caring for and about energy is everyone's business, work has commenced on development of a new energy savers pack, to be launched at the end of October 2007. The pack will be hosted on the sustainable development intranet site and will provide information and tools that everyone, not just nominated managers, can access and use. The pack will include signposts to energy and water reports for most of our office sites, hints and tips on cutting consumption, useful contacts, promotional materials and case studies.

Quarry House Energy Heroes

A number of DWP and Department of Health individuals expressed interest in energy matters, at the joint DWP/DH Sustainable Development Fair at Quarry House (featured in last year's report). This group was invited to a one-day event hosted by the Carbon Trust. The Trust felt that empowering and giving ownership to such a group could make a huge difference in how messages were received by staff. The day enabled the links between energy and climate change to be explored and gave them the opportunity to think about what they could do in the workplace to

bring about change. The group – Quarry House Energy Efficiency Group – operate independently, getting involved with the building managers and running awareness campaigns in ways that they feel will best reach their colleagues. They have published articles in the Sports and Social Club's newsletter and are displaying posters, including some on the back of toilet doors, as often seen in motorway services. Appropriately themed posters are amongst those being funded by the Carbon Trust to support their campaign.



Printer rationalisation

The Department currently has in excess of 32,000 printers and copiers, which equates to roughly 1 device between 3 to 4 staff, compared to the current industry standard of 1:15. A feasibility study has been commissioned to look at:

- the potential to reduce kit in service;
- replacing current kit with multifunctional devices (print, copy, fax and scan);
- the potential power savings;
- introducing duplex printing as standard;
- reducing the amount of colour printing.

One of the most important aspects of this study will be to understand how to drive the cultural changes required to alter people's printing behaviours.

The DWP Estates Team is using a database, to enable them to better monitor the size of the DWP estate. This combined with energy data is enabling DWP to comply with the OGC Property Benchmarking Scheme as a means to more effectively manage the estate.



Carbon neutrality

The full extent of the carbon neutral target is yet to be fully defined by Government – does this mean emissions from energy consumption only, does it include water and waste and will it be extended to include emissions from business operations, such as travel. These questions and more are yet to be addressed.

Regardless of the final definition, cutting energy consumption of conventional fuel sources is the first step towards carbon neutrality. Seeking carbon free or neutral energy sources is the second step and finally that which is used and still produces carbon, must be offset. This is the approach which DWP is currently following and some of the measures we are taking, which support this stepped approach, have already been detailed.

The incorporation of measures from BREEAM's 'excellent' standard in to the design and specification for new buildings

Chapter 10

Targets

- Central Government's office estate to be carbon neutral by 2012.

MANDATES

- Application of BRE's Environmental Assessment Method (BREEAM) excellent standards, or equivalent, to all new builds and major refurbishments.
- All Departments to conduct sustainability appraisals of office relocations.

At a glance...

- BREEAM trained assessors to have input on new build plans.
- Sustainability features becoming apparent in new buildings.
- Need to ensure mandates are enforced.
- Revised Estates Strategy now in place, with sustainability as a key feature.
- Offsetting will most likely be used to meet the carbon neutral target.



will also help deliver against this aim and two BREEAM trained assessors within the sustainable development team have had input to plans. Five buildings have been completed this year and have been assessed by LST. The plans for these buildings were drawn up prior to the introduction of the Government mandate and sadly had an insufficient number of sustainable features to achieve 'excellent', despite including a number of good initiatives.

As part of the established ongoing estates rationalisation programme, some office closures and relocations have been conducted without impact appraisals as they were already planned prior to the introduction of the mandate. The need to conduct such appraisals is acknowledged and to this end, has been incorporated in to the new Estates Strategy and is a step that DWP, as a large employer must ensure it carries out, to protect the environment and to minimise impacts on staff and local communities.

A Sustainable Estates Strategy

A revised Estates Strategy will inform DWP planning until 2011. Some of the key features of the strategy are:

- Adopt flexible working where possible.
- New build projects to aim for BREEAM 'excellent'.
- Major refurbishments to aim for 'very good'.
- Investment in 'spend to save' energy and water saving measures.
- Installation of automatic utilities metering facilities at the 600 largest sites.
- Obtain electricity from renewable sources.
- Install non-paper recycling facilities wherever practicable.
- Specify sustainable and recycled materials.
- Relocation decisions subject to sustainability and community impact assessments.
- Assessment of the potential implications of climate change on the estate.

Bournemouth new build



The new Jobcentre Plus building in Bournemouth hosts a treasure

trove of environmental features. Starting at the top, there is a Sedum roof. These small evergreen plants provide improved insulation, reduce maintenance, attenuate rainwater run-off and improve biodiversity. Rainwater collection systems are being incorporated, along with grey water (such as that from wash basins) collection for re-use such as for flushing toilets, which will be dual flush. Taps and showers will be aerated with reduced flow and auto shut off. Measures to improve biodiversity have been adopted, following an ecologist's report, such as bat, bird and insect boxes and nectar planting. Secure cycle parking will be provided as part of the building's Green Travel Plan.

The contractors have signed up to the 'Considerate Constructors' scheme, which stipulates things such as the reuse of aggregates and the effective management and recycling of waste from sites.

Travel

Reducing business travel and the resultant carbon emissions is an area attracting ever increasing attention. It is becoming more commonplace for staff to question the need to travel and for them to consider

alternatives such as telephone and video conferencing, however DWP still undertakes a considerable amount of travel in the delivery of our business.

Targets

CARBON EMISSIONS FROM ROAD VEHICLES

- Reduce carbon emissions from road vehicles used for Government administrative operations by 15% by 2010/11, relative to 2005/2006 levels.

CROSS GOVERNMENT MANDATES

- Reduce carbon emissions from road vehicles to a fleet average of 130gm/km by 2010/2011.
- All carbon emissions from official and ministerial air travel to be offset.

TARGET FROM THE UK STRATEGY

- At least 10% of government vehicles will be 'low carbon' by 2012.

At a glance...

- Mileage review – an in-depth review of the Department's vehicle use.
- Contract in place to provide better fleet management.
- Rail mileage captured for the first time.
- Air mileage captured and offset.
- Video and phone conferencing increasing and investment to be made.
- Road mileage has increased to 69 million miles.
- Need to implement stringent measures to achieve target.

Chapter 11



The DWP fleet has reduced once again this year by 306 vehicles to 2186 and continues to be predominantly Euro IV diesels, as these cars offer the highest mileage per litre of fuel and advances in engine technology means they are not the heavy polluters of the past. Policies are in place providing a framework for fleet management but to provide better and closer management, a contract has this year been put in place for Inchcape to adopt and manage the fleet.

Business miles are also accrued in hire cars but the majority is that undertaken in staff's

A greener fleet

HSE run their own official fleet of vehicles. To meet the emissions target they have committed to reduce the CO₂ threshold for Private User Scheme/Pool cars. This will encourage scheme participants to use smaller, environmentally friendly cars. This year the threshold has been reduced from 175 CO₂ to 170 CO₂. There are 35 cars in HSE's official fleet – 11 of which are bi-fuelled, 20 are Euro IV diesel and only 3 are petrol.

DWP travel summary

	Miles in year	Tonnes of CO ₂	Tonnes of carbon
Vehicles	69,314,598	19,408	5,293
Rail	47,051,280	3,028	826
Taxis	1,279,304	396	108
Air	8,172,760	3,818	1,041.5
Total	125,817,942	26,650	7,268.5

own vehicles – the 'grey' fleet'. At the request of the Permanent Secretary, a mileage review was conducted and over 40 recommendations were made to reduce this travel. Some of the key targets include:

- a commitment to reduce business travel, and
- to reduce car mileage by 50% by the end of 2008/2009;
- revised, simplified policy and guidance on business travel, including a journey planning hierarchy;
- reduce the limit on the amount of daily mileage in staff owned cars from 200–100 miles;
- reduce the annual mileage per staff owned car from 6,000–1,000 miles (unless specifically authorised);
- improvement, investment and promotion of video conferencing facilities;

- revision of the Private User Scheme criteria to remove the incentive to 'get the miles in'.

Rail is well used by DWP staff and last year for the first time we were able to capture that mileage and resultant carbon emissions, amounting to over 47 million miles and 826 tonnes of carbon. For the year ending March 2007, over 8 million miles were flown, with 1,041.5 tonnes of carbon dioxide being offset at a cost of £37,000, through the Governments Carbon Offsetting Fund. We have no plans to offset other forms of travel at this time but we are looking into the feasibility of this.

The use of travel alternatives such as telephone conferencing and video linking are being encouraged but the data available is not yet sufficiently robust. Many experience difficulties or inadequacies

with the systems currently available and therefore investment is to be made in updating the systems, providing a helpdesk and troubleshooting service and provision of readily available management information across the entire Department, a step which HSE have already taken.

Although not business travel, staff are encouraged to consider how they travel to work and the social and environmental impacts of their choices. More staff are opting to cycle to work, and interest free salary

advances are available for staff wishing to purchase a bike. There is increasing staff interest around a salary sacrifice scheme, which the Business Travel Team are currently taking forward. HSE have introduced such a scheme in September of this year and it is anticipated that the scheme will be opened up to the rest of the DWP by the end of the year.

A further salary sacrifice scheme, to enable the purchase of annual bus travel cards, is also being investigated.

Guidance on how to develop car-parking policies has been redrafted this year with the support of the Trade Unions. The guidance has been designed for use by managers to develop car-parking policies with a core of sustainable features.



Improved conferencing



To drive down travel costs, significant improvements have been made to HSE's video conferencing

facilities. There is now increased provision from 4 to 6 separate conferences at any one time. The number of links to a single conference has increased from 10 to 20, including external connections. In the calendar year 2006, video conferencing increased in HSE by 44% and the number of participants using the system increase by 47%.

Richard's ride to the seaside



Richard's ride to the seaside (actually a local lake) along with 8 colleagues, introduced Pension Service staff in Dearne Valley to the benefits of cycling. The successful 'jaunt' did indeed encourage some staff to permanently change their commuting habits in favour of cycling to work. This was just one in an ongoing series of events at the Pensions Centre to promote 'greener' commuting. In a bid to reduce

car dependency, the South Yorkshire Passenger Transport Executive are helping to promote the use of public transport, looking at available routes and modes of travel and car-sharing is also being promoted.

Similar work is being done throughout The Pension Service and at Warrington a new shower room and extra bike shed have been installed at the request of staff to encourage more walking and cycling to work.

Chapter 12 Climate change



Heralded by a Climate Change Conference in March 2007, the DWP has commenced work to prepare for the inevitability of climate change. An initial document was prepared in 2003, to initially identify what the effects of climate change might be on the Department's functions and provision of services. Further input to these initial thoughts has been sought through workshops.

The Meteorological Office was engaged in 2007 to produce a more detailed report on the impacts of climate change using their



scientific expertise. This report will identify a range of potential impacts on the Department, its businesses, policies and operations. Priority areas will be pinpointed to where DWP has influence and can take action to adapt. Once completed, the Department will commence development of a strategy to address not just mitigation but climate change adaptation, going beyond the intentions of the original mandate.

Targets

GOVERNMENT MANDATE

- To adopt The Carbon Trust's Carbon Management Programme – involves the proactive management to the risks and opportunities relating to climate change mitigation.

Waste and recycling

Chapter 13

Excellent achievements have been made this year in respect of waste and recycling. The amount of measurable office waste produced this year has fallen to 22,365 tonnes, a 26% decrease against the baseline year. Of this waste produced, 67%, amounting to 14,881 tonnes has been sent for recycling. Whilst this is mainly paper and cardboard, other commodities are also reused or recycled, including:

Reuse and recycling

Paper & cardboard	14,879 tonnes
Fluorescent tubes	2 tonnes
Furniture*	24,820 items reused or recycled
Cooking oil*	21,030 litres recycled as biofuel
IT equipment*	30,000 PCs donated to charity by our supplier
Mobile phones*	Reused through a brokerage system

*tonnage not available.

Targets

- Reduce waste arisings by 5% by 2010, and by 25% by 2020 relative to 2004/2005 levels.
- Increase recycling figures to 40% of waste arisings by 2010 and 75% by 2020.

At a glance...

- Measurable office waste down 26% against baseline.
- 67% of office waste being recycled.
- On course to achieve targets.
- Paper and cardboard make up 90% of office waste.
- Other commodities sent for reuse or recycling.
- Phased approach to waste management and waste segregation.
- Future recycling dependant on establishing the correct model.
- Staff cooperation essential.



DWP, in conjunction with LST, has adopted a phased approach to waste reduction and management. Initially only paper placed in specific restricted and confidential waste bins was recycled. Total paper recycling has been gradually introduced to many offices, enabling all paper, magazines, newspapers and envelopes that are not contaminated by food waste, to be recycled.

Swap Shop success

The Swap Shop was launched last year on the sustainable development intranet site. It was an immediate hit with staff and has continued to successfully re-home unwanted and surplus items around the Department. To build on this success we

have this year trialled a 'wanted' section in addition to running the surplus items. Although not as many items feature on this section, it is still a well used facility, helping DWP minimise its waste.



This was the first step towards introducing waste segregation and as approximately 90% of the waste DWP produces is paper based, an eminently sensible first product to focus on. Although the results were promising a proportion of paper waste has still been filtering through to the general waste stream. To address this, a number of offices have been operating the 'binless' office model, involving the removal of under desk bins and the siting of several larger paper recycling bins along with landfill or 'wet' waste bins.

This move was designed to encourage staff to think about how they dispose of their waste but it has not been without difficulties. The model is currently being reviewed and we anticipate piloting a

restructured scheme, taking in to account lessons learned, such as making sure bins are sufficient in number, appropriately sited and labelled.

It is the desire of LST and DWP to recycle more commodities and this initial waste segregation by staff is crucial if further streams, such as plastics, cans and glass are to be considered for recycling at suitable sites. Outline agreement has been reached with LST to include these items in the pilot scheme mentioned in the last paragraph. In the absence of a nationwide 'official' scheme, staff are very keen to carry on what they do domestically and in, such places as the Pensions Centres and CSA offices in Birkenhead, Falkirk, Birmingham, many have undertaken small scale recycling themselves.

The SID awards

Departmental policies and plans are ineffective without the input and support of our staff. To encourage positive behaviour and recognise the efforts of individuals, the SID awards were introduced in March 2007. SID – meaning Sustainability in DWP and being the name of our environmental management system – has been adopted as the name of our annual awards. Staff were invited to nominate their colleagues whom they felt went the extra mile in promoting sustainable behaviour.

The awards were made by the Sustainable Development Minister, during the DWP Climate Change Conference. There were 3 recipients, Sarah Kissack, Yvonne Bell and the overall winner being Marion Jackson of the CSA. Marian is an all-round environmentalist but in particular, she established a can recycling scheme, which in turn enabled a social enterprise scheme to be set up to deal with the product.



Chapter 14 Biodiversity



Targets

- Meet or exceed 95% of Sites of Special Scientific Interest (SSSI's) in target condition by 2010.

TARGET VISION

- Well conserved and managed land.

LEGAL REQUIREMENT

- Section 40, Natural Environment and Rural Communities Act: Every public authority must have regard to the purpose of restoring or enhancing a population or habitat.

At a glance...

- One SSSI site on the estate in excellent condition.
- Targets met.
- Limited number of biodiversity opportunities.

The nature of the DWP estate does not provide huge potential for biodiversity projects, with offices predominantly being town centre, pavement fronted buildings. The small number of sites that do offer some potential have been assessed and where possible steps have been taken by LST to enhance that potential.

Bio improvements

The site at Lawnswood in Leeds is fortunate to have surrounding green space. Over the last year LST have amended mowing regimes to leave areas of long grass to self-seed and eventually to become meadow. Nectar rich borders have been planted and bug hotels or log piles have been introduced. A biodiversity survey will be carried out in the future to see what difference these small additions have made to local flora and fauna. A similar scheme will be implemented at Flowers Hill in Bristol, in the coming year.

Water

Water consumption for the year 2004/05 has been adopted as the baseline year, against which progress will be monitored. In that year, staff and contractors used 9.3m³ of water per head; this was incorrectly reported last year as 8.6m³. Consumption has remained fairly static, with 9.4m³ being the average usage this year.



The new targets and revised baseline year are set at a point in time when waterless urinals were beginning to reduce consumption. The setting of the baseline at that point in time means that the target will be more challenging for DWP to achieve.

Targets

- Reduce water consumption by 25% 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 refurbishments.

At a glance...

- Water consumption has leveled off.
- Rollout of waterless urinals completed.
- Not met the targets yet.
- Improved data gathering needed.

Chapter 15



Auto flush trial

A trial of an automatic flushing device was installed at Birmingham – Five Ways House in March 2007. This device uses less water than a conventional flush system but is costly to install. LST will be evaluating the success of this installation over the year to establish if it is a viable option for introducing as a new spend to save initiative to the wider estate.



Waterless urinals have been the most effective spend to save measure to reduce water consumption on the DWP estate. The rolling programme to install these on suitable sites has now been concluded. Overall these installations have reduced the amount of water being used by DWP but with the installation programme completed, the dramatic drop seen in previous years has now levelled off. In conjunction with LST, new spend to save measures need to be explored.

There is an ongoing programme to install automated meter reading equipment,

which records half-hourly data, giving management information that can be intelligently used to target improvement activity. In addition to gas and electricity consumption, these devices will also record water usage. In order to fully address the needs of the second part of the target, we must further review and improve the data gathering mechanisms currently in place. This will enable water consumption from new builds and major refurbishment sites to be properly monitored, in order to assess whether the Department is actually meeting the reduced water consumption target for such buildings.

Procurement

Although constituting only one aspect of our business, procurement has far reaching impacts, as it is the means through which all our goods and services are provided. It is therefore vital that sustainability issues are addressed with suppliers.

This year has seen the launch of our second Sustainable Procurement Strategy, setting out how we will continue our journey towards being exemplars of sustainable procurement, in line with the Government's Sustainable Procurement Action Plan. Specific sustainable procurement conferences have now become a feature of the Department's calendar and are held to reinforce the degree of importance this topic has within the procurement community. The Sustainable Procurement Implementation Group continues to be the main vehicle to take forward the Procurement Action Plan and to develop and pilot strategies for key commodity areas, promote sustainable development within the procurement profession and share best practice.

A Sustainable Procurement Risk Assessment Methodology (SPRAM) has been developed to help all those involved with procuring goods and services identify the specific sustainability features of a contract and mitigate issues where possible. Specifications can then be developed which build sustainability in from the earliest stages, driving environmental improvements but targeting social aspects such as discrimination, labour standards and also considering the needs of vulnerable groups.

Feedback from users has now formed the basis of a further refinement to the product and it is intended that its use will be

Targets

GOVERNMENT MANDATE

- Implement accepted elements from the Sustainable Procurement Task Force National Action Plan.

Chapter 16



Highly commended at the GO awards

Government Opportunities (GO) Excellence in Public Procurement awards this year recognised the sustainable development and procurement teams, awarding them 'highly commended' in the Sustainable Procurement Award category. The teams were recognised for their work in developing procurement policy and strategy and promoting sustainability in departmental contracts.

promoted through a number of workshops to all relevant staff over the coming year.

Last year the DWP had a contract spend of £4.2 billion; the largest contracts being those to provide our estate, our IT and telephony. Throughout this report, there are examples of how LST are working with us on building sustainability in to the running of the estate.

Over the last year, our IT supplier, EDS, has provided new IT kit across the estate, to enable DWP to maintain the high level of service demanded by our customers. Working with the supplier, kit was secured that had a number of environmental

advantages over the previous equipment. Features include: reduced operational wattage, substantial reductions in the amount of materials like lead, cadmium and mercury and more recyclable parts. Additionally for staff, the equipment has been found to be quieter and produce less heat in the work place.

Despite moving to many IT based functions and widely adopting a 'no-print or duplex print' approach across the business, where possible, DWP is still a heavy consumer of paper. In July 2007, the Print and Associated Service Solution (PASS) contract came in to effect. This single contract encompasses all



POEM

jobcentreplus

Jobcentre Plus is contributing towards the Government's Partners'

Outreach for Ethnic Minorities (POEM) initiative. The primary target group for POEM is non-working, non-student, ethnic minority partners in low-income Pakistani, Bangladeshi and Somali

households who are not in receipt of benefit in their own right. The aim is to provide job search support to help these people into work and will include assistance in securing culturally sensitive childcare, help in overcoming language difficulties through English for Speakers of Other Languages (ESOL) and the provision of soft skills and mentoring schemes.



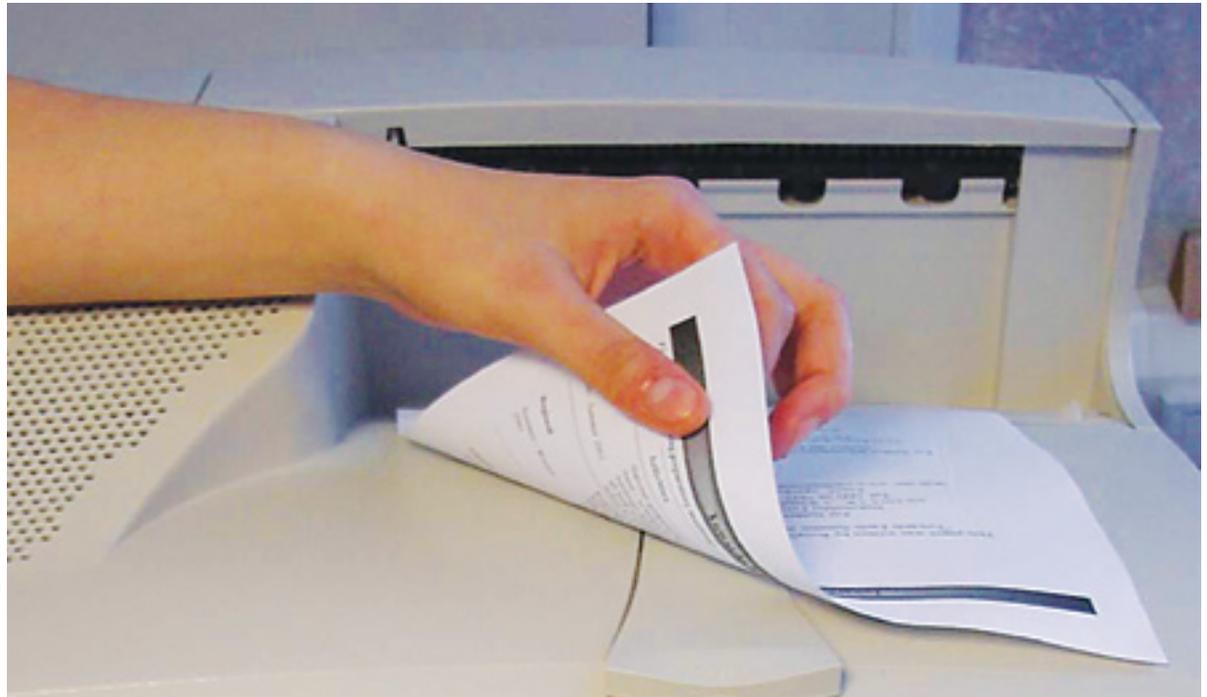
IT reuse and recycling

IT equipment is supplied to DWP by EDS. Following the latest IT replacement programme, with new low-energy kit, EDS have taken the opportunity to donate some of the old equipment to 'Digital Pipeline'. This charitable scheme enables IT equipment to be re-distributed to the poorest members of society in this

country and abroad. Through the scheme, 30,000 of the still functional PCs will be put to good use, allowing access to IT capabilities for those who would otherwise be disadvantaged.

DWP core print services, such as forms and leaflets. Having a single contract has allowed sustainability to be widely and effectively addressed.

ION are the company providing this service; a consortium, led by Xerox. The structure of their operation has allowed for efficiencies to be made on ordering, distribution and packaging – resulting in fewer emissions, lower fuel consumption and reduced waste. They are committed to reducing their environmental impact and are currently developing their carbon footprint, with targeted management information enabling monitoring of progress and achievement.



Chapter 17

Environmental Management System (EMS)



The current DWP Environmental Management System is currently based on the principles of ISO 14001 but accreditation has not been sought as yet. Our service partner, LST, currently maintain an accredited ISO14001 system. They have shared their expertise in this area with DWP, providing

advice and guidance, concerning the steps we would need to take to make any certification application successful, pointing out our strengths and weaknesses. As a result, raising awareness of the EMS amongst staff remains the main priority for the present and certification will not be sought in the near future.

Targets

GOVERNMENT MANDATE

- All Departments to have Environmental Management Systems based, or modelled upon, a recognised system.
- Data collection and reporting – identification of core data to be reported against the new targets.

The Environmental Aspects and Impacts register has been subject to annual review but did not identify any major priority shift, with energy and travel remaining our most significant aspects.

Auditing was suspended for one year to enable businesses to address shortcomings identified in previous audit rounds. Auditing has recommenced this summer on a small scale and will continue in to the autumn. The format and questioning for audits has been revised, with DCS in particular finding that group interviews provided more information than one to one discussions. The results will provide information for incorporation to the Management Review.

At a glance...

- DWP wide EMS in place, based on ISO 14001 standard.
- Mandates being met.
- Raising awareness of EMS is main priority.

Investing in our people and the community

Chapter 18

People are at the centre of new welfare reforms. DWP's Work, Welfare and Equality Group (WWEG) have built sustainability elements into the Welfare Reform Act 2007. This will move the focus of help and support away from long-term benefit dependency, with its negative impact on health, poverty, families and communities. It will shift effort and money towards the most disadvantaged: older workers, lone parents, and people with disabilities, with the aim of improving health and wellbeing and offering increased opportunities. It will bring together local authorities, central government, and private and public sector providers to put in place the structures that will help people to become economically active and build sustainable, self-supporting communities for the future.

Social exclusion continues to be addressed through work on Pensions Reform. Over the coming five years major changes to the state pension system will be introduced so

it better reflects the way people work and live. These reforms have been subject to impact appraisals and will ensure dignity for all in retirement. Measures such as linking the Basic State Pension to earnings will make it more generous. The system will also include features to be fairer for women and carers.

Targets

GOVERNMENT MANDATE

- All Departments to encourage staff to take an active role in volunteering in the community.

At a glance...

- Public and community leave available for certain voluntary posts.
- Community 5000 introduced across DWP to encourage volunteering.
- Investment in staff training benefiting customers and communities.



The most important resource the DWP has is its people. In order to deliver excellent levels of service, each and every member of the department will receive substantial training throughout their working lives. The skills acquired through this business need can also be used for the betterment of local communities.

Sustainable training for the Pension Client Directorate

Within the Pensions Client Directorate, work is being undertaken to ensure that all policy considerations and decision making procedures consider and embed sustainable development. As part of this, sustainable development has been included within modules on bespoke training courses, such as Professionalism in Policy Making. This training will be delivered to all new and existing staff within the Directorate.

Community success

DWP Department for Work and Pensions Working in, and for the community has now become part of DCS culture. Staff engaged in a wide range of volunteer work, from cleaning parks and beaches, to working with disabled people and carers in homes, shops and schools. Going out into the community in this way enables staff to appreciate customers as people, understanding their

lives and realising the life changing impact of DCS' work and how it enables independence. The experiences gained through these placements are brought back to every office in DCS.

Over 650 staff took part in this year's Community 500 scheme and this success has prompted the schemes renaming within DCS to Community 1000, with extended placements being offered to staff.



Professional decision making

DWP Department for Work and Pensions Last year DCS Disability and Carers Service introduced Professionalism in Decision Making and Appeals (PIDMA), partly in response to the National Audit Office's 2003 critical report. This work-based learning programme of continuous professional development leads to accreditation by the University of Chester. The programme has been immensely successful and well received, equipping decision makers and their managers with expert knowledge, skills and technical capabilities to do their job to nationally recognised standards of excellence. The programme rollout will be completed during 2008.

The DWP has long standing policies enabling staff to give something back to local society by the provision of Public and Community leave. This facilitates the fulfilling of roles, such as school governors,



special constables, lifeboat and rescue services amongst others.

This year, an initiative created by DCS (Community 500) has been adopted across the whole of DWP; entitled Community 5000. This initiative encourages staff to volunteer in the community to use their skills and develop new ones, putting DWP firmly at the heart of local neighbourhoods.

Many staff play an active role in their own local communities and support many charities both local and national. Staff working in The Pensions Service have been

noted as showing particular support for Macmillan Nursing, Cancer Research, Mediquip4kids, Disability North, Age Concern, MIND, DEBRA, and the Poppy Appeal. Events have varied from sedate coffee mornings to the extreme of abseiling off the Tyne Bridge.

Although some businesses have tried to capture information, it has proved impossible to accurately record the personal time or money raised through staff activity. There is no doubt however that it is invaluable to those who benefit from their generosity of spirit.

Breaking down barriers

jobcentreplus

A key priority for the Government is to reduce crime and offending.

Evidence suggests that employment and a reduction in re-offending are linked. Jobcentre Plus has a role to play in helping offenders into jobs at the earliest opportunity and moving away from payment of benefit as a first option.

Jobcentre Plus has strengthened joint working with the Home Office and Department for Children, Schools and Families. Job Developer Pilots have been established in 6 areas, providing an individualised service to employers in order to breakdown real and perceived barriers to employing offenders.

Involving customers

DWP Department for Work and Pensions

The DCS Advisory Forum is made up of 17

Disability and Carers Service national voluntary and community organisations who represent customers with a broad range of disabilities and their carers. The forum meets every three months to look at how modernisation plans will affect disabled people and carers. It provides advice and guidance on this to the DCS to enable sustainable business planning for future provision of services. This Forum provides an effective way of consulting with customer groups, enabling them to raise issues, provide input and feedback.



Recognised environmentalists

The sustainable development team are now almost all associate or full members of the Institute of Environmental Management and Assessment (IEMA) and the head of the team has this year achieved Chartered Environmentalist status. This provides DWP with a level of expertise and professionalism which is recognised across public and private

sector businesses. It enables the sustainable development team to develop useful external relationships and access up to date information. The team are also hoping to use their skills to the advantage of the community by taking part in a Community 5000 event this coming year.

Working in the wider business community

DWP has developed a reputation for leading the way in many aspects of sustainable development. This is not a self assessment but the judgement of the Sustainable Development Commission which has on two occasions given good reports of the work being carried out within DWP. Both in the 'Sustainability In Government' assessments and the critique on Departmental Sustainable Development Action Plans, DWP was amongst the top few Departments.

A healthy working relationship has developed with the Commission to ensure that our future actions will address sustainability issues in line with Government intentions.

An exchange of information and views has also taken place with Her Majesty's Revenue and Customs (HMRC), Department of Health (DH) and Department of the Environment, Food and Rural Affairs (Defra). We have also supported and taken part in the Act on CO₂ campaign, spearheaded by Defra.

Outside of the department, DWP has been invited to work with a number of external organisations. The Norwegian embassy invited DWP to take part in an exchange of ideas as a one day event in London. We also have an ongoing commitment to working with the Prince of Wales' Accounting for Sustainability Project to develop better sustainability reporting and outcomes.

Chapter 19



Chapter 20

Getting the message across

As with any subject, getting the right message across to your audience is essential for success. Raising the profile of sustainable development has been a team aim but now has the welcome support of the Permanent Secretary. As a result, our communications activity has greatly increased.

DWP is heavily reliant on the intranet as its main communications source to staff, having gradually reduced the number of paper based communications products over a number of years.

The difficulty this presents is that although a huge amount of information is readily available, there is currently no means of making intranet reading mandatory or of monitoring how many staff actually read or understand intranet based articles. The intranet is a massive repository of knowledge but it is a commonly held view that it is not always easy to find what you

want and that information can become hidden amongst the large volume of data.

Accepting that we must still use this communication channel and taking on board some of the findings from our intranet based survey last year, the sustainable development intranet site is being revised. This will keep the site fresh and interesting but will ensure that topics are easily accessible and – using the ‘three clicks of the mouse’ adage – that information within the site does not become too deeply buried.

Other business sites within the intranet now have a direct link to the sustainable development pages from their own welcome pages. Additionally a monthly ‘slot’ was allocated to the team on the DWP Homepage, to promote hints and tips for all staff – energy, travel and water having been featured so far. One off articles have also appeared on the homepage, such



**DON'T FLUSH
ENERGY
DOWN
THE
TOILET**

When you pop
out to lunch,
turn your
computer
screen
off

as the launch of the Defra based CO₂ personal calculator as part of the Act on CO₂ campaign.

Other methods of communication need to be employed and we cannot turn our backs on the necessity of having some paper based products. As mentioned earlier in this report LST have developed a series of posters and Carbon Trust have also enabled DWP to have access to professional designers to produce a suite of posters for

Plus magazine

jobcentreplus

'Plus' magazine is produced monthly for Jobcentre Plus staff on their intranet site, with a small number of hard copies issued to each site. A different sustainability issue is covered each month, for example energy conservation,

information on consumption and guidance on how that consumption can be reduced. These messages have been reiterated through the monthly 'Manager Updates', a communication vehicle mechanism for encouraging managers to discuss issues with their teams and agree improvement activities.



phased release throughout the coming year. Staff will be encouraged to display these as innovatively as possible.

Greenlines, our coffee-time style e-magazine for staff, has continued to receive positive feedback and to grow in popularity. Each edition is now loosely based around a specific topic, enabling the aspect to be fully explored.

Other magazines across the business are featuring sustainability more and more, with articles appearing in DWPeople and also in business specific newsletters like Pensions in-house magazine, 'Horizons'.



Chapter 21

Action Plan 2005–2007 closing summary

The first DWP Sustainable Development Action Plan (December 2005), contained a number of specific objectives. The following paragraphs outline what has happened in each of these, before moving on to set out our plans for the coming three years.

Objective 1. To produce a formal statement of how we will work together to deliver the action plan by 31/01/2006.

Responses from each of our businesses were collated into a summary document, in March 2006. This has been used as a reference document and guide for how representatives on the Departments sustainability groups will work together, within their own business hierarchy.

Objective 2. Review DWP SD Policy, by 31/01/2008.

The review is underway and the policy will be reissued in January 2008.

Objective 3. Develop SD Communications Strategy, by 31/03/2006.

The communication strategy was incorporated in to the main Sustainable Development Strategy document (Objective 23) and is now integral to all our plans.

Objective 4. Examine how DWP interacts with its wider stakeholders, by 30/09/2006.

A short internal review was completed and information is available to the formal SD groups within the Department. There are strong and robust methods in place to ensure that a wide variety of stakeholders are included within formal external consultations.

Objective 5. Review Action Plan and report progress in SD Annual Report, by 30/11/2006.

A review was conducted and included in the annual report for 2006. An update on action plans will continue to be a feature of the sustainable development annual report.

Objective 6. Build impact screenings and mitigations into all future spending reviews.

See objective 8.

Objective 7. Integrate SD into delivery of DWP 5 year Strategy and Delivery Plan for 2005/08.

See objective 8.

Objective 8. Confirm processes for integrating SD into policy and strategic decision making, by 31/03/2006.

Objectives 6, 7 and 8 have been combined.

Explicitly embedding all three pillars of sustainable development within the long-term strategy and policy development work of this department continues to provide a major challenge.

Work done on objectives 6, 7 and 8 during 2006–07 showed that decision makers readily understood the implicit commitment that the Department has to the ‘sustainable communities’ priority. However, it also became clear that there is more to do, to build on this and to give greater prominence to environmental issues. Improvements in identifying and addressing the impacts that business changes bring on our own environmental performance have been made but evaluating the impacts of our policies and strategies on wider environmental issues is more difficult.

All three of these objectives were combined and a survey of all our businesses, using a Sustainable Business Specification, was undertaken to establish what processes and arrangements are already in place for embedding sustainable development. These results are currently being audited and a revised ‘Sustainable Business Flexible Framework’ will be developed to enable business to self-assess their performance and develop solutions, whilst meeting their business needs.

Objective 9. Identify training needs for decision makers, and match specific training to identified needs, by 31/03/2006.

Training needs were identified and a package of products, including awareness raising, toolkits and guidance have been created for decision makers and are accessible via the online ‘Policy and Strategy Portal’. Members of the department’s formal SD forums are encouraged to take advantage of courses run by National School for Government. The workshop that was being developed for members of the SD Steering Group has been overtaken by improvements in external courses and other targeted events, such as the annual SD conference.

Objective 10. Undertake an audit of sustainable development within business planning, by 30/09/2006.

Risk and Assurance Division conducted an audit with the specific remit of examining ‘Embedding Sustainable Development into Policy Decisions’. The report was made available in February 2006. The recommendations were carefully examined and inform the development of the ‘Sustainable Business Specification’.

Objective 11. Commission an independent external audit of our strategy and reporting, by 31/03/2006.

A scoping document was prepared to take this objective forward. However, the Environmental Audit Committee published a report on the standards of sustainable development reporting, with useful comments and observations. Additionally, the Sustainable Development Commission – in its role as independent watchdog – published a critique and commentary on all Sustainable Development Departmental Action Plans, in which DWP was noted as 'leading the pack'. In view of the fact that these two bodies have scrutinised our reporting standards and with regard to safeguarding the public purse, we will not be seeking further independent auditing at this time but further consideration will be given to commissioning independent audits on reporting and strategy in the future.

Objective 12. Review effectiveness of current arrangements and guidelines for Programmes and Projects, by 30/06/2006.

A review of guidance documentation was completed. Further tools were considered

and substantial work took place to expand and customise (for DWP purposes) a Defra product entitled 'Stretching the Web'. This provides a visual representation of where gaps or weaknesses feature when developing new policies and decisions. Although developed for formal Impact Assessments we will seek to apply it to change Programmes and Projects.

Objective 13. Incorporating SD into review of the Estates Strategy, by 30/11/2006.

The new Estates Strategy features sustainable development quite comprehensively.

Objective 14. Review DWP Better Public Buildings Action Plan to align with SD policies and objectives, by 31/08/2006.

Review of the DWP Better Public Buildings Action Plan has been rescheduled, in line with the revised timetable of the Department for Culture, Media and Science (DCMS), who have lead responsibility for this work.

Objective 15. Review Sustainable Procurement Policy to incorporate Sustainable Procurement Task Force outcomes, by 30/09/2006.

DWP Sustainable Procurement Strategy and policy were reviewed against the Task Force flexible framework and a new strategy was published in September 2007.

Objective 16. Holders of designated posts within DWP SD Team to be Associate Members of Institute of Environmental Management and Assessment (IEMA), by 30/09/2006.

Training was secured following the resolution of internal resourcing issues. The training commenced in February 2007 and all attendees were successful in becoming associate IEMA members.

Objective 17. Holders of key posts within DWP SD Team to be studying for full membership of IEMA, by 31/03/2007.

Full IEMA membership is dependant on being an associate member, plus 3 years minimum experience within the relevant field. The Head of Sustainable Development is currently a full Member of IEMA and holds Chartered Environmentalist status. One team member is currently applying for full membership and the remaining team members will study and apply to become full members, once the criteria are met.

Objective 18. Review existing reward schemes to examine viability of introducing specific scheme to recognise SD qualifications and good practice, by 30/09/2006.

This action covers three distinct issues:

Recognition of SD specialism

Consideration has been given to denoting the sustainable development team as specialist posts, dependant on achievement of IEMA qualifications. This is now being taken forward at a cross Government level.

Reward schemes

A suitable mechanism already exists within the DWP to make confidential recognition payments to staff. Encouragement has been given to businesses, to use the existing scheme to reward outstanding or exceptional sustainable development activity.

Recognition and acclaim.

The SIDs were introduced to address this need (detailed earlier in this report) and will become an annual event.

Objective 19. Publish DWP SD Annual Report.

This is an ongoing commitment and publication will continue annually.

Objective 20. Review data/evidence collection and management for all main target areas, by 30/06/2006.

A review was completed as part of the groundwork for the development of a database, to track progress against all main areas. The first database prototype was delivered in July. However the prototype needed adjustment to take account of the new SOGE targets and the revised questioning in the SDIG return. The product has now reached a stage where it can be populated and become functional for data gathering purposes.

Objective 21. Develop plan for implementing external auditing of data for all significant environmental impacts, by 30/09/2006.

A schedule of audits on significant impacts was drawn up. Audits on energy and waste were completed in 2007.

Objective 22. Summarise SD impact appraisals and mitigation actions taken, in annual reports, by 31/03/2006.

Our annual reports continue to identify those areas where improvements have been made (such as in IT provision) and where core business makes a contribution to the goal and priorities of sustainable development. The inclusion of specific SD impact appraisals has proved impractical.

Objective 23. Produce DWP SD Strategy, by 31/03/2006.

The first version of the Strategy was produced but as a living document, it was subject to regular review and revision. This will be superseded by the new action plan.

DWP Sustainable Development Action Plan 2007–2010

Introduction

- 1) This document updates and builds on the Department's first Sustainable Development Action Plan, launched in December 2005. Details of progress against the targets contained within that plan are included in chapter 21 of the annual report.
- 2) The Action Plan is owned by the Department's Sustainable Development Minister, Lord McKenzie of Luton and responsibility for its implementation currently lies with the Departmental Sustainable Development Steering Group, reporting to the Department's Finance Director General as Senior Accountable Official, and who are supported by a corporate Sustainable Development Team.
- 3) The 2005 Action Plan identified how DWP, via its policies and operations contributes to the delivery of the UK

Strategy for Sustainable Development. We will deliberately not duplicate previous, published information where it remains valid – only significant changes to background information (already covered in the previous Action Plan and annual SD Reports) will be included. Annex A contains a diagram that demonstrates how the policies, operations and objectives of DWP supports the UK Strategy. In addition, our Strategy, at Annex B, shows some of the practical actions that DWP will take to deliver on the four priority areas identified within the UK Strategy.

- 4) This Action Plan covers the Department and all its Executive Agencies (information on these is in chapter 5 of the annual report) and details what actions will be taken to further embed sustainability, maximise the contribution to the UK Strategy and deliver targets and mandates for Sustainable Operations on the Government Estate (SOGE).

Highlighted text denotes an action – see Annex B.



5) This Action Plan covers the period from 1st November 2007 – 31st October 2010. We will develop and publish future SD Action Plans in line with the Department's three year planning cycle. **The next Action Plan will be published by the autumn of 2010.**

6) Progress against all targets and tasks will be measured and reported on an annual basis within our Sustainable Development Report. Should any significant issues or requirements arise during this three year period these will be addressed within the Annual Report.

7) We set ourselves a number of very challenging tasks within the 2005 Action Plan, sometimes setting the bar too high. Whilst we have made some significant progress on governance and embedding sustainability, there is still more to be done to achieve a consistent and robust approach. Some of the actions and tasks within this plan have been developed to carry this work forwards. We want all the new tasks and actions that we set ourselves to be challenging, but at the same time realistic, and we have considered the

lessons learnt from the delivery of the 2005 Action Plan within the development of this one. We do not aim to do everything "in one go" but to build steadily on our past good performance¹ and achieve real, continuing and lasting improvements. Our performance needs to be judged over time – results may not always be immediate and even take years before they become apparent.

8) We have also considered the commentary undertaken by the Sustainable Development Commission (SDC) on the original Action Plan – a response to each element is at Annex C. The SDC have provided comments on drafts of this new plan.

9) DWP supports a wide range and number of Non-Departmental Public Bodies (NDPBs) and associate bodies – who all have a role to play in delivering sustainable development. The Department recognises that it needs to understand and encourage that contribution. Products, information and guidance can then be developed that can be used by existing and new NDPBs and associate bodies to enable them to identify

and enhance their role in delivering the UK Strategy for Sustainable Development, and the targets for Sustainable Operations on the Government Estate.

10) We will work with our NDPB and associate body colleagues to identify the scope of their contribution to sustainability and the information, products and guidance needed.



¹ DWP were rated as "leading the pack" by the SDC for its 2005 SDAP.

Where we want to be

11) DWP aspires to support the UK Government goal of sustainable development. Through good governance, applying the principles of sustainable development and by embedding it into all that we do we will ensure that we:

- (a) deliver our policies, strategies and plans, in line with the principles and the shared priorities of the UK Strategy for Sustainable Development.
- (b) deliver our business, from a sustainably managed estate, in a way which is affordable (in whole life terms) and supports social, economic and environmental progress, contributing to the main UK sustainability priorities and the delivery of targets and mandates for Sustainable Operations on the Government Estate.
- (c) address the challenge of climate change by reducing our carbon emissions and developing robust adaptation strategies.
- (d) become exemplars of sustainable procurement by 2009.

(e) Educate and encourage our staff to actively support sustainability objectives at work and in the wider community.

12) DWP has had a sustainable development policy statement in place since 2001. It is important that it remains relevant and up to date – **we will review our policy statement by the end of December 2007 and re-launch it in January 2008** (in line with the objective in the 2005 SDAP).



Delivering our aspirations (our Strategic Approach)

13) The Department faces a number of specific challenges – societal, demographic, climatic and technological – in the years ahead. We need to ensure that what we do supports the overarching sustainability goal and progress against the priority areas identified within the UK Strategy (and its associated indicators). To do this all parts of the Department, including Executive Agencies:

- (a) must have strong, embedded governance of sustainable development.
- (b) must have robust systems in place to test the impacts of all their proposals, policies, strategies and plans, building on, improving and demonstrating their contribution to sustainable development.
- (c) will contribute positively to the achievement of targets and mandates for Sustainable Operations on the Government Estate, including the Government Sustainable Procurement Action Plan.

14) DWP is a large and complex department which touches the lives of every citizen at some stage in their life. At the end of March there were over 115,000 staff working out of 1,221 sites across the whole of the United Kingdom. We have an annual procurement spend of £4.2 billion. This makes delivering sustainability a large and complex challenge, and requires the delivery of a wide range of tasks and actions, many of which are interdependent.

15) Annex B contains our strategy. It demonstrates how we continue to develop our support of the delivery of the UK Strategy for Sustainable Development. It covers core policy areas, governance, links to our work on sustainable procurement, highlights specific initiatives being delivered with our Estates Partners (Land Securities Trillium) and other operational tasks at both a corporate and Business specific level. It contains details of our main activities, who will be responsible for delivering them and by when. **This will be updated and made available (on both inter and intra net sites) every six months.**

16) Whilst it is important that we make progress in all areas, over the life time of this Action Plan the Department will have four high priority areas:

Embedding Sustainable Development through all DWP businesses...

because...

it's important that everyone understands the goal of sustainable development and plays their part in delivering it.

Reducing our carbon emissions from offices and business travel, and improving our energy efficiency...

because...

we need to transform our carbon performance in the same way that we have for waste and water.

Becoming an exemplar in sustainable procurement...

because...

sustainable procurement can help us improve our performance, and spread the message.

Developing robust climate change adaptation plans...

because...

preparing for climate change now makes common sense.

Our main priority – strong, embedded governance for sustainability

17) We have made some excellent progress in a number of areas – the majority of our electricity is supplied from renewable sources, the percentage of waste that is recycled continues to increase and our use of water reduces. The Department promotes engagement with the community – for example the Community 5000 project encourages staff and gives them the opportunity to volunteer.

18) We will now build on these successes. We need to improve the supporting structures and processes that make up “governance” for sustainability and embed them deeper across the Department. It is vital that the Department meets its strategic challenges within an overarching sustainability framework, to continually improve our environmental performance and react swiftly and positively to new ideas and technologies that provide sustainability advances.

An internal review of our governance structures, which aims to strengthen our current arrangements, is underway and will be completed by 31st December 2007.

19) Since the launch of the 2005 Action Plan a number of audits and benchmarking exercises have been undertaken. We do not yet have sufficient assurance that there is consistency across all businesses in embedding sustainability – for example, in the inclusion of sustainable development within policy and strategic decision making. In an effort to establish the exact position in each DWP business we developed a “DWP Sustainable Business Specification”.

20) This specification is designed to show what systems, processes and behaviours a sustainable organisation should have, such as

- Senior management support (Board level).
- Inclusion of sustainability within business planning.
- Communication plans & sharing of good practise.
- Measuring and rewarding good sustainable performance.

21) We will further develop this into a Sustainable Business Flexible Framework, which will allow businesses to develop plans

and processes to meet the range of commitments, targets and improvements expected of them. **The Sustainable Business Flexible Framework (including target levels for improving performance) will be developed by 31st March 2008.**

22) As there are differing levels of performance evident across the Department and its businesses the Framework will provide a structured, yet flexible approach that will lead to consistency and improvement of standards. This will then form the basis for all future planning, reporting and auditing.

Robust decision making

23) The 2005 Action Plan contained very specific targets (see Chapter 21 of Annual Report for detailed progress report), which aimed to embed sustainability throughout decision making processes. This approach produced some successes, but there is still much to be done to ensure the Department consistently meets the requirement for sustainable development to be reflected within key decision making processes. This is why embedding sustainable development remains one of our top priorities as if done

correctly it can help to improve performance across all other areas.

24) All businesses will assess their baseline against our Sustainable Business Flexible Framework, identify their priority areas for improvement and then develop plans (with timescales for delivery), by 30th September 2008 to embed sustainability into their planning, decision-making and operational processes. These will be reviewed and updated on an annual basis – with key actions being fed into the overarching DWP Strategy (Annex B).

25) DWP SD Team recommends the use of the Defra toolkit – ‘Stretching the Web’ as the best way to undertake a sustainability impact assessment (and as such it will feature within the Sustainable Business Flexible Framework). Its principle application is for Better Regulation Unit Impact Assessments, however it is easy to apply to different types of decisions. The DWP SD Team has made this available on the Intranet site, together with guidance for its use.

26) A ‘Stretching the Web’ workshop, covering how and when the toolkit

should be used, will be developed by the SD Team, in conjunction with colleagues in the Pensions Client Directorate by 31st March 2008 and will then be rolled out across DWP.

27) The SD Team will aim to align departmental strategies and plans with sustainability objectives. We will ensure that any lessons learnt from the inclusion of sustainable development into the 2007 Comprehensive Spending Review are identified and built into our sustainable development guidance. **All DWP**

businesses will provide a short overview of sustainability and the spending review process by 31st December 2008. Revised guidance for spending reviews will be available by 31st March 2009.



28) The implementation of business change within DWP is achieved through the delivery of the change programme. Sustainable development already features as part of the formal gated review system for all DWP change programmes and projects. These arrangements were reviewed as part of the 2005 Action Plan. **We will update and republish our guidance and processes, using ‘Stretching the Web’ for programmes and projects by 31st March 2008.**

29) During 2007 DWP worked with the Met Office to produce a Climate Change Adaptation report that identifies and prioritises the challenges climate change will have on our policies and operations. It is clear that mitigation and adaptation must be addressed both at a policy and operational level. **During 2008 we will incorporate the findings from this report into our decision-making and operational processes. We will provide information and guidance to all staff on how the actions we need to take will help mitigate the impacts of climate change.**

Sustainable Operations on the Government Estate

30) Details of our progress on the targets and mandates for Sustainable Operations on the Government Estate are detailed in the annual report. The Department also contributes to the Sustainable Development in Government report. Delivery of these targets is our main method for providing environmental improvements across all our operations.

31) Our Strategy document at Annex B shows key tasks and activities that we will undertake to deliver in all of these areas.

32) Many of the targets are focused on “building” issues. We work in partnership with Land Securities Trillium to implement initiatives that help deliver progress on many of the targets. For example, sustainable development is integral to our Estates’ Strategy and our Better Public Buildings Action Plan.

33) We are seeing marked improvements in a number of areas – for example, we are reducing the volume of waste that is

produced, and water that is used. During 2007 a detailed, internal review of our business mileage was undertaken, which highlighted the scale of the challenge faced in reducing the carbon emissions produced by business travel. In one year nearly 70 million business miles were done in cars. Progress on the reduction of carbon emissions from offices has yet to demonstrate the improvements expected. Our immediate main operational priority is therefore to reduce the carbon emissions generated by our offices and by business travel.

34) Collecting and reporting the right data to illustrate progress on all targets has provided a significant challenge over the years. The quality of the management information that we hold continues to improve, but there is still more to be done. We will, as detailed in Annex B:

→ for utilities focus on Automatic Meter Reading to provide accurate and timely information to the managers of buildings and the staff working there, to encourage energy/water saving & give early notification of the results of other initiatives.

→ for travel, use the improved data requirements incorporated into our new fleet and other travel management contracts to provide better management information as a tool to encourage behaviour change.

→ develop our internal data management systems – concentrating on the development of a database to manage the wide range of data available.

→ contribute to the OGC property benchmarking project.

35) We will continue to work with our businesses to ensure that accurate information flows both ways, as an effective tool to improve performance.

Government mandates

36) The targets for Sustainable Operations on the Government Estate contains a number of “mandates” – the actions that we will take on these are included, where relevant to our priorities, in the table at Annex B.

Sustainable Procurement

37) DWP has had a commitment since 2003 to specify, from the outset, sustainable goods and services. In 2005 the Department published its first Sustainable Procurement Strategy, setting out how sustainability should be embedded within our procurement functions and support delivery of the UK sustainability priorities. Following the launch of the Government Sustainable Procurement Action Plan this strategy has been revised and re-launched – it is available electronically on the Department’s web site. **The Department**

will become an exemplar of sustainable procurement by delivering the Sustainable Procurement Strategy.

It is not intended to replicate this comprehensive and complimentary strategy here – although key tasks are featured at Annex B.

38) Our partnership with Land Securities Trillium, our estates partners who provide fully serviced accommodation to DWP, also requires the procurement of a number of



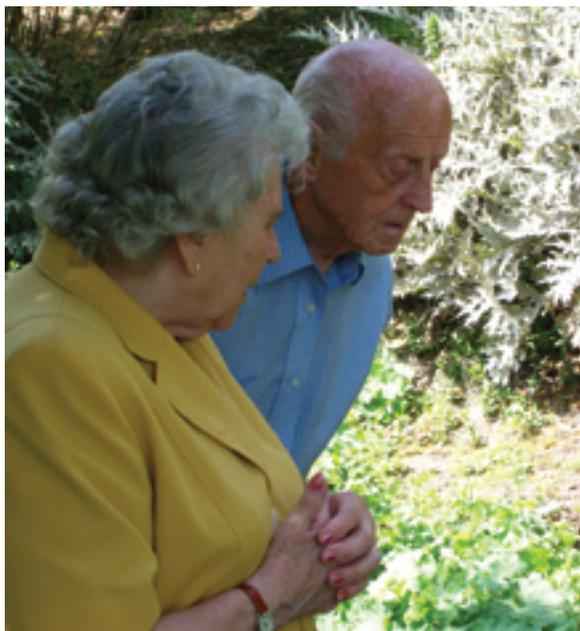
goods and services – such as cleaning and security services and timber products, all of which have sustainability impacts. We work together to identify these and explore the opportunities to impact positively on sustainability targets. For example, we have a partnership approach to deliver the objectives and targets contained within our Sustainable Food Procurement Action Plan² (available electronically on the Resource Centre on the DWP web site).

Just add people –
(sustainability’s key ingredient)

39) The work of this department is key to ensuring that communities can become strong, vibrant and sustainable. The Department recognises that its core business and operations can impact on the communities that it serves in a number of ways – by delivering our services to the community, as an employer and as a purchaser of goods and services.

UK SD Strategy

Poverty can be a major barrier to strong and sustainable communities. The Department contributes, through the work of its Executive Agencies, towards fair, safe and fulfilling lives and free from poverty for children, people in work or retirement and those with disabilities. For those who are able to work, employment is the best route out of poverty. In the UK Strategy for Sustainable Development Jobcentre Plus



committed to increasingly empower their managers to deliver targeted solutions for particularly disadvantaged groups or areas. Jobcentre Plus will continue to deliver a range of actions and initiatives in the coming years to help all those who can work, back into work². The following examples illustrate initiatives being taken for disadvantaged groups:

- new financial initiatives will be introduced to encourage Lone Parents to find and stay in work.
- the introduction of the Employment Support Allowance (ESA) during 2008 will provide the support and opportunities for those with health problems and disabilities to find and stay in work.

A new European Social Fund Programme is being developed for 2007–13. This exists to extend employment opportunities and

thereby promote social inclusion and to develop a skilled and adaptable work force. Sustainable development also features as a horizontal theme within ESF, and as such is being built into the 2007–13 programme.

The Pension Service continues to combat poverty for pensioners and promote security and independence for today's and tomorrow's pensioners. Local Service operated by The Pension Service provides a face-to-face service for customers either in their own home or at centres within the community. Operating through Joint Working Partnerships with Local Authorities, and other partners, it delivers enhanced services to local customers, by providing a holistic benefit check and signposting customers to a wide range of complimentary services. This is being extended to cover Disability and Carers customers of all ages.³

² For a more complete picture of these please see the Jobcentre Plus Business Plan.

³ For further information please see The Pension Service Business Plan.

<http://www.jobcentreplus.gov.uk/JCP/Aboutus/Publications/index.html>



40) Our people have the power to make the changes that are needed. We will carry on identifying, developing and promoting training material and awareness packages to increase their knowledge and skills for a sustainable future. The Department encourages staff to take an active involvement in the communities where they live and work, through schemes like Community 5000. Details of some of these schemes are given elsewhere in the Annual Report.

We will continue to support the Community 5000 scheme and publish outcomes in future reports.

41) Communication is a key sustainable development tool – and we have an ongoing programme of campaigns and projects at both a corporate and business level. Whilst we have anecdotal evidence that the message is getting across we will, in the long-term, develop a methodology that enable us to better evaluate our

campaigns and to highlight the most effective ways of promoting sustainable development for the future. We will, in the short term:

- Use on-line surveys to assess what staff think of the messages we issue and how we promote sustainable development.
- Use “hit counters” on our sites to see how often they are accessed and identify the most useful/widely used products we have.
- Run a “dip stick” exercise to gauge the success of specific campaigns.

42) Professional qualifications are now encouraged and facilitated for those who work within the SD Team – the majority are now qualified associate members of the Institute for Environmental Management and Assessment. As part of our commitment to continuing professional development **we will encourage members of the team to undertake further training and move towards full membership of IEMA and Chartered Environmentalist.**

How do we know how we are doing?

43) During the implementation of the 2005 Action Plan we have undertaken a number of audits – both by internal and external auditors – covering our strategies, processes and data for individual targets. **It is our intention to continue with the external verification of management information in those areas where it adds value,** such as timber and energy consumption. **Where it is important that a working knowledge of DWP is held (such as embedding SD into internal processes) then we will continue to use our internal, independent auditors.** Details of these will be included within our six monthly update of our strategy document (Annex B).

44) We have begun tentative moves towards developing a benchmarking system where we can test our processes and performance against the best of similar public and private sector organisations. This helped us to develop our sustainable business specification, which is in turn to be developed into our Sustainable Business Flexible Framework.

45) We continue to use our annual Sustainable Development Report as the main method of reporting our progress against the targets for Sustainable Operations on the Government Estate and the tasks detailed within this Action Plan. We commit to reporting our successes and being honest in identifying areas where improvement needs to be made.



Annexes



Annex A

How DWP policies and targets support the UK Strategy for Sustainable Development priority areas



Climate change and energy (mitigate and adapt)

UK SD Strategy priorities:

- Reduce carbon emissions
- Increase energy efficiency
- Renewable energy (SDUK indicator)
- Road transport (SDUK indicator)

- Carbon emissions from offices
- Carbon emissions from road vehicles
- Carbon neutrality
- Energy efficiency

UK SD Strategy priorities:

- Sites of special scientific interest
- Reduction in water consumption
- Water resources use (SDUK indicator)

- Biodiversity
- Water consumption

Sustainable consumption and production (achieving more with less)

Sustainable communities (fairness and opportunity for all)

DWP

- PSA targets
 - Maximising employment opportunity for all
 - Tackling poverty and promoting independence and wellbeing in later life
 - Halve the number of children in poverty by 2010–11, on the way to eradicating child poverty by 2020
 - Encourage staff to volunteer in the community
 - Conduct appraisals of office relocations
-
- Waste arisings
 - Recycling

UK SD Strategy priorities:

- Active community participation
- Employment
- Workless households
- Economically inactive
- Childhood poverty
- Young adults
- Pensioner poverty
- Pension provision
- Households living in fuel poverty
- Wellbeing

UK SD Strategy priorities:

- Reduce waste
- Increase recycling
- Waste (SDUK indicator)

Natural resource protection and environmental enhancement (conserving and protecting natural resources)

Annex B

DWP Sustainable Development Strategy



This table sets out our *work programme* and provides information on how DWP will contribute to the four priority areas of sustainable development identified within the UK strategy for Sustainable Development:

Sustainable consumption & production

Climate change & energy

Natural resource protection & environmental enhancement

Sustainable communities



Priority Area: Embedding Sustainable Development throughout DWP and its businesses

The Department needs to have in place the right governance, structures and internal processes to allow it to meet its strategic challenges within an overarching sustainability framework. By ensuring that sustainable development is considered from the outset (all policies, programmes and plans) we can maximise the

contribution the department makes to the sustainable communities priority of the UK Strategy for Sustainable Development, without negatively impacting on the other three UK priority areas and meet and exceed the environmental targets for Sustainable Operations on the Government Estate (SOG E).

WHAT?	WHEN?	WHO?
An internal review of existing governance is being conducted, to determine if new governance arrangements are required.	31st December 2007	SD Team
Review and re-publish our sustainable development policy statement.	31st January 2008	SD Team
Work with our NDPB and associate body colleagues to identify the scope of their contribution to sustainability and the information, products and guidance needed.	31st December 2008	SD Team and all businesses
Ensure that the new Child Maintenance Enforcement Commission (CMEC) is aware of the need to embed sustainable development into the decision-making and operational functions of its business and contribute to targets for Sustainable Operations on the Government Estate.	31st December 2007	Child Support Agency
Develop the DWP Sustainable Business Flexible Framework (including target levels for improving performance).	31st March 2007	SD Team
All businesses will assess their baseline against our Sustainable Business Flexible Framework, identify their priority areas for improvement and then develop plans (with timescales for delivery), by 30th September 2008 to embed sustainability into their planning, decision-making and operational processes. These will be reviewed and updated on an annual basis – with key actions being fed into the overarching DWP Strategy.	30th September 2008	All businesses

continued overleaf

Embed sustainable development within the decision-making and operational functions of the business.	30th September 2008	The Pension Service
Expand the existing sustainable development operations network to include all Pension Service Directorates.	30th September 2008	The Pension Service
Refresh consideration of SD issues in HR governance & decision-making, by arranging SD Theme Days for the two key decision-making bodies.	31st March 2008	Human Resources
Reaffirm staff understanding that their actions have a positive impact and contribute to sustainable development targets.	30th June 2008	The Pension Service
Appoint an SD champion at board level and develop a network of champions for all locations where shared services are represented.	31st March 2008	Shared Services
A 'Stretching the Web' workshop, covering how and when the toolkit should be used, will be developed by the SD Team, in conjunction with colleagues in the Pensions Client Directorate by 31st March 2008 and will then be rolled out across DWP.	31st March 2008	SD Team and Pensions Client Directorate
All DWP businesses will provide a short overview of sustainability and the spending review process.	31st December 2008	All businesses
Make new spending review guidance available.	31st March 2009	SD Team
We will update and republish our guidance and processes, using 'Stretching the Web' for programmes and projects.	31st March 2008	SD Team
Establish a project team to embed sustainable development into the decision making and operational functions of the business.	31st March 2008	Jobcentre Plus
Develop a virtual network of sustainable development champions from all parts of the business.	31st March 2008	Jobcentre Plus
Develop systems that allow for a consistent sustainability appraisal of location decisions. (Mandate)	31st March 2008	Estates

continued overleaf

Apply BRE's Environmental Assessment Methodology (BREEAM) excellent standards to all new build and refurbishment projects. (Mandate)	Ongoing	All businesses (senior budget holder)
Operate an Environmental Management System (based on a recognised system). (Mandate)	Ongoing	All businesses
Incorporate the findings from the 2007 DWP Climate Change report into our decision-making and operational processes. We will provide information and guidance to all staff on how the actions we need to take will help mitigate the impacts of climate change.	31st March 2009	SD Team
Develop our internal data management systems – concentrating on the development of a database to manage the wide range of data available.	31st December 2007	SD Team
Contribute to the OGC property benchmarking project.	31st March 2008	SD Team
Undertake a short term assessment of our communication campaigns using “on-line” and “dip stick” surveys and hit counters.	31st December 2008	SD Team

Priority Area: Sustainable Procurement

Given the wide portfolio of contracts that the Department operates, procurement has a vital role to play in helping to deliver all four UK sustainable development priorities. Customer facing contracts contribute to sustainable communities, and all contracts have the opportunity to deliver wide ranging environmental

improvements, for example, removing the need for excess packaging on good will help us to reduce the volume of waste that we create. Our activities in this area are covered in depth within our sustainable procurement strategy, so individual targets and actions are not reproduced here.

WHAT?	WHEN?	WHO?
We will become an exemplar of sustainable procurement by delivering the Sustainable Procurement Strategy.	31st March 2009	All
Deliver key messages from, and promote new Sustainable Procurement Strategy to DWP commercial community at a Sustainable Procurement Conference.	7th December 2007	Commercial Policy & Process Team

continued overleaf

Issue a Sustainable Procurement newsletter to the commercial community to raise awareness.	30th October 2007	Commercial Policy & Process Team
Test general awareness of Sustainable Procurement Strategy throughout the commercial community by undertaking a survey of a representative sample.	30th November 2007	Commercial Policy & Process Team
Revise and re-launch the Sustainable Procurement Risk Assessment Methodology to commercial community.	30th November 2007	Commercial Policy & Process Team
Update and re publish Sustainable Procurement guidance.	31st March 2008	Commercial Policy & process Team
Develop and deliver Sustainable Procurement workshops to the commercial community.	31st March 2008	Commercial Policy & process Team

Priority Area: Climate Change and Energy – Carbon emissions from offices/Energy Efficiency (targets for Sustainable on the Government Estate)

DWP has a significant office estate and delivery of our business using new and innovative technologies means that we have seen significant increases in our energy use since 1999/2000. This is why reducing energy use is now one of our main priorities.

It is the responsibility of all businesses to ensure they have the correct processes in place so that energy use and efficiency will be included at the beginning of any decision-making and change process, to maximise improvements and savings.

It is the responsibility of each business to raise awareness and encourage their staff to contribute to the delivery of these targets.

At the same time the Department will work with all suppliers, via the Sustainable Procurement Strategy to introduce energy saving & efficiency measures across our estate and operations.

The SD Team will work with Land Securities Trillium and their Service Partners to deliver energy saving and efficiency measures across the estate.

WHAT?	WHEN?	WHO?
Produce an energy management pack to encourage best practise housekeeping in DWP locations – for promotion by SD Team and individual businesses.	31st October 2007	SD Team

Deliver improvements from Re-launched Initiative – Saving Energy (RISE) campaign (to ensure more effective utilities management in all DWP offices).	Ongoing	All and Land Securities Trillium
Identify new 'spend-to-save' initiatives.	Ongoing	SD Team and Land Securities Trillium
Use improved Automatic Meter Reading Reports to provide accurate and timely information to managers and staff so that opportunities to further reduce energy and water consumption can be identified.	Ongoing	SD Team
Consider potential for on site renewable energy sources.	31st January 2008	SD Team
Run an awareness campaign for staff to encourage them to reduce energy use.	30th June 2008	Jobcentre Plus
Run an awareness campaign to reduce energy use.	31st March 2008	Child Support Agency
Promote energy efficiency via awareness campaigns, for example – encouraging staff to turn off unused computers and lights.	30th June 2008 & quarterly	Shared Services
Run an energy saving campaign across all sites.	30th June 2008	Disability & Carers Service.
Evaluate the potential for saving energy by adjusting the default settings of photocopiers.	30th June 2008	SD Team, Goods and Services category Team and NRG

Priority Area: Climate Change and Energy – Carbon Emissions from Road vehicles (targets for Sustainable Operations on the Government Estate)

Business travel has been identified as a priority area for the Department. Our recent review of business mileage revealed that in 2006/07 DWP staff travelled almost 70 million miles by road on official business. It is the scale of the amount of travel undertaken – the majority of it focused on helping to deliver our services to our

customers – that makes this one of our high priority areas. As a starting point we need to reduce the amount of travel we do wherever we can and do that which is necessary better, to reduce its environmental impacts. We aim to reduce the total number of business journeys by 50%, and the total amount of miles travelled by road by 50%.

WHAT?	WHEN?	WHO?
Revised, simplified policy and guidance on business travel, including a journey planning hierarchy, coupled with an awareness campaign to be developed.	31st March 2008	Business Travel Team
Publish a decision tree on the intranet to encourage staff to use the most sustainable mode of transport when travelling.	31st March 2008	Business Travel Team
Launch a corporate communication campaign encouraging staff to reduce their "travel consumption".	30th November 2007	Business Travel Team
Line managers to approve car based business mileage where it exceeds a limit of 1,000 miles per annum.	30th June 2008	Business Travel Team
Managers to be made aware of and encouraged to use the management information (provided by improved data requirements incorporated into contracts) for business travel to monitor and reduce travel.	30th September 2008	Business Travel Team
Video-conference facilities for meetings to be improved, extended and promoted to reduce the need for travel.	Ongoing	Business Travel Team
Work with car hire suppliers to offer diesel cars whenever possible and stop automatic upgrades of vehicle.	30th November 2007	Business Travel Team
Identify air routes which could be converted into rail routes.	30th November 2007	Business Travel Team
Monitor level of emission for rail, air, car hire and agree reduction targets with each business unit.	31st December 2007/ 31st January 2008	Business Travel Team
Conduct an awareness campaign to educate Jobcentre Plus staff on reducing the environmental impacts of their business travel.	30th June 2008	Jobcentre Plus
Run an awareness campaign across Child Support Agency to reduce business travel.	31st March 2008	Child Support Agency
Conduct an awareness campaign to promote the use of Video Conference and Telekits to reduce business travel done by car.	30th June 2008 & quarterly	Shared Services

continued overleaf

Run a “do you need to travel” initiative to promote alternatives to car travel and measure the results.	30th September 2008	Disability & Carers Services
Introduce a Business Travel Plan for Warbreck House and one other site.	30th June 2008	Disability & Carers Service
Launch a campaign to reduce business travel, in particular by car.	31st December 2007	Business Travel Category Team

Priority Area: Climate Change and Energy – Carbon Neutral (targets for Sustainable Operations on the Government Estate)

DWP already offsets its official air travel as part of the Government scheme. Work that is continuing on refining our data collection, and improving our energy use from offices and business travel will

go a long way to meeting this target. Further guidance is required on what should be included in calculations for this target before any further plans can be made.

WHAT?	WHEN?	WHO?
Establish a carbon footprint for the key HR Annual Conference, as a benchmark for future years.	December 2007	HR

Priority Area: Sustainable Consumption and Production – Waste Arisings (targets for Sustainable Operations on the Government Estate)

We have reversed the upward trend in waste arisings, which are considerable given the size of the Department. We will continue

to reduce the volume of the waste that we produce, seeking new initiatives to impact on this target.

WHAT?	WHEN?	WHO?
Continue to deliver an awareness raising campaign (intranet and staff publications) of the need to reduce the production of waste.	31st March 2008	SD Team
Conduct a pilot project to assess the feasibility of printer rationalisation across the Department to reduce the volume of paper and computer consumables used.	31st December 2007	Corporate IT
Review the potential for reducing waste arising from hand drying, on-site catering and on-site vending machines.	31st March 2008	SD Team and Land Securities Trillium

Priority Area: Sustainable Consumption and Production – Recycling (targets for Sustainable Operations on the Government Estate)

The Department recycles a significant proportion of the waste that it produces – the main waste stream has been identified as paper.

However, we need to develop where possible further recycling schemes to harness the enthusiasm of staff.

WHAT?	WHEN?	WHO?
Improve the proportion of Total Paper Recycling across the DWP Estate.	31st March 2008	SD Team and Land Securities Trillium
Introduce a pilot exercise to recycle other waste streams with a view to extending this across the DWP Estate.	31st December 2007	SD Team and Land Securities Trillium
Improve the quality of data for waste recycled across the estate.	30th June 2008	SD Team and Land Securities Trillium
Introduce a process for the recycling of miscellaneous Waste Electrical and Electronic Equipment (WEEE) not covered by the contracts with EDS and BT.	30th June 2008	Corporate IT
Run an awareness campaign to increase recycling.	31st March 2008	Child Support Agency

Priority Area: Natural Resource Protection – Biodiversity (targets for Sustainable Operations on the Government Estate)

Whilst the Department has an extensive estate, this is mainly office based. We have prioritised, in conjunction with our estates partners, those sites where there is some scope to encourage biodiversity and set in place plans to do so.

WHAT?	WHEN?	WHO?
Ensure that our SSSI is maintained in a favourable condition (as defined by Natural England).	31st March 2008	SD Team and Land Securities Trillium
Review the potential for applying the Biodiversity Benchmark to appropriate parts of the DWP Estate.	31st March 2009	SD Team and Land Securities Trillium

Priority Area: Natural Resource Protection – Water Consumption (targets for Sustainable Operations on the Government Estate)

We have significantly reduced our water usage across the estate, and improved the data available on consumption. As the success of existing spend to save initiatives continues, we will identify new projects and continue to encourage staff to use this precious resource wisely.

WHAT?	WHEN?	WHO?
Evaluate and install water saving devices (such as waterless urinals and auto flush toilets) into suitable sites across the estate.	31st March 2009	SD Team and Land Securities Trillium
Use improved reporting (Automatic Meter Reading) to quickly identify and rectify unusual patterns of consumption.	Ongoing	SD Team and Land Securities Trillium

continued overleaf

Implement water saving devices such as spray taps and low volume showers into all new build and refurbishment projects.	31st March 2009	Estates Projects Teams and Land Securities Trillium
Incorporate rainwater collection/grey water recycling schemes into suitable new build and refurbishment projects.	31st March 2009	Estates Project Teams and Land Securities Trillium

Priority Area: Sustainable Communities (UK Strategy for Sustainable Development)

DWP makes a significant contribution to creating and maintaining stable and sustainable communities by promoting work as the best route out of poverty, at the same time as protecting those in greatest need, combating poverty and promoting security and independence in retirement for today's and tomorrow's pensioners; and improving rights and opportunities for disabled people in a fair and inclusive society.

The Department also has a significant contribution as an employer – encouraging and promoting community engagement, sustainable development education, considering the wider impacts on staff and local communities of the decisions that it makes.

Details of our core business initiatives can be found within individual business plans, it is not our intention to repeat them within this Action Plan, although Annex A shows how what DWP does supports sustainable development.

WHAT?	WHEN?	WHO?
Encourage all staff to take an active role in volunteering in the community (mandate), for example by promoting Community 5000 and reporting on progress.	31st March 2008	All
Reflect sustainable development priorities within new European Social Fund customer facing contracts.	31st January 2008	Commercial Policy & Process Team

Sustainable Development Commission Assessment of DWP 2005 SD Action Plan

Annex C



→ **Engage with external stakeholders in the production of the plan building on the wide consultation process carried out by the department.**

Much of this Action Plan has again needed to focus on our internal structures and organisations. It is intended to widen consultation on future SD Action Plans, even though this has not been possible during the development of this plan.

→ **Set out specific proposals aimed at tackling the departments securing the future commitment to empower JCP managers to tailor targeted policies for particular disadvantaged groups or areas and clearly set out how the targeting will help to overcome disadvantage.**

This has been addressed within the body of this Action Plan, although full details of

specific actions (found within each Agency Business Plan) have not been duplicated.

→ **Ensure all targets are SMART and include milestones for delivery**

Our Strategy document includes SMART targets and actions that we will be taking. Inclusion of specific milestones has not been included, as we believe this would make the document too large, and difficult to keep up to dates.

We will publish an update on our targets, tasks and actions in our annual sustainable development report and six months after its publication.

→ **Clearly set out how DWP will contribute to the four priority areas of Securing the Future, setting out future commitments with corresponding actions.**

This has been done in Annex B.

→ **Be clear which priority SDiG areas the department is seeking to improve.**

Our priorities are set out within this Action Plan.

→ **Include specific actions aimed at improving the department's data collection and management.**

Specific actions are set out within this plan.

Feedback and contacts

This report is also available on the Internet. If you require this report in an alternative format, please contact the Sustainable Development Team to discuss your needs.

We would be pleased to receive your comments about this annual report. If you have any further questions about sustainable development in DWP, please contact:

Richard Fountain
Head of Sustainable Development
H Wing
Government Buildings
Otley Road
Lawnswood
Leeds LS16 5PU

Telephone: 0113 2309711
richard.fountain@dwp.gsi.gov.uk

Printed on paper sourced from post
consumer waste.

Published by the Department
for Work and Pensions
31st October 2007
www.dwp.gov.uk

DWP response signed by:

SD Reporting Officer: Richard Fountain, 31-10-2007

SD Responsible Officer: Lord Hunt of Kings Heath, SD Minister, 31-10-2007

SDC review and commentary:

Commentary by: Anne-Marie Shields, Watchdog Team

Peer reviewed by: Rachel Hurle, Watchdog Team

Authorised by: Tess Gill, SDC Commissioner

Sign-off date: 27-06-2008