

Annual Report 2006

Sustainable Development in Government



Sustainable
Development Commission

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**Fifth Annual Report
2006**



Sustainable
Development Commission

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Abbreviations

BAP	Biodiversity Action Plan	GQCHP	Good Quality Combined Heat and Power
BARS	Biodiversity Action Reporting System	HMCS	Her Majesty's Court Service
BRE	Building Research Establishment	HMPS	Her Majesty's Prison Service
BREEAM	Building Research Establishment Environmental Assessment Method	HMRC	Her Majesty's Revenue and Customs
CDM	Clean Development Mechanism	HMT	Her Majesty's Treasury
CHP	Combined Heat and Power	HO	Home Office
CO	Cabinet Office	iiP	Investors in People
CO ₂	Carbon Dioxide	Jl	Joint Implementation
CPD	Central Procurement Division	LOD	The Law Officers' Department
CPS	Crown Prosecution Service	LPG	Liquified Petroleum Gas
CR	Corporate Responsibility	MID	Management Information Systems
DCA	Department for Constitutional Affairs	MOD	Ministry of Defence
DCLG	Department for Communities and Local Government	N/A	Not Applicable
DCMS	Department for Culture, Media and Sport	NGO	Non Governmental Organisation
Defra	Department for Environment, Food and Rural Affairs	NHS	National Health Service
DERA	Defence Evaluation and Research Agency	NK	Not Known
DfES	Department for Education and Skills	ODPM	Office of the Deputy Prime Minister
DFID	Department for International Development	OGC	Office of Government Commerce
DfT	Department for Transport	ONS	Office for National Statistics
DH	Department of Health	PASA	NHS Purchasing and Supply Agency
DREAM	Defence Related Environmental Assessment Methodology	PFI	Private Finance Initiative
DSTL	Defence Science and Technology Laboratory	PPP	Public Private Partnership
DTI	Department of Trade and Industry	PSA	Public Service Agreement
DWP	Department for Work and Pensions	PSTPI	Public Sector Travel Procurement Initiative
ECGD	Export Credits Guarantee Department	SA	Supplier Associations
EMS	Environmental Management System	SD	Sustainable Development
FC	Forestry Commission	SDC	Sustainable Development Commission
FCO	Foreign and Commonwealth Office	SDiG	Sustainable Development in Government
FSA	Food Standards Agency	SOB	Sustainable Operations Board
FTE	Full Time Equivalent	SOBWG	Sustainable Operations Board Working Group
GCDA	Government Car and Despatch Agency	SOGE	Sustainable Operations on the Government Estate
		SPTF	Sustainable Procurement Task Force
		SSSI	Site of Special Scientific Interest.

1 Executive summary

Government has made it clear that it wants the public sector to be a leading exponent of sustainable development (SD)¹. Thus the whole of the public sector should excel in promoting and delivering sustainable development in all its policies as well as the running of its operations.

The 2006 *Sustainable Development in Government Report* (SDiG) assesses the performance of central Government operations for 2005-2006 against the targets of the *Framework for Sustainable Development on*

the Government Estate (hereafter referred to as “the Framework”).

The report is the fifth annual SDiG assessment and is produced by the Sustainable Development Commission (SDC) – Government’s independent advisory body and watchdog for sustainable development. The report is intended to be impartial, open, honest and constructive, and is based on the findings of the consultancy firm Entec UK Limited, as reported and clarified by Departments. The SDC hopes it will inspire further improvements across Government.

1.1 Headline findings

- **Departments have only partially met the Government’s sustainable operations targets for its own estate**
- **Government is not on track to meet the target to reduce carbon emissions from energy use by 2010**
- **Departments, on average, generated more waste in 2005/06 when compared to previous years**
- **Most departments are using energy less efficiently compared to previous years**
- **Only 18% of the total sites within the Government estate have implemented Environmental Management Systems (1823 sites) and**
- **The varying levels of data quality presented a major challenge in creating an accurate assessment.**

Some positive news

The 2006 report includes evidence that:

- Government is buying 3% more of its energy from renewable energy suppliers compared to last year
- The overall recycling rate has risen by 8% since 2004/05
- There has been a significant drop in emissions of carbon dioxide (CO₂) from road transport activities since 2002/03 as reported by departments and
- Most departments are incorporating sustainable design features into new builds and major refurbishment projects.

1.2 Headline commentary

Given that Government wants the public sector to be a leading exponent of sustainable development and this is the fifth such assessment of Government operations, overall performance is hugely disappointing. The SDC understands it can take time for improvements in operational practices to show results, and that significant progress has been made in some areas. However, overall performance is simply not good enough and the sentiment behind SDC's 2005 report *Leading by example? Not exactly* still applies. Indeed, Government hardly seems to be following the example of others.

No department can make a reasonable claim to have met the requirements of all the targets assessed. And the majority of departments need to raise their game significantly to cope with the challenges of the new targets for *Sustainable Operations on the Government Estate (SOGE)*, launched in June 2006. In particular, much more progress is needed on EMS coverage and waste management.

As for energy and carbon emissions, a drastic change in approach is essential for Government to have any hope of meeting its targets. And all this against a background of endless Government messages indicating strong support for climate change initiatives. Unless Government can quickly take charge of its own operations, it risks breeding deep cynicism amongst the general public and will lag behind the private sector.

In considering what now needs to be done, the SDC concludes that current measures are not sufficiently powerful 'organising principles', and that key aspects of the Government's approach need strengthening to better align working practices with sustainable development aims and objectives. The SDC is therefore recommending specific measures for engendering a greater sense of urgency and better control of the sustainable development agenda.

1.3 Key recommendations

The main body of the report contains recommendations by theme. In addition to these, the SDC has devised a number of high level recommendations which can be found in full at the back of the commentary on page 11.

The new framework cannot afford further failure and the following recommendations to Government are seen as key to improving the situation:

- Embed measures of performance within the objectives of all Permanent Secretaries and senior officials
- Introduce a carbon allocation and trading system to drive departmental operations to deliver on energy targets
- Focus on the big impact areas – the departments and areas with the biggest sustainable development impacts are identified in Table 2.7 on page 11. SDC would welcome feedback on how Government plans to prioritise these for improvement
- Extend the Framework's scope to all Government operations, not just those on the Government estate. This should include outsourced operations and all publicly funded bodies
- Provide departments and agencies with stronger support. For example: a better resourced and co-ordinated SD Forum; a single, comprehensive and up-to-date Government SD operations website; hands-on support with operational action planning and
- Provide closer scrutiny of Management Information Systems and verify departmental data externally.

1 HM Government, *Securing the Future – delivering UK sustainable development strategy*, March 2005. Page 156.

2 Commentary

2.1 Background

2.1.1 Framework coverage

The Framework covers nine themes:

- Part A **Overarching Commitments**
- Part B **Travel**
- Part C **Water**
- Part D **Waste**
- Part E **Energy**
- Part F **Procurement**
- Part G **Estate Management**
- Part H **Biodiversity**
- Part I **Social**

Each theme includes a suite of targets and appropriate guidance. Full targets are listed in Appendix B and are referenced at appropriate points throughout the report.

The assessment covers 19 departments and their executive agencies. This year 85% of eligible agencies were included in the analysis, which is an improvement on last year when only 64% were covered. Two non-Ministerial departments – the Forestry Commission (FC) and the Food Standards Agency (FSA) – have shadowed the process for the last two years to prepare them for the new targets next year.

Taken as a whole, central Government operations represent an enormous endeavour with significant sustainable development implications. Including executive agencies, the central Government estate comprises over 650,000 employees² working in buildings that occupy over 17,000,000 m² of office/building floor space with over 5,000 km² of land,³ equivalent to some 2% of the UK's landmass. It has over 12,000 contractors working daily, and estimated visitor numbers equivalent to over 50,000 full time employees. Employees, contractors and visitors are almost equivalent to the population of Leeds, the UK's third largest city.⁴

The environmental impacts associated with this estate are considerable:

- Energy use accounts for over 806,000 tonnes of carbon emissions – about 0.5% of the UK total (equivalent to one-and-a-half times Tesco's total emissions⁵)
- 186,400 tonnes of waste (equal to 0.7% of the total UK domestic sector waste arisings)
- 66,700 tonnes of waste recycled (equal to 1.5% of the total UK domestic waste recycled)
- 380 Sites of Special Scientific Interest (SSSIs).

The sheer scale of these operations provides Government with the opportunity to make a huge, positive impact on public expenditure, society and the environment. For example, the Government's purchasing decisions can support local suppliers, thereby minimising transport use and reducing greenhouse gas emissions while supporting the local economy. Its facilities management can ensure energy efficient buildings and optimise the use of natural resources such as water and energy. And as one of the UK's largest employers, it can influence the way people travel to work, their work-life balance and also improve amenities in local communities.

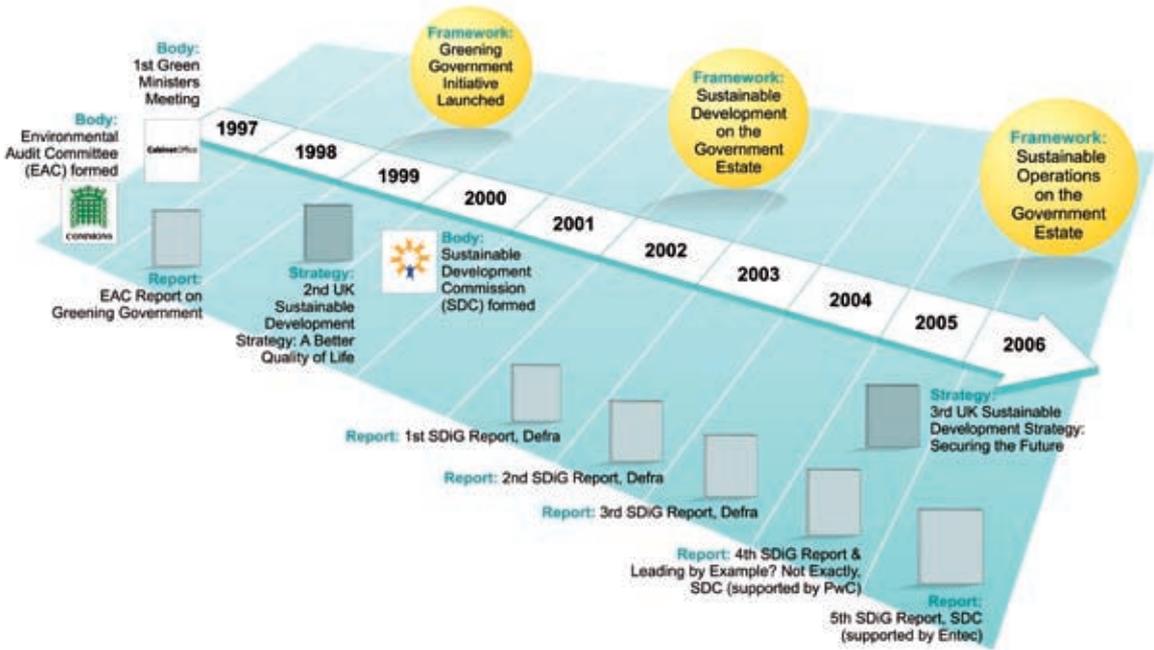
2.1.2 Leading by example

The Prime Minister has indicated that Government will lead by example,⁶ which means following the actions it advocates. The Government is far better placed to ask business to improve its sustainability and report on progress if it can demonstrate that it does so itself. The same applies when it asks people to change their lifestyle for improved health or to help reduce the amount of waste buried in landfill. Indeed, David Miliband, Secretary of State for Environment, Food and Rural Affairs, recently said that "...the household sector will only take the steps that are necessary if it sees Government taking a lead, even with its own emissions..."⁷

Sustainability has been an important element

of the management of the Government estate since the late 1990s. The timeline below shows how the monitoring of sustainable operations has evolved over the past ten years.

Figure 2.1 Timeline showing reporting of sustainable development in Government



The Government’s chosen mechanisms for delivering these performance improvements have been the *Greening Government Initiative*, the *Framework for Sustainable Development in Government* (for which this is the fifth report) and the *Sustainable Operations on the Government Estate* targets. This report reflects the current transitional state of departments.

2.1.2 The role of the Sustainable Development Commission

The Sustainable Development Commission (SDC) is the Government’s independent advisory body and watchdog for sustainable development. The SDC reports to the Prime Minister and the First Ministers for Wales and Scotland. Established in 2000, the SDC is chaired by Jonathon Porritt and comprises 19 Commissioners supported by a 50-strong Secretariat.

The SDC fully supports the principle of the

Framework and its reporting processes as key to helping Government systematically assess the sustainable development impact of its operations. However, the Framework on which this report is based does not provide the full assessment of sustainable development in Government which its name suggests. First, it is limited to the central Government estate rather than all Government operations. Second, the targets focus on environmental impacts, with social and economic performance measures being largely absent (for a full list of targets, please see Appendix B).

The SDC took on responsibility for the annual SDiG report in May 2005, and its aim remains to provide an independent appraisal of Government performance against the Framework. At the start of this year’s exercise, the SDC sought feedback from departments on the previous reporting process and improved the questionnaire and data collection process accordingly. The SDC will continue to improve

the process in line with experience and feedback from departments.

The SDC contracted Entec UK Limited to take charge of data collection and analysis, and to present their comprehensive findings. Data for energy use was provided by the Building Research Establishment (BRE) to avoid duplication with their long-standing survey across the Government estate. The SDC report is based on these findings.

2.1.4 Interim reporting year

A commitment was made in the UK Sustainable Development Strategy, *Securing the Future*, to review the Framework to deliver a 'step change' improvement in how the Government manages its land and buildings. This review was led by the Sustainable Operations Board (SOB) which included representatives of key departments at Management Board level. Ministers endorsed the SOB's conclusion that there should be fewer, more outcome focused and more stretching sustainable operations targets.

The Government launched the new targets for *Sustainable Operations on the Government Estate* (SOGE) in June 2006. These will apply to the next reporting year, from April 2006 to March 2007, and subsequent years. The targets include energy, travel, waste, biodiversity and water. The full list of targets and mandated areas can be found in Appendix D.

Ministers agreed with SOB that the 2005/06 questionnaire should provide an interim step to the new Framework. Questions were therefore only asked for outcome focused targets that would still be relevant under the new Framework. As there are no new targets on social impacts or procurement in the SOGE targets, departments were not required to provide data in these areas and they have not been included in the rating calculations. Consequently, only 13 out of the 40 existing targets were reported on this year. For this reason, year-on-year comparisons of ratings may be misleading.

2.1.5 Data limitations

This report provides an objective and independent assessment of performance against Framework targets based on data submitted and clarified by departments. However, there are a number of factors to be considered when determining whether this report represents a comprehensive assessment of the Government estate's sustainable development performance:

- The focus of the questionnaire has been narrowed
- The targets considered differ from the 2004/05 assessment, and therefore year-on-year comparisons of departmental ratings would have inconsistencies
- There are variations within individual departmental responses that limit a consistent interpretation of scope and application of the Framework. For example, an executive agency may have been referenced as being included in the study but then quoted as being omitted for a particular target
- Some targets are themselves open to varied interpretation. For example, target A3 for a mixed estate describes a target to implement EMS across 80% of the estate. It does not state whether this must be 80% of sites/offices or 80% of staff or 80% of owned land
- In some cases departments have provided alternative baseline data where their data collection systems have changed or the scope of the data has changed. There are also cases where departments have provided a description of how baselines may no longer be accurate, due to changes in their estates. However, no further normalising of data has been applied.

It has been recognised that the Government estate is diverse and evolving. This exercise attempts to take a snap shot of this estate and assess performance. The differences in how the targets are interpreted, the complexities of the estate and the variations in data quality mean that comparison of one department against another can only be indicative.

Please note that data have been reported to the number of decimal places felt appropriate for that data set. Discrepancies between reported data and reported percentages will occur, as raw data rather than 'rounded' data have been used wherever possible.

2.2 Performance

2.2.1 Understanding performance and the rating system

Five methods for reporting on Government performance have been used:

- A 'league table' with ratings for each department
- A table identifying the targets met and progress made on those not met
- A traffic light assessment of cross-Government progress against the Framework targets (Government travel, Government waste etc.)
- A comparison of total actual outputs with last year
- Identification of departments with the most significant SD impacts and the biggest scope for improvement.

To create a more realistic interpretation of Government performance, the SDC has avoided a simplistic black and white appraisal based purely on whether or not a target has been met. At the SDC's request, Entec devised a rating system that not only reflects 'targets met' but also captures progress towards targets not met

– including future energy targets⁸ – and bonus points for excellent performance. The rating system produces an overall assessment for each department alongside some contextual information. The ratings should not be seen as a precise, scientific measure of overall performance, but rather as a tool for recognising effort on the ground, and which helps Government target sustainable development improvement with greater precision. Departments should therefore exercise caution when comparing their performance with each other and with last year's ratings.

2.2.2 Performance assessment

Table 2.2 ranks the central departments against each other using the rating system. The rating is based upon the total score for progress made against the targets (excluding the procurement and social themes which did not have targets this year). The table presents data on the scale of the departments' activities and estates using a number of indicators which are described in Table 2.1.

It should be recognised that departments are being assessed against targets that they have agreed with and have had for a number of years. Therefore, in theory, a high score should be expected across all departments and a low rating, reflecting poor performance, should be the exception. However, the results indicate a more mixed and complex picture. There are strong performances from the Department of Trade and Industry (DTI) and the Department of Health (DH), scoring over 80%, and a good performance by the Department for Work and Pensions (DWP).

For the second year running, the bottom five departments include the Cabinet Office (CO),

2 As calculated from Departmental returns.

3 This year's report includes the Forestry Commission, with ownership of over 2,500 km².

4 2001 Census. Available online at www.statistics.gov.uk/census2001/pop2001/Leeds.asp

5 www.cdproject.net

6 HM Government, *Securing the Future*, March 2005. Page 4.

7 Rt. Hon, David Miliband, Secretary of State for Environment, Food and Rural Affairs, on Newsnight, 30th October 2006.

8 SDC views target dates as the absolute latest when targets should be achieved, not the date on which they should be achieved. Capturing progress against future targets on an annual basis should help raise ambition levels.

the Law Officers’ Department (LOD) and the Export Credits Guarantee Department (ECGD). They are joined by the Department for Constitutional Affairs (DCA) and the Department for Culture, Media and Sport (DCMS). However, DH was in the bottom five last year and has

jumped into a very different looking top five this year made up of DTI, DWP, DH, the Department for International Development (DFID) and the Department for Communities and Local Government (DCLG). Only DFID maintains a position in the top five from last year.

Table 2.1 Key for Table 2.2

Icon	Definition
	Less than 25% of target points
	25 – 39% of target points
	40 – 54% of target points
	55 – 69% of target points
	70 – 84% of target points
	85% or more of the target points
<p>‘Target points’ includes a potential to score bonus points for very good performance over and above meeting the target. This effectively offsets lesser performance elsewhere. See Table 2.3 for scoring system.</p>	

£	Expenditure Budget is <£2,500M
££	£2,500M to £5,000M
£££	£5,001M to £10,000M
££££	£10,001M to £20,000M
£££££	>£20,000M
<p>Based on the 2005/06 Department Expenditure Budget from the 2004 Spending Review. Note: Department of Health includes National Health Service (NHS), however this study does not include NHS. Forestry Commission budget is sourced from its annual report. No data for ECGD.</p>	

Icon	Definition (Based on questionnaire returns)
	1 to 5,000 FTEs ⁹
	5,001 to 10,000 FTEs
	10,001 to 50,000 FTEs
	50,001 to 100,000 FTEs
	>100,000 FTEs

	1 to 50,000 m ² office space
	50,001 to 100,000 m ²
	100,001 to 500,000 m ²
	500,001 to 1,000,000 m ²
	>1,000,000 m ²

	1 to 2,500 hectares of estate
	2,501 to 10,000 hectares
	10,001 to 50,000 hectares
	50,001 to 100,000 hectares
	>100,000 hectares

9 FTE= Full time equivalent

Table 2.2 Departmental performance against the rating system (key in Table 2.1)

Rank	Department	Score	Rating	Dept. budget	People	Office	Land
1	DTI	83%	●●●●●	££££	1 person icon	4 computer icons	1 globe icon
2	DH	80%	●●●●●	££££££	1 person icon	2 computer icons	1 globe icon
3	DWP	77%	●●●●●	££££	4 person icons	5 computer icons	1 globe icon
4	DFID	68%	●●●●●	££	1 person icon	1 computer icon	1 globe icon
5	DCLG	67%	●●●●●	££££	2 person icons	3 computer icons	1 globe icon
=6	FCO	63%	●●●●●	£	1 person icon	2 computer icons	1 globe icon
=6	HMRC	63%	●●●●●	££	3 person icons	5 computer icons	1 globe icon
=6	ONS	63%	●●●●●	£	1 person icon	2 computer icons	1 globe icon
9	Defra	58%	●●●●●	££	3 person icons	3 computer icons	1 globe icon
10	HO	46%	●●●●●	£££££	3 person icons	5 computer icons	2 globe icons
=11	DfES	45%	●●●●●	££££££	2 person icons	2 computer icons	1 globe icon
=11	HMT	45%	●●●●●	£	1 person icon	1 computer icon	1 globe icon
13	MOD	42%	●●●●●	££££££	4 person icons	5 computer icons	5 globe icons
14	DfT	38%	●●●●●	£££££	3 person icons	3 computer icons	1 globe icon
15	CO	36%	●●●●●	£	1 person icon	2 computer icons	1 globe icon
16	DCMS	31%	●●●●●	£	1 person icon	1 computer icon	1 globe icon
17	DCA*	29%	●●●●●	££	3 person icons	5 computer icons	1 globe icon
18	LOD	23%	●●●●●	£	2 person icons	3 computer icons	1 globe icon
19	ECGD	5%	●●●●●	?	1 person icon	1 computer icon	1 globe icon
	FSA	60%	●●●●●	£	1 person icon	1 computer icon	1 globe icon
	FC	23%	●●●●●	£	1 person icon	1 computer icon	5 globe icons

* DCA's estate has more than doubled in the last year.

Smaller departments dominate the bottom quartile of the ranking. This may be due to the amount of resource available to respond to the Framework targets, or may result from economies of scale for 'spend to save' programmes or other initiatives. The Foreign and Commonwealth Office (FCO), the Office for National Statistics (ONS), DFID and FSA, all relatively small departments, are the exception to this rule in 2005/06.

Stars

No department achieved a top rating of five in this year's departmental rating. The top three performers – DTI, DH, and DWP – achieved a rating of four out of five, having gained 77% to 83% of points from targets that were assessed.

DTI scored the highest points and only failed to show good progress on one target, namely energy efficiency per m² of office space. However, this is to be expected given that it has concentrated energy-using resources into a smaller area through its '2 roofs' project to rationalise office space.

Stragglers

ECGD and LOD both performed poorly in the assessment and, for the second year, are found at the bottom of the ranking table. For both, there is an evident lack of hard data across their whole estate. However, LOD has provided some useful contextual information. A consistent low ranking is evidence of either poor data or poor sustainable operations performance.

The Department for Transport (DfT), CO, DCMS and DCA all only achieved a rating of one.

2.2.3 Departmental performance by Framework target

Table 2.4 shows an assessment of each target for each department. The colour code key in Table 2.3 demonstrates how the scores were calculated for the rating. Different scores were awarded for 'target achieved', 'good progress' and 'without good progress'. Bonus points were available for 'target exceeded', where additional progress can be shown for selected outcome focused targets.

The Procurement and Social themes have not been included in the rating as there was no direct question allowing a target to be determined as met or not met. A subjective assessment has been undertaken and a score applied. They have been included in Table 2.4 but separated from the other parts of the framework.

Full departmental summaries can be found in Appendix A.

Table 2.3 Scoring system

 Target	'Target exceeded' = 1.5 points	'Target achieved' = 1 point	'Good progress' = 0.5 point	'Without good progress' or not known = 0 points
A3 Office based EMS coverage		100% Site coverage	75% - 99% Site coverage and/or ≥75% Staff coverage	0 - 74% Staff/Site coverage
A3 mixed estate EMS coverage		80% or more Site coverage	60% - 79% Site coverage and/or ≥ 60% Staff coverage	0 - 59% Staff/Site coverage
A5 Public reporting and verification		Confirmed	Not applied due to target deadline of 2003	Not confirmed
B1 Change in transport CO ₂ emissions	-25% or less	-10% to -24.9%	-0.1% to -9.9%	0% or greater
C2 Water consumption per FTE	3m ³ or less	3.1 to 7.7m ³	Not applied to due target deadline of 2004	More than 7.7 m ³
D2 Monitor & measure waste		Yes	Not applied	Incomplete data
D3 Change in waste arisings – reduce year on year	-10% or less	-1.0% to -9.9%	0.0% to -0.9%	Any increase
D4 Increase recycling as proportion of total	25% or more	5.0% to 24.9%	3.0% - 4.9%	Less than 3%
E1 Change in CO ₂ emissions – reduce, taking renewable energy as standard grid rate	-30% or less	-12.5% to 29.9%	-5.0 to -12.4%	Greater than -5%
E2 Energy efficiency improvements: Change in total energy use per m ²	-30% or less	-15% to -29.9%	-5.0% to -14.9%	Greater than -5%
E3 Renewable energy procurement	50% or more	10.0% to 49.9%	5.0% to 9.9%	Less than 5%
E4 Electricity sourced from Good Quality CHP – N/A where 100% renewable	50% or more	15.0% to 49.9%	5.0% to 14.9%	Less than 5%
G1A Addressing sustainability in new builds and major refurbishment		100%	80% - 99%	Less than 80%
H4 Good or improving SSSI conditions		68%	50% - 67%	Less than 50%

Theme based assessment – not included in rating due to no direct question in questionnaire				
Theme				
F Procurement		Processes being applied, strategy, training, workshops, working with suppliers.	Purchasing based procedures.	No clear formal approach or action in the future
I Social		Programmes and strategies... varied outcomes	Single example of outcome e.g. volunteering. Draft plans in place.	Unclear response or with very narrow consideration.

Table 2.4 Departmental performance matrix for each framework target (colour codes explained in Table 2.3)

	Overarching Commitments		Travel	Water	Waste			Energy				Estates Management	Biodiversity	Overall	Procurement	Social
	A3 Environmental Management Systems	A5 Report & Verify			B1 CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Carbon emissions	E2 Energy Efficiency					
CO	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	5/5	Target met	Target met
DCA	Target met	Target met	Some progress	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	5/5	Target met	Some progress
DCLG	Some progress	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	5/5	Target met	Some progress
DCMS	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Some progress	Target met	Target met	Target met	Target met	5/5	Target met	Some progress
Defra	Some progress	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Some progress	Target met	Target met	Target met	5/5	Target met	Some progress
DfES	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Some progress	Target met	Some progress	Target met	Target met	Target met	5/5	Target met	Some progress
DFID	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	5/5	Target met	Some progress
DfT	Some progress	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Some progress	Some progress	Target met	Target met	5/5	Target met	Some progress
DH	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	5/5	Target met	Some progress
DTI	Some progress	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Some progress	Target met	Target met	Target met	5/5	Target met	Target met
DWP	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Some progress	Some progress	Target met	Target met	Target met	5/5	Target met	Target met
ECGD	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Some progress	Target met	Target met	Target met	Target met	5/5	Target met	Target met
FCO	Some progress	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	5/5	Target met	Target met
HMRC	Target met	Target met	Target met	Target met	Target met	Target met	Some progress	Target met	Target met	Target met	Target met	Target met	Target met	5/5	Target met	Some progress
HMT	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	5/5	Target met	Target met
HO	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	5/5	Target met	Some progress
LOD	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Some progress	Some progress	Target met	Target met	Target met	5/5	Target met	Some progress
MOD	Some progress	Target met	Target met	Target met	Target met	Target met	Target met	Some progress	Target met	Some progress	Target met	Target met	Target met	5/5	Target met	Target met
ONS	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Some progress	Target met	Target met	Target met	Target met	5/5	Target met	Target met
FSA	Some progress	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	5/5	Target met	Target met
FC	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	Target met	5/5	Target met	Target met

Blue	Poor performance or a poor response
Yellow	Some progress - however more work to do
Red	Target met
Grey	Not applicable

Performance highlights

This assessment reports good performance for Government departments across the Estate Management and Biodiversity themes.

Mechanisms have been implemented and applied to consider sustainability features throughout the design and construction of new build facilities and for major refurbishments. Where opportunities are taken, this should support long term goals for an effective and sustainable Government estate.

Departments whose estates include designated Sites of Special Scientific Interest (SSSIs) report that they are being well managed. Over 80% are in a 'favourable' or 'unfavourable recovering' status.

Reported CO₂ emissions from road transport across Government have shown the required 10% drop from the 2002/03 baseline. This follows a significant drop in CO₂ from Her Majesty's Revenue and Customs (HMRC) and DWP. However, with eight departments unable to provide either emissions data for this or the baseline year, ongoing monitoring is required to confirm good Government wide performance.

Departments have also shown good progress towards meeting the target to source at least 10% of their electricity from renewable sources by March 2008. 16 departments have already met this target in 2006, and a further four already source at least 6% of their electricity from renewable sources.

Performance concerns

With the exception of the energy targets where the target dates have not yet passed, all targets should have been met by all departments. This is not the case, with no department meeting all targets where the deadlines have passed.

It is also clear that the quality of data varies considerably from one department to another. The quality can be affected by the limited or varying scope of the departmental response, mathematical errors, missing baselines and different interpretation of targets.

Carbon emissions and their contribution to

climate change are currently very high profile. Government has reduced emissions by 0.5% from the baseline year. It will be a considerable challenge to meet the 2010/11 target of a 12.5% reduction from a 1999/00 baseline, which will require additional savings of 97,000 tonnes of carbon across Government.

The new target for carbon dioxide emissions from road transport is based on a 2005/06 baseline. This causes concern as five departments have not provided the appropriate data for 2005/06 and therefore may not have a baseline to work from.

All departments should have an Environmental Management System (EMS) that covers most of their estate, to provide the mechanism for delivering both the Framework targets and the future SOGE targets. There are significant gaps in EMS coverage and this may slow the progress towards targets where an EMS would help to improve communication, raise awareness or highlight opportunities for improvement.

2.2.4 Overall Government performance

Overall performance of Government is discussed in this section. Performance is then summarised, with commentary highlighting where efforts might be focused in the future. Areas of recognised performance and concern are also presented.

Year on year changes

Table 2.5 below provides a year on year comparison to provide an alternative view on Government performance. The table only uses data from those departments that have reported in both 2004/05 and 2005/06. It excludes departments that have not reported, or have only reported for one of the two years. Therefore, this must be looked on as a crude comparison. Data values may be different elsewhere in the report where other departments have been included, or where comparisons are being made with the target baseline year and not 2004/05.

Table 2.5 Selected year on year comparisons, using data from departments that have reported fully in both years.

Target	2004/05	2005/06
CO ₂ emissions from transport	122,961 tonnes	78,358 tonnes
Water use ¹⁰	2,677,151 m ³	2,552,156 m ³
Waste arising	164,790 tonnes	186,380 tonnes
Recycling	44,993 tonnes	65,373 tonnes
Carbon emissions from energy	825,500 tonnes	806,500 tonnes
Indication of total CO ₂ emissions	3,148,969 tonnes	3,035,938 tonnes
SSSIs in favourable/recovering status ¹¹	Approximately 152 of 231 (66%)	Approximately 306 of 380 (80.5%)

Government performance by part of the Framework

The following provides a summary of the overall findings by part of the Framework. This assessment considers whether targets have been met and what the outcome of

meeting or not meeting the target has been. It presents other contextual information where appropriate. The definitions for the indicators are shown below in Table 2.6.

Table 2.6 Indicator key

Indicator	Comment
	Most departments have met the target, or Government overall has made very good progress.
	Good progress but more work to do.
	Poor overall performance.

10 Does not include DCA data due to a significant change in its estate. Nor does it include MOD data, which is estimated to be 24 million m³ of water per annum.

11 This is not a direct like-for-like comparison for each year, as the Highways Agency SSSIs are only included in 2004/05 and the Forestry Commission only included in 2005/06.

Part A Overarching commitments

Overall performance	
Criteria	EMS implementation (100% of office based estates and 80% of mixed estates). Report publicly with verified data.
Comment	<p>Approximately 18% of the Government estate (1,823 sites out of 9,970) has an EMS. For the office based estates, 1567 sites out of a potential 3439 sites have an EMS (equivalent to 45.6%). For the mixed estate, coverage is considerably lower, with 256 sites out of 6531 (equivalent to 3.9%). Whilst, progress has been patchy on EMS implementation across the Government estate as a whole, many main offices are now covered. A number of departments have good staff coverage but not the required site or office coverage. The overall reported staff coverage is 66%, although there is a low level of confidence in this figure.</p> <p>The implementation of EMS will support the delivery of the outcome-focused targets of the new Framework and it is therefore very important that a systematic management approach applies across the whole estate.</p> <p>Public reporting takes many forms and it is not always clear how departments go about their reporting. The Environmental Audit Committee report on sustainable development reporting should further promote additional debate and guidance in this regard.</p> <p>Data verification is reported to be widespread. However, the quality of data received for this questionnaire suggests that in some cases this verification is not robust. Additional guidance may be required to ensure consistent and good quality data.</p>
Star	DWP has achieved impressive EMS coverage of 100% of their 1,473 sites.
Straggler	DfES has no EMS implementation at its five key offices.

Part B Travel

Overall performance	
Criteria	CO ₂ emissions from road transport reduced by 10% against 2002/03.
Comment	<p>Since 2002/03, CO₂ emissions from transport are estimated to have decreased from an estimated 91,000 tonnes to approximately 78,000 tonnes (equivalent to a decrease of 14%) from the 13 departments who reported information. This good performance is unfortunately de-valued since eight departments did not report the appropriate information in both years. In the case of five departments, this was because they had been unable to quantify their performance in the baseline year. One department had determined that the target was not applicable, and a further two could not provide data for 2005/06.</p> <p>The incomplete data returns for this target means that there is a level of uncertainty associated with whether the target has been met for the Government estate as a whole, and indicate that for some departments, poor information management remains a concern.</p>
Star	DfES and FCO have both reduced their emissions by over 70% since 2002/03 through reducing the miles undertaken and changing the mix of fuel types.
Straggler	DfT has increased its emissions by approximately 40% since 2002/03. Eight departments have not reported against this target: CO; DCLG; DCMS; DFID; DH; FSA; HMT and LOD.

Part C Water

Overall performance	
Criteria	Water consumption per FTE (full-time equivalent) to be reduced to an average of 7.7m ³ per year.
Comment	<p>It is estimated, from the questionnaire returns, that the total Government estate consumes between 25 million and 30 million m³ of water per annum. However, with MOD data missing and DCA data excluded due to a significant change in their estate, this is reported as just over 25 million m³ within this report. It is uncertain whether this represents an overall increase or decrease when compared to previous years, due to the absence of comprehensive data for 2004/05. However, a like for like sample of the data provided indicates a fall in water consumption.</p> <p>The average consumption figure across the office based estate (of the 17 departments that reported) is equivalent to 10.2m³ per FTE. Eight of these departments have met or exceeded the target, whilst five of the remaining nine still have considerable progress to make.</p>
Star	DH reports the lowest water use per staff member 5.3 m ³ per full time equivalent (FTE) employee. CO shows the greatest reduction in volume of water use per person.
Straggler	DCA's water consumption per person has more than doubled since 2004/05. Despite a significant improvement, CO has the highest consumption per person at 19.0.m ³ /FTE. ECGD, FC, LOD and MOD have not reported against this target.

Part D Waste

Overall performance	
Criteria	Annual 1% reduction in waste arisings and an annual 5% increase in recycling rates.
Comment	<p>It is estimated that the total waste arisings have increased by approximately 13% (a change from 163,847 tonnes to 186,380 tonnes) for the 16 departments that reported data. Although these findings may be due in part to improved data collection, it is a concern that the quantity of waste generated continues to increase significantly.</p> <p>However, the amount of recycled waste as a proportion of this has improved greatly (an estimated 66,700 tonnes in 2005/06 compared to 44,500 tonnes the year before). This is equivalent to a recycling rate across the Government estate of 50%, which is up from the previous year's recycling rate of 42%. There remains approximately 120,000 tonnes of waste that is not being recycled.</p> <p>Nine departments do not have comprehensive datasets. Whilst it is understandable that the larger departments may take longer to change what has been a deep set behavioural and cultural activity, it remains a legal requirement for organisations responsible for waste generation to be able to fully account for their waste, and there is a Government expectation that quantities will be reported.</p> <p>Departments should be able to use their size to realise recycling and waste minimisation opportunities and economies of scale through contract negotiation and spend to save initiatives.</p>
Star	DH and DCLG show a reduction in waste and an increase in the proportion of waste being recycled. DfES has greatly increased its recycling through a publications project. DFID recycles 79% of its waste arisings.
Straggler	HO has greatly increased the quantity of waste reported, in part due to additional prisons being included in its data reporting scope. There is no improvement in recycling rate to any noticeable degree. DCA, DCMS, DfT, ECGD, FC, FSA, HMRC, LOD and MOD do not have comprehensive waste data.

Part E: Energy

Overall performance	
Criteria	Carbon emissions, energy efficiency and energy procurement.
Comment	<p>Overall, the Government estate has improved energy efficiency (energy use per m² of office and building space) by 2% against the baseline. Six departments have made significant progress on efficiency, although 14 departments are now less energy efficient than in 1999/00. Overall carbon emissions since 1999/00 have fallen by 0.5%. However, there remains a great deal to be done to meet the 12.5% reduction by 2010/11.</p> <p>There remains very little self-generated electricity, such as photo-voltaic or micro wind turbines, reported across the central Government estate. This currently accounts for only 0.0004% of the electricity provision.</p> <p>Government departments are procuring much of their electricity from renewable sources. However, departments have not determined to what degree these suppliers retire their Renewable Obligation Certificates and therefore generate additional renewable energy above what is already required by national energy policy.</p>
Star	<p>MOD reports a 25% improvement in energy efficiency since 2003/04.</p> <p>DH, FSA, and HMT have all reported 100% of their electricity has been sourced from renewable tariffs. HMRC has also shown a significant improvement.</p>
Straggler	<p>DFID has seen an increase in energy consumption, although it purchases 95% electricity from renewable tariffs.</p> <p>ECGD and FC have reported a significant worsening of energy efficiency.</p>

Part F: Procurement

Overall performance	
Criteria	Subjective assessment of departmental response.
Comment	<p>All departments should have a Sustainable Procurement Strategy. However, this is not clear within all of the responses. It is understandable that some departments may have been waiting for the Sustainable Procurement Task Force report before reviewing their approach.</p> <p>There are reports of tools being implemented such as guidance and training being provided to procurement professionals and those with purchasing budgets. Departments have also reported outcomes such as new contracts being set up with sustainable development clauses covering deliverables such as paper, timber, IT equipment, food procurement and facilities and project contractors.</p> <p>There are some more innovative and collaborative practices reported such as supplier associations and work groups.</p>
Star	MOD and Defra have reported strong systematic approaches.
Stragglers	Not possible to determine a straggler through this exercise as the question was optional.

Part G: Estates management and construction

Overall performance	
Criteria	Consideration of sustainable development through new build and major refurbishments.
Comment	<p>Sustainable development factors are being assessed and designed into new builds and major refurbishments. These stages offer a great opportunity for long term performance improvement and therefore all departments should seek to design buildings which perform excellently over their full life cycle.</p> <p>Departments are engaging with the BREEAM¹² process or in some cases adapting it to suit a particular type of building whether that is an office, a courtroom or a defence related building.</p>
Stars	DfT and MOD, despite not meeting the target, have demonstrated very good performance. DfT has integrated appropriate sustainability assessments in nine out of ten new builds and all six major refurbishment projects. Important in the achievements of both is the collaborative nature of the contracts being offered that allow shared benefits and risks.
Straggler	No stragglers recognised.

Part H: Biodiversity

Overall performance	
Criteria	Sites of Special Scientific Interest (SSSIs) in a 'favourable' or 'unfavourable recovering' condition.
Comment	<p>SSSIs appear to be well managed across the Government estate. However, more consistency is required within the reporting as departments are currently changing the scope of their submissions year on year. FC and MOD who hold the vast majority of SSSIs are meeting the Framework target. Together they have 369 of the 380 SSSIs reported and therefore undertake the vast majority of conservation activities. HO, through the Prison Service, manage a further seven SSSIs which are all in either a favourable or recovering condition.</p> <p>A number of departments have also responded positively to detail their efforts at non SSSI sites.</p>
Stars	FC, HO and MOD.
Straggler	None recognised, although Highways Agency data omitted this year.

12 Building Research Establishment Environmental Assessment Method

Part I: Social

Overall performance	
Criteria	Subjective assessment of departmental response.
Comment	The overall response was fairly positive, although the questioning was not focused to attain consistent detail. There was a strong response around staff volunteering initiatives and developing departmental strategies. However there are only a few good examples of departments clearly recognising and supporting the benefits of social outreach and engagement. It is evident that certain departments lend themselves to a broader range of social impacts which can either afford volunteers supporting departmental activities and/or staff undertaking volunteering activities.
Star	FC certainly appears to be forward thinking in its approach to social activities and impacts on its estate, working with ethnic minority groups, groups with disabilities, retired or unemployed volunteers and others. FC has been developing volunteer projects now for a number of years.
Stragglers	Not possible to determine a straggler through this exercise as the question was optional.

2.2.5 Summary of overall Government priorities

Table 2.7 considers overall Government performance and identifies where future efforts might be best applied.

Table 2.7 Overall Government performance

Target	Overall	Future focus
Environmental Management Systems	1,823 sites have implemented an EMS with 8,147 sites without coverage.	It is reported that over 3,800 MOD sites do not have EMS coverage. This number should decrease significantly through a combination of current MOD and prime contractor initiatives. HO and DfT also have a significant number of sites that do not have an EMS.
CO₂ emissions from transport	Using data from the departments which have reported both in the baseline year and for 2005/06, Government has reduced CO ₂ emissions from transport by 12,860 tonnes since 2002/03.	HMRC and DWP have made the most significant absolute contribution to this reduction. MOD produces the largest amount of emissions and has not demonstrated a reduction.
Water use	Total water use has increased. However if you exclude DCA, which has inherited a large estate from County Council control, there is a reduction in water use by 125,000 m ³ since last year.	DWP has made a noticeable reduction in water use. MOD is, by far, the largest water user although it has not been included in the assessment of water use reduction. It might therefore have the greatest potential for efficiency saving and leak reduction.
Waste arising	There has been an increase in waste arising by 21,600 tonnes from 2004/05 to 2005/06.	DWP and HMRC have reduced waste arisings by more than 2,000 tonnes each. However this has been more than offset by the increases in reported waste from MOD and HO. While it is recognised there are some problems in comparing year on year data for these two departments, they clearly have an opportunity to improve both data quality and absolute performance.
Recycling	There has been a reported increase in recycling by 22,000 tonnes since 2004/05. Even when considering possible inconsistencies the data shows an increase of over 5,000 tonnes.	MOD, DWP, HMRC, and HO produce the largest amount of material for recycling but also produce the largest amount of waste that is not recycled. Further efforts here could make a significant difference to Government wide performance.
CO₂ emissions from energy	Total emissions have fallen by over 4,000 tonnes between 1999/00 and 2005/06. However, this represents only 0.5% of total emissions. A further 97,000 tonnes is required by 2010 to meet the target.	The greatest reductions are required from MOD, HO, DWP, HMRC and DCA, who together account for over 93% of central Government emissions.
SSSIs	Approximately 80% of Government owned SSSIs have a favourable or recovering condition status.	MOD and the Forestry Commission have 369 of the 380 SSSIs reported in this year's report. It is understood that the Highways Agency also owns or part owns up to 50 SSSIs, although DfT excluded them from the assessment this year.

For most of the outcome-focused targets, there are four or five departments that contribute the majority of the impact or resource use.¹³ These are MOD, DWP, HO, DCA and HMRC. This provides Government with an opportunity to focus efforts to support delivery of the future targets.

¹³ This follows the Pareto principle that 80% of consequences stem from 20% of causes.

2.3 Broader context of SDiG reporting

An appreciation of the broader context of Government operations should enhance understanding of the difficulties faced by departments when they seek to compile accurate data and deliver on sustainable development commitments. The following factors also provide further background to the SDC recommendations.

First, there are enormous differences in the size of departments, as well as their aims, priorities, structures, contractual arrangements and estate. Although inconsistencies in departments' overall approach and standard of returns cannot be entirely explained by the differing nature of their work, smaller departments do seem to have generally performed less well. While this could be due to the economies of scale available to larger departments, a more joined up approach across Government should help prevent this factor from adversely affecting overall performance. 2005/06 has also seen many changes to the Government estate as a result of a number of centrally-driven initiatives, including the Lyons-led public sector relocation away from London and the South East. When this is considered alongside the creation of new agencies, other departmental re-structuring as well as major outsourcing initiatives, 2005/06 represents a period of considerable change (see Appendix F for further details).

All these factors have presented departments and the SDC with numerous challenges in assessing progress against targets. For example, changes in the estate and data collected make it very difficult to measure performance against a baseline year. And variations within individual departmental responses limit a consistent interpretation of the Framework's scope and application.

The SDC questions whether departments are even now fully geared up for delivering sustainable development. Systems, procedures and structures do not always seem aligned with sustainable development aims and objectives. And data gathering and reporting still seems to present departments with huge problems.¹⁴ In most cases data is only collected once a year especially for this exercise and ends up being rushed, increasing the potential for mistakes –

not to mention the pressure on staff to turn the work over quickly. The SDC therefore concludes that departments need stronger support to develop their Management Information Systems (MIS) to the standard required for sustainable development appraisal, and should consider whether they need to re-organise their functions to better align working practices with sustainable development aims and objectives.

Furthermore, given that Government wants the public sector to be a leading exponent of sustainable development, it should, as mentioned earlier in this report, consider whether current measures are sufficiently powerful motivators for achieving its ambitious sustainable development aspirations. This report's findings would suggest not. And although Government could mandate further specific sustainable development initiatives, such as new requirements on smarter working practices and strict limits on aeroplane travel¹⁵, care must be taken to avoid limiting the autonomy and flexibility that departments need to set their own priorities and develop strategies that work best for their circumstances. One way forward would be to explore options for new high-level sustainable development 'organising principles' for departments.

As mentioned in section 2.1.1, SDiG has so far only sought to capture information for the estate of central Government departments and agencies. The performance of Government's non departmental public bodies (NDPBs) and outsourced operations has not been specified in the SDiG report. And the performance of much of the 'wider civil service' (schools, hospitals etc.) and local Government is not included either. Only by systematically assessing the performance of the entire public sector can Government gauge the effectiveness of its sustainable development policies; whether they are being delivered efficiently; and what needs to be done to improve performance in line with ambitious targets.

Finally, the SDC has been most impressed by the passion and efforts of sustainable development practitioners at all levels who have gone to great lengths to promote and implement sustainable development in their organisations. The SDC has also been impressed

with the high level of support, advice and co-operation it received during the design of the questionnaire and the data collation exercise. These efforts made a world of difference to this endeavour, and are a much-needed source of optimism for the future.

This enthusiasm should be built on and supported. For example, while some departments have excelled in some areas, there seems to

be no practical method for learning from each other's experience and disseminating best practice. Information, guidance and instruction for sustainable development practitioners often comes across as irregular and uncoordinated. The SDC is therefore making recommendations for building the support people need to make better progress, and for encouraging more joined-up working.

2.4 Thoughts for the new Framework

The new targets for *Sustainable Operations on the Government Estate* (SOGE) were launched in June 2006, and will apply to the next and subsequent reporting years. The new Framework was intended to have fewer, more outcome focused and more stretching sustainable operational targets. The full list of targets can be found in Appendix D.

Although the SDC advised the Government during the development of the new targets, the final version was proposed by SOB and agreed by Ministers. The SDC strongly supports the target for a 60% reduction in carbon emissions by 2050, with a carbon neutral estate by 2012. The long term waste and recycling targets are also stretching.

However, the travel target is significantly weaker than expected with no target beyond 2010 and the exclusion of carbon emissions from taxis, planes, trains and 'operational travel'.¹⁶ The Government also failed to set a benchmark for water consumption per person and instead set an overall percentage reduction target, thus setting an uneven playing field with some departments aiming for 4m³ per person and others for 20m³. Furthermore, no biodiversity targets have been set for departments without SSSIs and there is very little in the Framework on the social impacts on the Government estate.

Further areas of concern

The new Framework has been designed to prioritise action in certain areas using high level, outcome focused targets so that departments have flexibility in how these are achieved.

However, most departments do not have the resources to explore options for meeting the targets. In fact, many do not yet have comprehensive data collection systems and are unable to monitor performance accurately. Therefore, the SDC recommends that more guidance is provided, that quick wins are identified and best practice is shared across Government.

The current Framework applies to all central Government departments and their executive agencies. While this has been the case since the Framework was launched in 2002, coverage of departments and agencies is still patchy. The SDC would like Government to list all the departments, non-Ministerial departments and agencies that are required to participate in the new Framework.

The new Framework has been extended to cover non-departmental public bodies (NDPBs) on a case-by-case basis. There are over 800 NDPBs sponsored by the UK Government. Although the SDC strongly supports the extension of the Framework, it has concerns about the ability of NDPBs to submit accurate and complete datasets without well-resourced teams in the sponsor department to provide guidance and to collate the data.

Furthermore, many Government departments are outsourcing operations, such as facilities management, IT services and catering services, in order to achieve efficiency savings. This often means that the sustainability impacts of such operations are displaced from the department to the contractor and are no longer monitored through the Framework. The SDC has proposed to measure the impact of outsourced operations.

Another area of concern is baselines. The majority of the new targets will measure performance against a baseline year rather than benchmarks. This can be problematic if there have been significant changes in the estate, the nature of a department's work or data collected since the baseline year. It is difficult to assess performance against targets or analyse trends

over time if baseline data is poor or is no longer comparable with the current responsibilities or size of the department. The SDC is currently exploring options to address this issue in its reports, including providing more analysis of cross-Government trends and how Government as a whole is performing.

2.5 High level recommendations

In addition to suggestions for improvement featured under each theme, the SDC has identified a number of high level organising principles and central Government initiatives needed to support and drive change across Government. In devising these recommendations, the SDC has drawn on Entec's findings, anecdotal evidence and informal feedback from sustainable development

practitioners, as well as its own experience of working with departments. It has also taken account of the House of Commons Environmental Audit Committee recommendations on best reporting practice. SDC's intention is to raise expectations, challenge assumptions, and encourage people at all levels to take personal responsibility for their department's sustainable development performance.

Senior level responsibility

The patchy performance against targets signals that insufficient weight is attached to good or poor delivery within the overall performance management framework for senior officials. Specific performance objectives and incentives relating to sustainable operations targets should feature in Permanent Secretaries' performance objectives.

Departmental carbon management should include the development of carbon footprints for each division, unit and individual to help improve understanding of carbon emissions and develop a greater sense of personal responsibility. This could be developed into a more comprehensive eco footprint for each level of administration down to the individual.

Carbon management

The SDC recommends that further sustainable development 'organising principles' be introduced to align working practices with sustainable development aims and objectives.

One option would be a carbon allocation trading system for departmental operations, with allocations progressively reduced in line with target expectations. Such a system already features in the Energy Performance Commitment proposals being considered by Government,¹⁷ and this would be a key opportunity for Government to lead by example.

Focus on big impacts

Government should target its efforts and resources on the areas with the biggest potential sustainable development impacts, providing commensurate advice and close ongoing monitoring and support – particularly on developing MIS and action-planning. Based on this report's findings, the SDC has provided a list of priority areas and departments in Table 2.7. SDC would welcome feedback on how Government will now prioritise these for improvement.

Broaden the scope

SDC fully supports the extension of the Framework to cover NDPBs in addition to central Government and agencies. However, sponsor departments need to consider what support their NDPBs require to meet their new obligations. The SDC also believes that Government should now consider how best to extend the scope further to include the operations of all publicly funded bodies – including local government and the wider civil service – for example schools and hospitals. This would present a more holistic picture of Government activities, patterns and trends for scrutiny and improvement.

Beyond the Government Estate. Starting from SOGE 2007, the sustainability of all key central Government operations should be scrutinised, not just those relating to the ‘Government Estate’.¹⁸ Framework targets should be updated accordingly. Scrutiny should therefore cover all main outsourced operations, including Private Finance Initiatives, administrative and other support functions. This would include (but is not limited to) externally sited helplines, IT operations and all major contracted out services (see section on Procurement below). Failing to do so would leave Government open to the understandable criticism that outsourcing merely shifts sustainable development impacts away from its estate.

Beyond the environment. The SDiG Framework has always been weak on the social impacts of the Government estate. The SOGE targets have not addressed this. The SDC recommends that Government identifies its social priorities and opens discussions with the SDC and SOB to devise targets in time for an update to SOGE in 2008/09.

Getting organised

Review organisation of key sustainable development operations. Departmental sustainable development operations are often managed by different functions with conflicting priorities. In many cases the cause of sustainable development would be better served if these

functions were reviewed and re-organised to align activities with sustainable development priorities.

Harness resources and avoid duplication.

All stakeholders with overlapping data-collection and reporting responsibilities should co-operate to reduce duplication of effort and make better use of Government resources.

Scope for better cooperation should be explored with the Office of Government Commerce (OGC) (regarding use of their e-PIMS database of civil estate properties, holdings and occupations), BRE, the NAO and others.

Align sustainable development reporting arrangements.

Government must look at governance arrangements afresh to ensure they fully support effective and efficient sustainable development reporting. Government should mandate departments to provide progress reports on their Sustainable Development Action Plans in line with SDiG and the corporate reporting cycle (April to March).

Management Information Systems (MIS) and closer monitoring.

Entec reported that data quality from departments had been a key challenge in undertaking a meaningful assessment. Data submitted to the SDC for scrutiny, as well as data-collection processes, should be audited and independently verified by an organisation with recognised sustainable development reporting expertise. A verification statement should be produced and signed off by the department’s Secretary of State.¹⁹ Only then should departments report publicly.

It would seem that current MISs are not yet up to the job of providing the quality of data information that would truly inspire confidence. Departments’ Sustainable Development Action Plans should include robust strategies for improving their MIS and prioritise areas for improvement.

SDC recommends closer, ongoing monitoring of performance to enable departments to identify and nip emerging problems in the bud. From next year SDC will carry out its own spot-checks on departmental MIS and will ask to see and discuss related documentation and IT processes with relevant personnel.

More support

Better Centralised Support for Departments.

Government should:

- Brigade the various Government SD help groups into a fully supported and better co-ordinated SD forum
- Provide co-ordinated information and advice, including a single sustainable operations website featuring guidance on MIS, best practice and benchmark studies to inspire improvement
- Provide hands-on help with operational action planning and
- Co-ordinate awareness campaigns and provide departments with 'off-the-peg' publicity material.

Procurement

Procurement – Adopt Best Practice. SDC fully supports the initiative to embed sustainable development principles in Government procurement and contract management, and make departments fully accountable for

their procurement decisions. Indeed, SDC is developing a programme for assessing procurement outputs starting from the 2007 SOGE Report.

As a minimum, the SDC would expect:

- Strong Government support and crystal-clear guidelines for embedding SD in Government procurement and contract management
- A systematic method for sustainably-proofing all major Government contracts and for ensuring that service providers have a robust SD policy and embrace sustainability in their own operations
- All outsourced activities to be subject to the same targets and scrutiny arrangements as those on the Government estate, and
- Proactive contract management to ensure sustainability principles are adhered to and developed throughout delivery.

14 For example, DfT recently informed the SDC that they have discovered a number of potential errors and omissions in the data submitted, in particular with regard to vehicle mileage and energy use. This calls into question the overall emissions figures supplied by the department.

15 Aeroplane travel is not covered by the Framework in this report.

16 Government has made a distinction between 'administrative' and 'operational' travel: DfT state, "Administrative operations means all normal, day to day activity but can exclude clear operational mileage. In cases of doubt, the default position is to include mileage into the administrative operations total. It is for Departments to decide, and justify, any exception".

17 www.defra.gov.uk/environment/climatechange/trading/epc/index.htm

18 As recommended by the House of Commons Environmental Audit Committee, 28 June 2006, Recommendation 3.

19 As recommended by the House of Commons Environmental Audit Committee, 28 June 2006, Recommendation 1.

A woman is shown in profile from the chest up, aiming a red bow. She is wearing a brown leather arm guard on her left arm and a red arrow is visible in the bow. The background is a vast green field under a clear blue sky. In the distance, a target is visible on the horizon. The text "Overarching Commitments" is overlaid on the image.

Overarching Commitments

3 Part A Overarching Commitments

3.1 Introduction

There is great diversity in the use and function of central Government sites. Most departments have described themselves as 'mainly office based' with the exceptions being MOD (military

estate), DCA (courts), HO (prisons), DCMS (Royal Parks), Defra (laboratories) and FCO (mixed-use site).

3.2 Target A3: Environmental Management Systems



Target A3

There are two sets of time-scales set depending on the type of estate:

- 1 For mainly office-based estates:
 - a. All main offices (more than 50 staff) – EMS required by 31st March 2004
 - b. All other offices/sites (including mixed and non-office sites) by 31st March 2006.
- 2 For mixed and non-office estates:
 - a. 40% estate should be covered by 31st March 2004
 - b. 80% estate should be covered by 31st March 2006.

3.2.1 Progress to A3

The implementation of EMS is important to the wider delivery and management of sustainable development targets. Such a system should deliver the systematic approach to managing, reporting, checking and reviewing the process of meeting the Framework targets and the future SOGE targets. The A3 targets are slightly different depending on whether a department has determined its estate as mainly office based or mixed.

Table 3.1 and Table 3.2 describe the estate's progress towards achieving the A3 target in 2005/06. The focus is on the second element of the target for EMS delivery by 31st March 2006, and not the 2004 targets which are considered as having expired.

EMS coverage across the estate is determined by the percentage of offices / sites covered.

Only five departments have met this target. These are DCMS, DFID, DWP, HMT and ONS. Defra, FCO and MOD achieved over 80% staff coverage across their mixed estates but did not meet the 80% site coverage.

FC and DfES reported no sites or offices that benefit from an implemented EMS.

The tables also report over 1800 EMSs in place, and this is a considerable positive step that reflects a great deal of effort and resource.

However, it is clear that there is a considerable gap in EMS implementation across the Government estate. The overall coverage of 18.3% of the estate offices/sites is poor when judged against the target.

There is currently no recognisable link between those departments which have implemented an EMS, and good sustainable development performance. This may be because

departments have viewed the implementation of EMS as the required outcome rather than as a mechanism to deliver the environmental performance, the actual desired outcome. It may also reflect the partial coverage of the majority of the departmental EMSs and that they can only provide performance improvement for the sites that they cover.

The 1,823 EMSs should be delivering robust management information to support future reporting. However, the link between the presence of an EMS and the availability of departmental wide performance information remains unproven. This again may reflect the partial coverage of the departmental EMS.

Table 3.1 Performance against target A3 to implement EMS for mainly office-based estates

Department	Total number of sites/offices	Number of sites/offices with EMS	% EMS coverage achieved by site/offices	Reported % of total staff covered by EMS	A3 target met?	Rating
CO	16	10	62.5%	75	N	Yellow
DCLG	20	19	95.0%	84	N	Yellow
DfES	5	0	0.0%	0	N	Blue
DFID	2	2	100.0%	100	Y	Red
DfT	1082	26	2.4%	76	N	Yellow
DH	30	7	23.3%	70	N	Blue
DTI	21	17	81.0%	83	N	Yellow
DWP	1473	1473	100.0%	100	Y	Red
ECGD	2	1	50.0%	NK	N	Blue
FSA	7	2	28.6%	100	N	Yellow
HMRC	678	1	0.1%	17	N	Blue
HMT	1	1	100.0%	100	Y	Red
LOD	96	2	2.1%	2	N	Blue
ONS	6	6	100.0%	100	Y	Red
Total Offices	3439	1567	45.6%		4/14	

Table 3.2 Performance against target A3 to implement EMS for mixed and non-office estates

Department	Total number of sites	Number of sites with EMS	% EMS coverage achieved by site	Reported % of total staff covered by EMS	A3 target met?	Rating
DCA ²⁰	866	5	0.6%	4	N	Blue
DCMS	15	13	86.7%	100	Y	Red
Defra ²¹	82	36	43.9%	82	N	Yellow
FC	53	0	0.0%	0	N	Blue
FCO	6	3	50.0%	91	N	Yellow
HO	1509	36	2.4%	14	N	Blue
MOD	4000	163	4.1%	80	N	Yellow
Total Mixed	6531	256	3.9%		1/7	Grey

It should be noted that each department was asked whether it met the A3 target, which revealed some contradictions possibly due to the relatively complex structure of the A3 target. These inconsistencies often occurred when comparing data with the estate background and Part A Overarching Commitments. For example, departments were asked to report the percentage of office sites with EMS, but the numerical data reported for each type of office did not always correspond to the stated percentage. Upon further clarification, it was evident that some departments had creatively

interpreted the target, so as to reflect the positive work undertaken. For example, in its most reasonable form, by departments judging that 80% staff coverage met the mixed use target and, at its most extreme, where a department has achieved less than 10% of site coverage and had still claimed that it had met the target. While it is understandable to seek to present performance in the best light, it is crucial that departments respond accurately and that targets have clear definitions to avoid unintended misinterpretation.

3.3 Target A5: Public reporting and verification



Target A5

By April 2003, all departments should have had arrangements in place to report publicly on their sustainable development impacts and to verify their performance data.

3.3.1 Progress to A5

The SDiG Report does not constitute as public reporting on sustainable development impacts for the departments. As such, reporting should be undertaken on at least an annual basis either as a formal sustainability or environmental

report, or as a detailed section in a broader annual report that discusses sustainable operations and the departmental performance against targets. Departmental web-sites have also been reviewed by Entec to support the findings.

Table 3.3 Performance against target A5 for public reporting and verification

Department	Public reporting	Verification or review of data collection	Verification of performance data	Internally or externally	Verification of publicly reported data?	Target met?	Rating
CO	No	Yes	Yes	Internally	Yes	No	
DCA	Yes	Yes	Yes	Internally	Yes	Yes	
DCLG	No	Yes	Yes	Internally	Yes	No	
DCMS	Yes	Yes	Not known	Not known	Not known	No	
Defra	Yes	Yes	Yes	Internally	Yes	Yes	
DfES	No	Yes	Yes	Both	No	No	
DFID	Yes	Yes	Yes	Internally	No	Yes	
DfT	No	Yes	Yes	Internally	Yes	No	
DH	Yes	Yes	Yes	Internally	Yes	Yes	
DTI	Yes	Yes	Yes	Both	Yes	Yes	
DWP	Yes	Yes	Yes	Both	Yes	Yes	
ECGD	No	No	No	N/A	N/A	No	
FC	No	Yes	Yes	Both	Yes	No	
FCO	Yes	Yes	Yes	Both	Yes	Yes	
FSA	No	No	No	N/A	N/A	No	
HMRC	Yes	Yes	Yes	Internally	Yes	Yes	
HMT	No	Yes	Not known	Not known	Not known	No	
HO	Yes	Yes	Yes	Internally	Yes	Yes	
LOD	No	Yes	Yes	Internally	Yes	No	
MOD	Yes	Yes	Yes	Both	Yes	Yes	
ONS	Yes	Yes	Yes	Both	Yes	Yes	

As detailed in Table 3.3, 12 departments reported that they report on sustainability or environmental performance, 19 reviewed the data collection process, 17 stated that

they verify the data and in the case of seven departments, external bodies have been used to verify the data.

3.4 Lessons to be learnt – good practice points

The implementation of an EMS provides a key mechanism to support Government in delivering the sustainable development, and particularly environmental, outcomes that it requires. Therefore, it is important that systematic management tools are in place as

the Government approach shifts in emphasis towards more outcome focused targets. Good practice should now be defined not by simply having an EMS but by using the EMS to deliver environmental performance outcomes effectively. For example, reducing carbon

dioxide emissions, the efficient and effective use of resources, a reduction in waste arisings, effective travel and improved conditions in the natural environment.

The verification and review of data is essential to the process of reporting sustainable performance as recognised by both the Environmental Audit Committee (EAC) and the Government (see the box below). Overall, 17 departments verify their data, which signifies that the importance of the need for verification is recognised. It therefore remains perplexing that despite the degree of rigour introduced into the process of data collection

and reporting by verification, there remains a number of inconsistencies and incompleteness in the datasets submitted in response to the 2005/06 questionnaire. These vary from apparent variations in the estate size noted in a department's submission through to a lack of certain core datasets such as waste, transport or water. In consequence, when seeking to calculate the impact of the Government estate in aggregate for key indicators such as waste, water, or total carbon dioxide emission equivalents, this cannot be quantified with the completeness and confidence necessary.

Environmental Audit Committee Report and Government Response

The Environmental Audit Committee report on Sustainable Development Reporting by Government Departments from June 2006 stated:

"The Framework for Sustainable Development on the Government Estate set a target that departments should have arrangements to verify their sustainability performance data by April 2003. While the latest evidence suggests that departments have largely fulfilled this requirement, we remain concerned that the Framework targets are neither demanding nor specific. We expect Defra and the Treasury to set out what they would expect in terms of validation or verification."

The Government has responded:

To ensure effective monitoring against the new operational targets, launched in June, the Government will identify a set of core data to be collected and reported against. Progress against the new targets will be assessed for the first time in 2007 covering the reporting period April 2006 to March 2007. In addition in line with the previous Framework targets departments should have arrangements in place to verify their data collection systems and performance data.

For subsequent years' reporting, it is essential that the quality of the information be improved. This can be achieved, in part, through further clarity of guidance for the targets and the questions set. However some departments need to demonstrate more diligence to improve the quality of the data provided and how it is presented. It is due process for this questionnaire to be signed off by a 'Senior Accountable Officer'. However despite this, and the reported verification processes, there continue to be clear errors in the submissions. The expectations and outcomes of a verification process should be made clear. This could incorporate a statement of verification by an internal individual or an external body relating

specifically to the questionnaire submission. The SDC notes and welcomes the fact that the MOD engaged external consultants to verify its 2005 Sustainable Development Report. This included a sample data validation process. Similarly, the recent mandate for Secretaries of State to sign off energy data reflects the current way to proceed and would also encourage consideration of a similar sign off for the whole sustainable development data set.

The many EMSs across the Government estate provide an ideal mechanism for the collation and publication of good quality performance data linked to the achievement of specific objectives. However, in providing coverage of only 18.3% of the Government estate, there

is considerable work required to expand their coverage in order that they can provide the comprehensive datasets necessary.

3.5 Recommendations

Key recommendations are:

- EMS tools should be applied at all sites. Even where there is no or little control of services and utilities, there remains a need to support behaviour change, to ensure conformity in those activities that are undertaken, and to deliver good data control
- ISO 14001 should continue to be the model for the EMS implementation
- The quality of performance data needs to improve. Verification provides a process that not only checks that the correct data has been entered into the questionnaire response, but also that sample testing of the life cycle of the data has taken place i.e. from electricity meter to report, and
- In order to improve the quality of the performance data, it is recommended that all departments externally verify their submitted datasets. In undertaking external verification, the expectations and outcomes of a verification process should be made clear. This could incorporate a statement of verification by an internal individual or an external body relating specifically to the questionnaire submission. Consideration should be given to extending the current Secretary of State sign off for energy data, to all other performance data submitted, to meet the requirements of the SOGE in future years.

3.6 New Framework

SOGE – Overarching commitments

There is no specific target; however it is stated that Government will mandate:
All departments to have Environmental Management Systems based, or modelled, upon a recognised system.

While there is no specific target for EMS, Government has committed departments to implement EMS on all sites. This is assumed to mean 100% coverage for the estate.

As described in section 3.4 ‘Lessons to be Learnt’, it is crucial that EMS is used as a tool to deliver the new outcome-focused SOGE targets.

20 Through HMCS, DCA has taken on the Magistrates Courts, giving it a much larger estate.

21 There remains uncertainty regarding the number of Defra sites.

Travel



2020

50

4 Part B Travel

4.1 Target B1: Road transport emissions



Target B1

Reduce road transport vehicle CO₂ emissions by at least 10% by 31st March 2006 (against a baseline year of 2002/03), to be achieved through any combination of three options:

- Reducing total business vehicle mileage
- Improving the average fuel efficiency of vehicles, and
- Reducing total fuel consumed.

4.1.1 Progress to B1

Table 4.1 presents the analysis of the data that were reported in the 2005/06 return.

Progress in meeting the B1 target has been inconsistent across the Government estate with only six departments meeting the target for 2005/06. There are considerable gaps not only in the reporting of data from 2005/06 but also for the baseline, and it is therefore difficult to compare progress across the estate accurately. In addition, the data presented differs according to the types of vehicles included (such as taxis, hire cars, personal vehicles for business use, fleet vehicles etc.), which further complicates comparisons.

Six departments report emissions data that show that they have successfully met the target. These are FCO, DfES, DTI, DWP, HMRC and FC. The significant drop in emissions at FCO, DfES and HMRC are explained by reducing total miles, reducing overall fuel use and using a more carbon efficient fuel mix.

Overall carbon emissions, from transport by departments that have reported for both the baseline year and this year, are shown to have decreased by 11.9% from 2002/03.

Five departments did not provide 2005/06

CO₂ emission data for this target. These targets were introduced in 2002 and it remains a cause for concern that 24% of departments are still unable to quantify their emissions. Given that the 2005/06 CO₂ emission data for road vehicles forms the baseline for the SOGE target which will run through to 2010/11, the inability of some departments to report their data will affect them in future years. This is an area that will require further investigation to establish the barriers to the collection of the travel information, as well as determining whether an alternative baseline year can be established.

It is therefore highly problematic to assess the progress of the Government as a whole in reducing CO₂ emissions if the underlying data (business mileage and fuel consumption) have not been collated or provided, or if the baseline is calculated differently to the 2005/06 data.

Figure 4.1 presents Table 4.1 graphically, with the emissions target (10% reduction of baseline year emission) to show the progress that was required by each department to meet the B1 target. Please note that departments that did not submit emissions data for the baseline year or 2005/06 cannot be represented, since no comparison can be made.

Table 4.1 Target B1: CO₂ emissions from road transport 2005/06 compared to baseline

Department	CO ₂ emissions (tonnes) baseline year 2002/03	CO ₂ emissions (tonnes) 2005/06	% change from baseline to 2005/06	Has target been met in 2005/06?	Rating
CO	NK ²²	NK	NK	No	
DCA	1,366.0	1,314.0	-3.8%	No	
DCLG ²³	NK	733.9	NK	No	
DCMS	0.4	NK	NK	No	
Defra	6,072.0	6,294.7	3.7%	No	
DfES ²⁴	602.7	171.2	-71.6%	Yes	
DFID	NK	57.0	NK	No	
DfT ²⁵	6,931.9	9,697.0	39.9%	No	
DH	NK	554.3	NK	No	
DTI	672.1	591.9	-11.9%	Yes	
DWP	21,391.3	14,087.1	-34.1%	Yes	
ECGD	17.4	18.0	3.4%	No	
FC	2,943.8	2,565.6	-12.8%	Yes	
FCO	1,008.0	145.0	-85.6%	Yes	
FSA	NK	NK	NK	No	
HMRC	19,824.5	9,331.7	-52.9%	Yes	
HMT ²⁶	1.6	NK	NK	No	
HO ²⁷	2,397.6	2,879.0	20.1%	No	
LOD ²⁸	NK	NK	NK	No	
MOD	27,639.0	28,914.0	4.6%	No	
ONS ²⁹	496.2	2,494.3	402.7%	No	

22 NK = Not Known

23 Baseline year data have been withdrawn by DCLG due to lack of confidence in this figure.

24 Reduction likely to be due to reduced business mileage between the baseline and 2005/06.

25 DfT recently informed the SDC that it has discovered a number of potential errors and omissions in the data submitted.

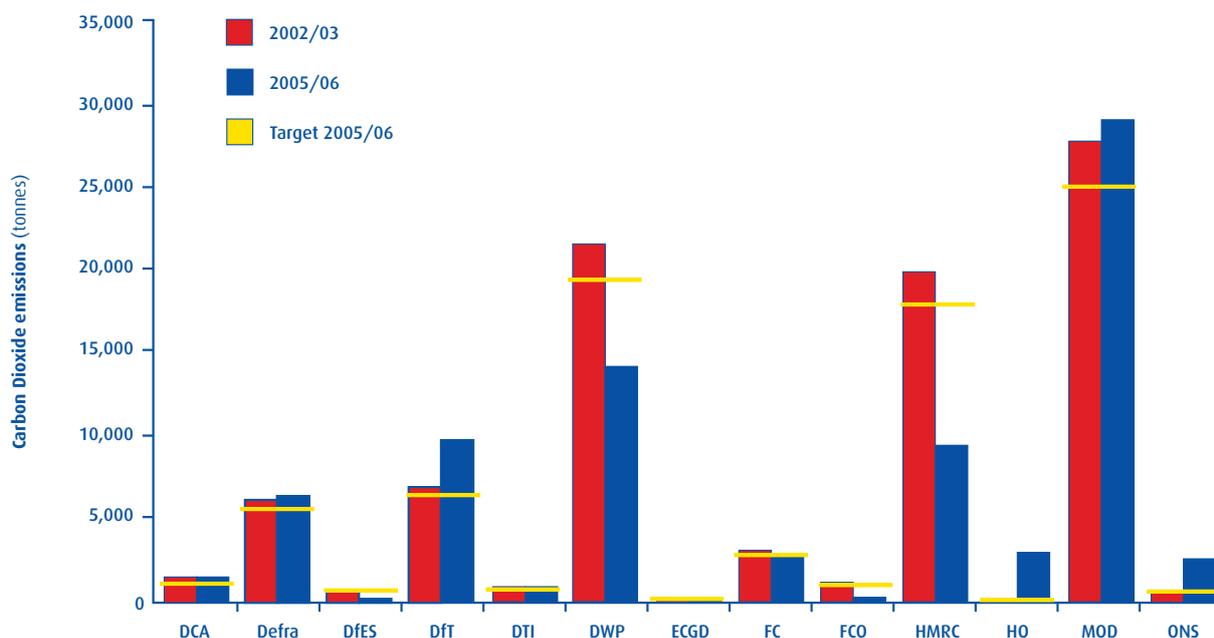
26 Treasury owns no vehicles but has the use of a hybrid vehicle for the use of its Ministers.

27 HO informed Entec that the original calculation of baseline emissions was incorrect. Consequently it has been recalculated and differs from previous reports. HO submitted a fuller data set this year including leased cars, taxis, private business mileage and hire cars. However, the new information was excluded from the emissions figure to enable a comparable data set. Changes to data collection show an actual total of 5,621 tonnes.

28 In 2005/06 LOD Departments do not operate fleet vehicles. Travel is carried out using public transport or the GCDA which is unable to provide LOD supporting information. Taxis are used occasionally, but data are not held.

29 Since 2002/03 the ONS staff have increased to include interviewers adding 7.2 million miles per year accounting for 2,016 tonnes of CO₂.

Figure 4.1 Progress to the B1 target by Government departments



4.2 Lessons to be learnt – good practice points

Table 4.2 Summary of good practice

Department	Comment
HO	HO has a contract with a taxi company that neutralises its carbon emissions.
Central Government	There has been a push to select fuel efficient hybrid vehicles across central Government.
FC	FC uses a bio diesel blend for lower CO ₂ emission per mile.
HMRC	HMRC has increased the proportion of diesel and LPG fuelled transport to support a reduction in CO ₂ emissions.
FCO	FCO operates a mini-bus service to augment a weak public transport system serving its Hanslope Park site.

Department for International Development (DFID) Case Study – Video-Conferencing Facilities

Use of video-conferencing within the DFID offices has steadily increased over the last nine years and is regularly used for meetings with aid partners and with units/sites within different countries. The result of this has been an increasing reduction in carbon emissions from travel and associated financial savings, increased communication from meetings which would have been difficult logistically, and staff development as more junior staff can attend and learn from meetings involving overseas offices/aid partners. See Appendix E for full case study.

4.3 Recommendations

Key recommendations for the travel section include:

- Create a Government-wide sustainable travel policy
- Carry out a high level review of travel arrangements, schemes, mileage rates etc., making recommendations for aligning working practices with sustainable travel aims. The review could include the use of the 'grey fleet' (people using their own vehicles for Government business), generally the least sustainable mode of travel. It could also challenge road-vehicle travel in the first place, and consider alternative provision of vehicles such as expansion of Government private user schemes and leasing
- Work with leading travel suppliers and refine internal processes to develop better management information on travel behaviours and a travel carbon footprint for each unit and individual
- Mandate standard 'decision-trees' to ensure that staff only travel when absolutely unavoidable, and that the most sustainable mode available is then chosen. Air travel within mainland UK should be vigorously challenged and only occur where there are robust business or personal reasons
- Encourage bicycle use through financial incentives, bicycle user groups, better building facilities (secure parking, showers etc.)
- The Defra-led Civil Service Travel Group has done much to galvanise support for sustainable travel. This seems an ideal model for other areas. Government should consider how the work of the Civil Service Travel Group might be better supported, particularly on action planning and sharing best practice
- Consideration should be given to how departments who have not been able to establish a baseline for 2005/06 should be included in subsequent years, and provide advice on what would constitute an effective baseline
- The opportunities and costs related to video conferencing equipment to reduce business critical travel should be reviewed on a regular basis.

4.4 New Framework

SOGE – Carbon emissions from road travel

Reduce carbon emissions from road vehicles used for Government administrative operations by 15% by 2010/11 relative to 2005/06 levels.

DfT has defined 'administrative operations' to include fleet vehicles, hire cars and grey fleet, and excludes planes, trains, ferries and taxis. It states that 'administrative operations means all normal, day to day activity but can exclude clear operational mileage', which will require further clarification for the SOGE questionnaire. The change in definition means that there will be difficulty calculating the new baseline from this year's data. It is also not clear if this target applies to the whole Government estate or if each department is required to meet this target. For the purposes of this analysis, it is assumed that each department must meet this target.

Indicative analysis of this target using the 2005/06 data as a baseline demonstrates that departments will have to make further efforts

to reduce emissions from travel.

Table 4.3 below describes the target emissions that departments would have to achieve to meet this target. Data is only presented for those departments that submitted emissions data for 2005/06.

Please note that this new target changes the baseline against which road vehicle emissions must be reduced. Those departments that have greatly increased emissions and thus missed the original target have to meet a new target which may not ensure a significant overall long term reduction.

Five departments (CO, DCMS, FSA, HMT, and LOD) have not reported data for 2005/06 and therefore currently lack a baseline for the ongoing SOGE target.

Table 4.3 Indicative emissions target from road vehicles, 2010/11 by Government department

Department	CO ₂ emissions in 2005/06 (tonnes)	Indicative CO ₂ emissions target in 2010/11 (tonnes)
CO	NK	NK
DCA	1,314.0	1,116.9
DCLG	733.9	623.8
DCMS	NK	NK
Defra	6,294.7	5,350.5
DfES	171.2	145.5
DfT	9,697.0	8,242.5
DFID	57.0	48.5
DH	554.3	471.2
DTI	591.9	503.1
DWP	14,087.1	11,974.0
ECGD	18.0	15.3
FC	2,565.6	2,180.8
FCO	145.0	123.3
FSA	NK	NK
HMRC	9,331.7	7,931.9
HMT	NK	NK
HO	5,621.0	4,777.9
LOD	NK	NK
MOD	28,914.0	24,576.9
ONS	2,494.3	2,120.2



Water

5 Part C Water

5.1 Target C2: Water consumption (office estate)



Target C2

Reduce water consumption in office buildings where the department is the sole occupier or is billed for water services to an average of 7.7m³ per person per year by 31st March 2004, and to 7m³ per person per year for all new buildings and major refurbishments where design commences after 2002.

5.1.1 Progress to C2

The C2 target is assessed in this report by considering the first part of the target – to reduce water consumption in offices where the department is the sole occupier or is billed for water services, to an average of 7.7m³ per person per year. This target applies to all departments regardless of whether they have an office based or mixed estate.

Table 5.1 describes each Government department's water consumption for 2005/06 and the percentage change in water consumption between 2004/05 and 2005/06. Data excludes water consumption from bottled water.

Overall, the data in the returns from the departments show that eight departments met the C2 target for 2005/06.

Whilst certain departments have provided other information that explains why the target has been missed, the contextual information is not sufficient to explain the significant increases in the water consumption of some departments. For example, whilst progress has been good for the departments listed above, the following have missed the target by a considerable margin: CO; DCMS; DCA; HO; and FSA.

Although CO missed the target considerably, it did show a marked improvement on the last reporting year, with a 39% reduction in water consumption per person. 2005/06 data were not reported by ECGD or LOD and it has therefore been assumed that the target has not been met.

Table 5.1 Performance against target C2 for water consumption per full time equivalent (FTE)

Department	Water consumption per person in 2004/05 (m ³) (Offices)	Reported water consumption per person in 2005/06 (m ³) (Offices)	% change in water consumption per person between 2004/05 to 2005/06	Was the 2004 target met in 2005/06?	Rating
CO ³⁰	31.1	19.0	-39.0%	No	
DCA	6.7	14.0	109.0%	No	
DCLG	8.1	7.1	-11.8%	Yes	
DCMS	NK	15.0	NK	No	
Defra	6.8	6.1	-10.9%	Yes	
DfES	10.2	10.2	0.0%	No	
DFID	7.1	7.7	7.7%	Yes	
DfT	9.8	6.6	-32.7%	Yes	
DH	5.6	5.3	-5.4%	Yes	
DTI	8.2	7.0	-14.1%	Yes	
DWP	10.2	9.0	-11.8%	No	
ECGD	NK	NK	NK	No	
FC	NK	NK	NK	No	
FCO	7.8	8.5	9.0%	No	
FSA	NK	12.2	NK	No	
HMRC	7.4	7.7	3.8%	Yes	
HMT ³¹	17.0	10.0	-41.2%	No	
HO ³²	10.8	12.3	13.5%	No	
LOD ³³	NK	NK	NK	No	
MOD	NK	NK	NK	No	
ONS	6.8	7.3	8.4%	Yes	

30 Data provided in 2005/06 are for FTEs, full contractors and consultants. Visitor data is not included.

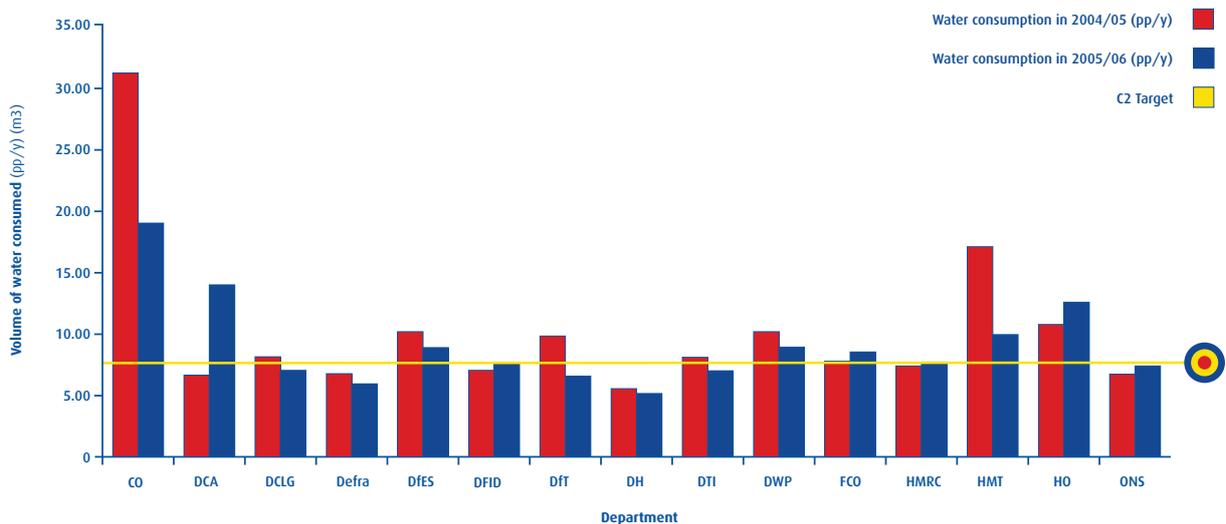
31 Factors could include a faulty water meter and a reported 28% decrease in visitors.

32 64% increase in the number of main office sites billed directly and thus providing data for this review.

33 All departments within the Law Officers' Department are reviewing water data collection.

Figure 5.1 shows the change in water consumption per person per year between 2004/05 and 2005/06. Both CO and HMT have made significant savings over the last year.

Figure 5.1 Progress towards target C2 by Government department



5.1.2 Water consumption between 2004-2006

Although total water consumption is not a Framework target, the data for 2004-2006 is available and comparable, and a useful indicator of the year on year effectiveness of water use.

Table 5.2 describes changes in water consumption by department between 2004/05 and 2005/06. A positive percentage change represents an increase in water consumption, whilst a negative change represents a decrease in consumption.

The MOD does not currently have complete data, although it has estimated use as 24,000,000 m³. A recent leakage reduction programme at Aldershot Garrison has been estimated to save 250,000 m³. It would

be reasonable to estimate that the total Government estate consumes between 25 million and 30 million m³ per year. This is more than the capacity of Chew Valley reservoir, Bristol’s primary drinking water source.

When considering only those departments that have reported in 2004/05 and 2005/06 and excluding DCA due to a significant change in its estate, a like for like comparison can be made to provide an indication of water use trends. This shows reduction of water use from 2,677,151m³ to 2,552,156m³ (4.7% decrease). However, if DCA is included in this analysis, overall Government consumption increased by 2%.

Table 5.2 Total water consumption, 2004-2006

Department	Total water consumption of billed office sites 2004/05 (m ³)	Total water consumption of billed office sites 2005/06 (m ³)	% change in total office water consumption between 2004/05 - 2005/06
CO	42,297	50,224	18.7%
DCA ³⁴	11,578	191,586	1554.7%
DCLG	53,966	44,659	-17.2%
DCMS	9,417	8,423	-10.6%
Defra	66,851	81,535	22.0%
DfES	59,475	61,569	3.5%
DFID	12,501	13,556	8.4%
DfT	80,917	38,954	-51.9%
DH	22,086	15,662	-29.1%
DTI	32,781	55,708	69.9%
DWP	1,275,861	1,088,793	-14.7%
ECGD	NK	NK	NK
FC	NK	NK	NK
FCO	21,847	24,657	12.9%
FSA	9,514	9,153	-3.8%
HMRC	799,797	760,584	-4.9%
HMT	23,728	18,503	-22.0%
HO	133,216	246,474	85.0%
LOD	NK	NK	NK
MOD ³⁵	NK	24,000,000	NK
ONS	32,897	33,702	2.4%

34 There has been a significant change in DCA's estate, and an increase in the number of FTEs, contractors and visitors between 2004-2006 according to the data presented (1,728 FTEs reported for 2004/05 with no contractor or visitor data compared to a total of 13,489 reported in 2005/06). It is possible that these factors have contributed to the significant increase in consumption.

35 This is an estimate provided by MOD.

5.2 Lessons to be learnt – good practice points

Examples of good practice with regards to the C2 target are provided in Table 5.3. These examples do not represent all the comments provided by the departments nor do they

cover every department. Examples have been selected to show a variety of good practice ideas.

Table 5.3 Target C2 – Summary of departmental good practice

Department	Summary of good practice points
CO	Programme of rolling replacement of existing or expired water fittings with energy efficient devices. Agreement to purchase energy efficient water appliances and white goods (e.g. dishwashers).
DCMS	Mulching applied around the base of trees and shrubs, and water times changed to minimise evaporation. Using water from boreholes where possible.
DLCG	Waterless urinals installed by Government Office East in November 2005, following a trial.
DFID	Introduction of sensors on urinals and spray taps.
DfT	Introduction of ‘Cisternisers’ (hydraulic valves) in DVLA Newcastle, and a trial of waterless urinals. Evaluation of options to capture grey water for toilet flushing.
DTI	Awareness campaigns and introduction of hippo bags.
MOD	Leakage reduction programmes.

5.3 Recommendations

Key recommendations are:

- Central Government departments should work with their facility management contractors to drive down water use
- Comprehensive metering or data from water supply companies for all sites would support efficiency programmes
- Water efficiency measures should be included in all new builds and major refurbishments to support departments in meeting future targets, and
- Best practice could be shared between departments more effectively to support those not meeting the target.

5.1 New Framework

SOGE water consumption target

Reduce water consumption by 25% on the office estate and non-office estate by 2020, relative to 2004/05 levels.

Reduce water consumption to an average of 3m² per person/year for all new office builds or major refurbishment.

It is not clear if this target applies to the whole Government estate or if each department is required to meet this target. For the purposes of this analysis, it is assumed that each department must meet this target.

This target applies to all water consumption and not only water consumption from offices. Therefore the numbers reported in Table 5.4, which uses office water use against Framework target C2, are indicative only.

An indicative analysis of the Government estate progress to these targets is demonstrated in Table 5.4 below. Clearly, many of the departments have a considerable way to go in the next 14 years in order to minimise water consumption by 25% against 2004/05 consumption, particularly if water consumption behaviour is maintained or if there are increases in FTEs during this period.

Table 5.4 Indicative water consumption by Government department, by 2020

Department	Total water consumption 2004/05 (m ³)	Indicative water consumption target in 2020 (m ³)
CO	42,297	31,723
DCA	11,578	8,684
DCLG	53,966	40,475
DCMS	9,417	7,063
Defra	66,851	50,138
DfES	59,475	44,606
DFID	12,501	9,376
DfT	80,917	60,688
DH	22,086	16,565
DTI	32,781	24,586
DWP	1,275,861	956,896
ECGD	-	-
FC	-	-
FCO	21,847	16,385
FSA	9,514	7,136
HMRC	799,797	599,848
HMT	23,728	17,796
HO	133,216	99,912
LOD	-	-
MOD	Approx. 24,000,000	Approx. 18,000,000
ONS	32,897	24,673



Waste

6 Part D Waste

6.1 Target D2: Waste arising and monitoring programmes



Target D2

The D2 Target requires departments to measure and obtain a figure for waste arisings from a site. Put in place monitoring programmes incorporating comprehensive data collection methods for identifying and quantifying waste arisings in line with the timescales adopted in departmental strategies.

Timetable self imposed but to be met by December 2006.

6.1.1 Progress to D2

Waste arisings includes waste that is re-used, recycled, incinerated and sent to landfill. Table 6.1 reflects departmental performance against this target for data collection systems.

Nine departments still do not have

comprehensive waste data collection systems. These are DCA (who recently acquired the Magistrates Courts), DCMS, DfT, ECGD, FC, FSA, HMRC, LOD and MOD.

Table 6.1 Performance to target D2 by Government department

Department	Comprehensive waste arising measurement	Waste arisings in 2005/06 (metric tonnes)	Has the D2 target been met in 2005/06?	Rating
CO	Yes	1,338	Yes	
DCA	No – complete data not available	NK	No ³⁶	
DCLG	Yes	1,901	Yes	
DCMS	No – complete data not available	NK	No	
Defra	Yes	3,812	Yes	
DfES	Yes	3,544	Yes	
DFID	Yes	335	Yes	
DfT	No – data estimated	3,326	No	
DH	Yes	635	Yes	
DTI	Yes	1,718	Yes	
DWP	Yes	28,089	Yes	
ECGD	No – no data provided	NK	No	
FC	No – complete data not available	NK	No	
FCO	Yes	1,508	Yes	
FSA	No – one office only	133	No ³⁷	
HMRC	No – data estimated	50,184	No ³⁸	
HMT	Yes	432	Yes	
HO	Yes	17,679	Yes	
LOD	No – recycling data only	NK	No	
MOD	No – not all sites	69,392	No	
ONS	Yes	1,005	Yes	

6.2 Target D3: Waste minimisation



Target D3

From the date that total site arisings have been calculated, departments should reverse the upward trend in waste arisings, through progressive reduction by at least 1% per annum in total waste arisings generated, and where possible extend this to each type of waste arisings generated. For those departments that currently have no waste arisings data, site data must be circulated by December 2006 and reported in the following period.

6.2.1 Progress to D3

Table 6.2 below describes the total quantity of waste arisings by department from 2004-2006 with a comparison of change.

Figure 6.1 and Figure 6.2 present the information contained in Table 6.2. The data show that progress is inconsistent, with only 10 departments currently meeting this target. Of those departments that did not meet the target, the most significant were HO (62.5% increase from 2004/05 to 2005/06) and DfES (60.6% increase). However, it should be noted that the HO has reported arisings from 46 prisons, whereas it reported data from 30 in

2004/05. The increase in waste at DfES was explained by a one-off recycling programme for publications, evidence of which can be seen in section 6.3.1.

Overall, the total quantity of waste arisings from departments that reported data in both years, increased from around 164,800 tonnes in 2004/05 to 186,400 tonnes in 2005/06 (an increase of 13%). Four departments, DWP, HMRC, HO, and MOD contributed 89% of the total waste arising from the 16 departments that provided data.

-
- 36 The Department is currently analysing results from a comprehensive waste survey undertaken over the past year. This survey will form the baseline figure for the Department. Additionally, the data will be used to form the basis of a waste strategy and action plan, which will be rolled out over the next couple of years.
- 37 Data is collected by an outsourced facilities management contractor which manages the waste contract on FSA's behalf.
- 38 A main PFI contractor is putting arrangements in place to provide waste data.

Table 6.2 Target D3 – Total quantity of waste arisings

Department	Quantity of waste arisings in 2004/05 (metric tonnes)	Quantity of waste arisings in 2005/06 (metric tonnes)	% change in waste arisings between 2004/05 to 2005/06	Target met?	Rating
CO	1,440	1,338	-7.1%	Yes	
DCA*	NK	NK	NK	No	
DCLG	2,384	1,901	-20.3%	Yes	
DCMS*	2,162	NK	NK	No	
Defra	4,340	5,161	18.9%	No	
DfES ³⁹	2,207	3,544	60.6%	No	
DFID	364	335	-8.0%	Yes	
Dft*	3,305	3,326	0.6%	No	
DH	1,015	635	-37.4%	Yes	
DTI	1,757	1,718	-2.2%	Yes	
DWP	30,116	28,089	-6.7%	Yes	
ECGD*	NK	NK	NK	No	
FC*	NK	NK	NK	No	
FCO	1,857	1,508	-18.8%	Yes	
FSA*	145	133	-8.3%	Yes	
HMRC*	53,132	50,184	-5.5%	Yes	
HMT	374	432	15.5%	No	
HO ⁴⁰	10,879	17,679	62.5%	No	
LOD*	NK	NK	NK	No	
MOD*	50,404	69,392	37.7%	No	
ONS	1,071	1,005	-6.1%	Yes	

* These departments do not have comprehensive data collection systems.

39 DfES increased its waste arising through a undertaking an initiative to recycle publications that it held in store.

40 Considering 46 prisons in 2005/06 compared to 30 in 2004/05.

Figure 6.1 Total waste arisings from the Government departments, 2004-2006 for lower volume producers

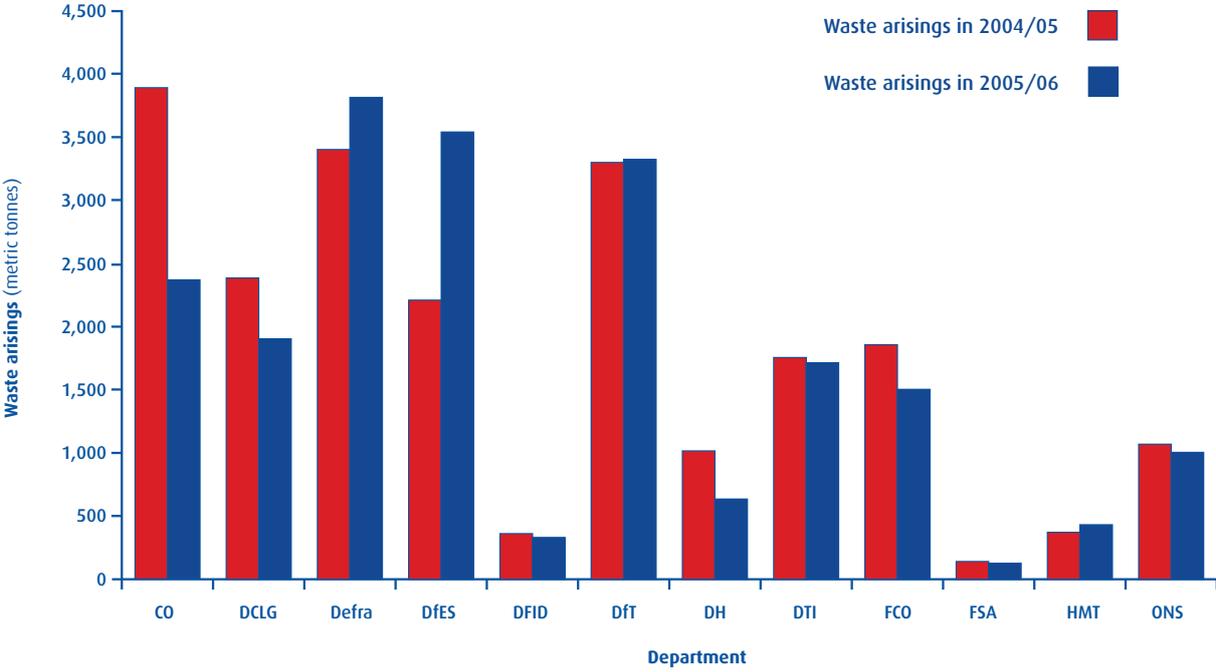
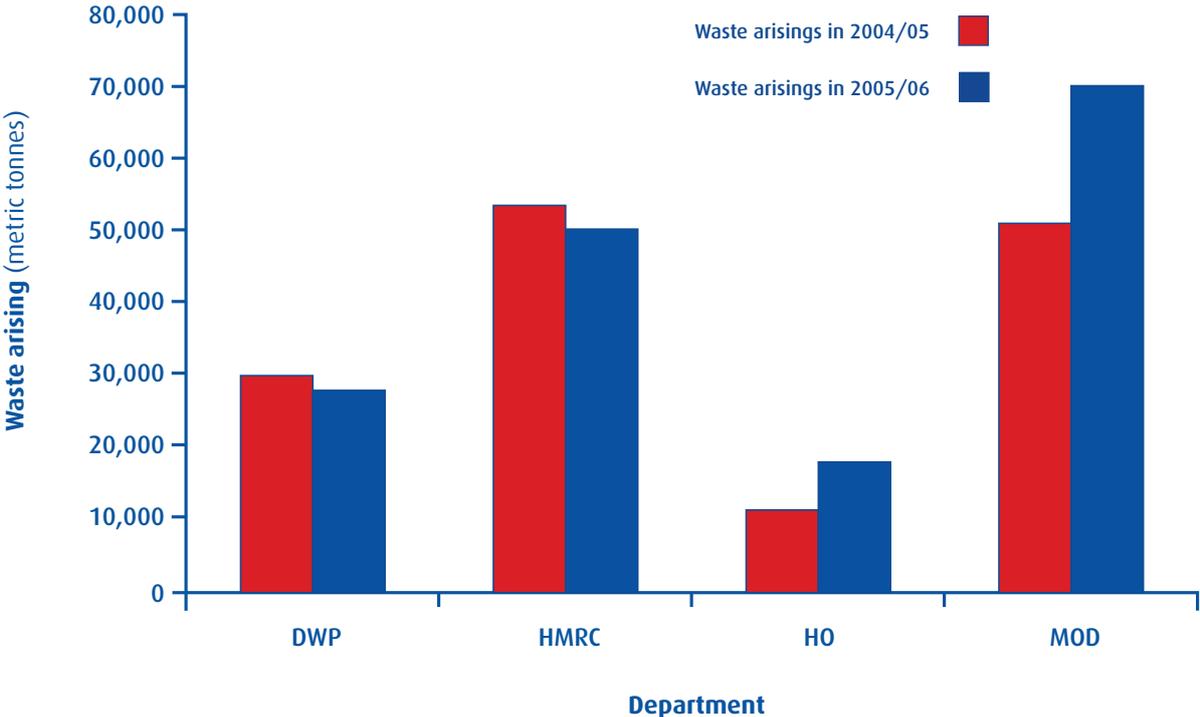


Figure 6.2 Total waste arisings from the Government departments, 2004-2006 for higher volume producers



6.3 Target D4: Waste recycling



Target D4

The target for D4 is that as soon as recycling/composting figures from Target D2 have been established at a site or a unit of establishments, departments should increase these rates by at least 5% per annum with an aim of reaching 75% recycling/composting rate overall. Where possible this should be extended to each type of waste arising generated.

6.3.1 Progress to D4

Table 6.3 presents information of departmental recycling of waste as a percentage of the total waste arising. The target has been determined as met where there has been 5% increase in the recycling rate compared to the previous year or if a department has achieved a 75% recycling rate.

The reported proportion of waste recycled varies from 13% at HMRC to 85% at the Department of Health. This variation may be in part due to data quality problems. The average

departmental recycling rate is 50% rising from 42% last year. The total quantity of material recycled in 2005/06 is 22,000 tonnes more than in 2004/05, however much of this increase can be attributed to the MOD. Figure 6.3 and Figure 6.4 present the progress the departments are making in recycling and composting waste against the D4 target.

Nine departments, DCLG, Defra, DfES, DFID, DH, DTI, FSA, MOD and ONS met the target.

Table 6.3 Target D4 – waste recycling

Department	Waste recycled or composted 2005/06 (metric tonnes)	% recycled as proportion of total waste arising 2004/5	% recycled as proportion of total waste arising 2005/6	Change in % recycled as a proportion of total waste	Target met?	Rating
CO	798	57.2%	59.6%	2.5%	No	
DCA*	227	NK	NK	NK	No	
DCLG	1,035	18.9%	54.4%	35.6%	Yes	
DCMS*	NK	44.6%	NK	NK	No	
Defra	1387	21.7%	26.9%	5.1%	Yes	
DfES ⁴¹	1,534	13.3%	43.3%	30.0%	Yes	
DFID	263	76.6%	78.5%	1.9%	Yes	
DfT*	2,331	69.7%	70.1%	0.4%	No	
DH	543	67.7%	85.4%	17.7%	Yes	
DTI	879	44.3%	51.2%	6.8%	Yes	
DWP	14,782	51.5%	52.6%	1.1%	No	
ECGD*	NK	NK	NK	NK	No	
FC*	NK	NK	NK	NK	No	
FCO	494	39.2%	32.7%	-6.4%	No	
FSA*	58	36.0%	43.3%	7.3%	Yes	
HMRC*	6,745	10.2%	13.4%	3.2%	No	
HMT	199	54.5%	46.0%	-8.5%	No	
HO	6,273	35.4%	35.5%	0.1%	No	
LOD*	1,769	NK	NK	NK	No	
MOD*	26,696	22.6%	38.5%	15.9%	Yes	
ONS	710	51.6%	70.6%	19.0%	Yes	

* These departments do not have comprehensive data collection systems.

41 DfES increased its recycled quantity through a undertaking an initiative to recycle publications that it held in store.

Figure 6.3 Waste recycled/composted by department, 2004-2006 for lower volume waste producers

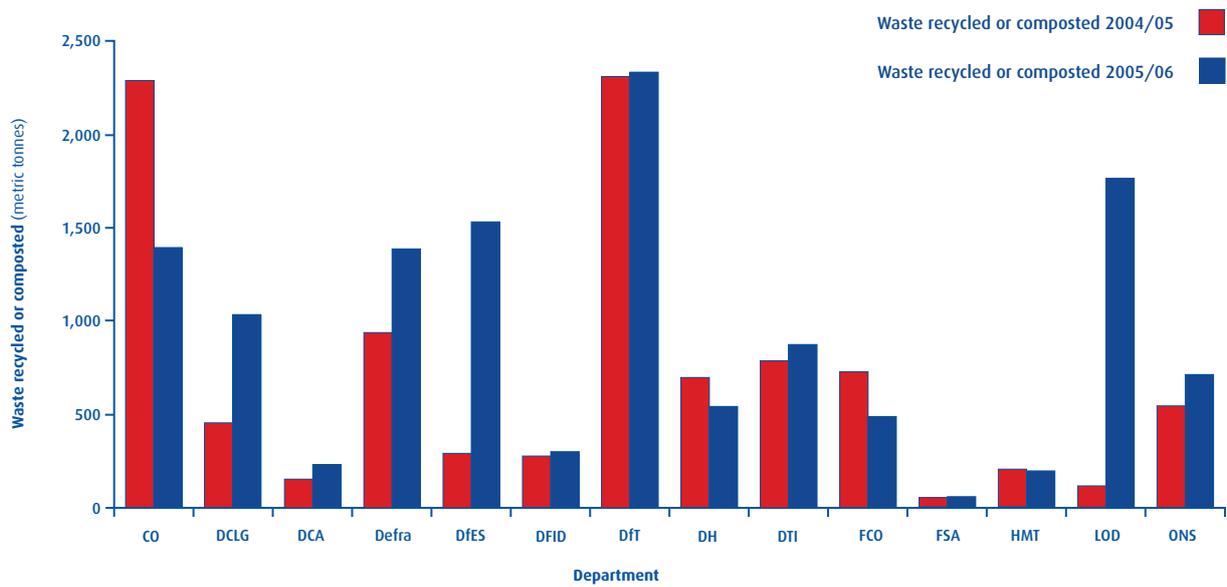
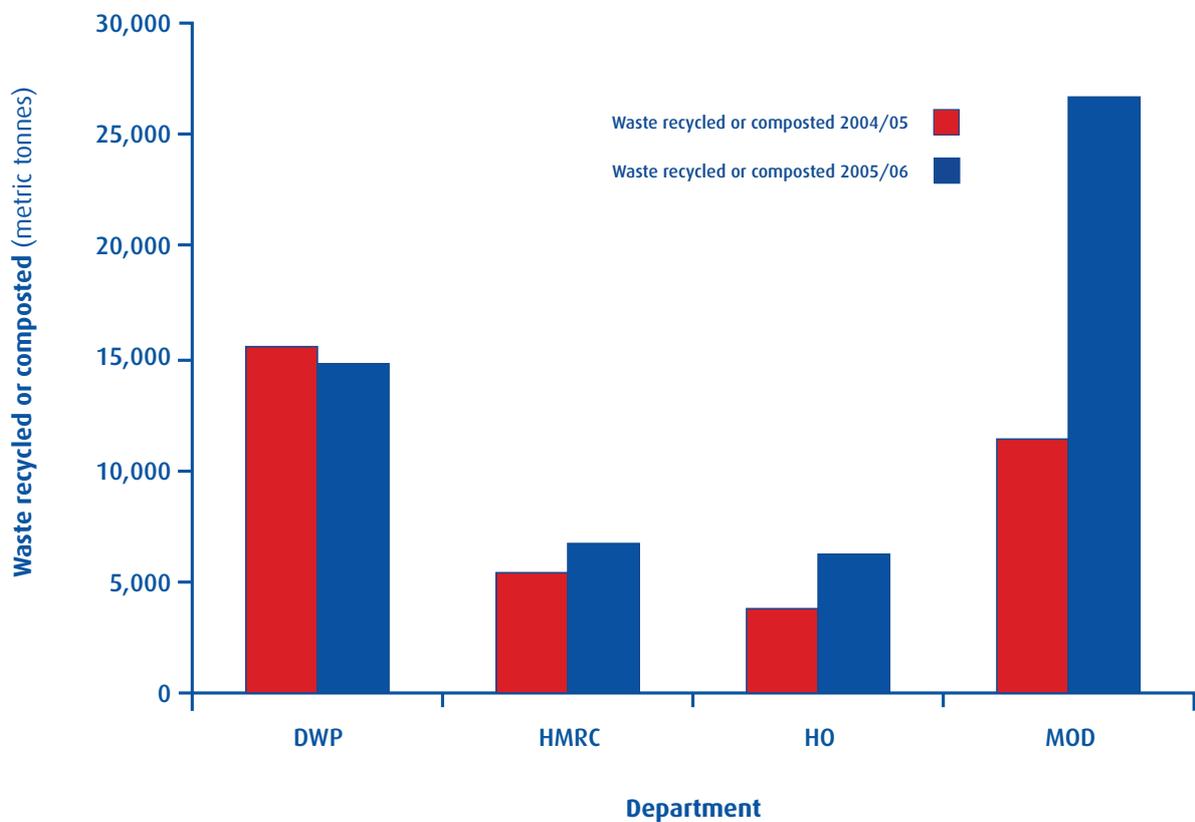


Figure 6.4 Waste recycled/composted by department, 2004-2006 for higher volume waste producers



6.4 Lessons to be learnt – good practice points

Examples of lessons learnt with regards to the waste targets are provided in Table 6.4 below. These examples do not represent all the comments provided by the departments,

nor do they cover every department. Examples have been selected to show a variety of good practice ideas.

Table 6.4 Waste targets – Summary of departmental good practice

Department	Summary of good practice points
DCLG	Launched a food waste composting scheme in January 2006. This scheme provides safe, hygienic and legally compliant disposal of food waste generated by both restaurants and individuals.
DCMS	Parks have designated recycling areas for landscaping material such as soil and aggregate.
DfT	A building was demolished and its waste arisings were used as hard core for a new building on site. Timbers from the same building were recycled for use by local farmer on his property.
DWP	The sustainable development team has set up a DWP wide Swap Shop, enabling offices to advertise their surplus stocks and items on the DWP intranet.

6.5 Recommendations

There are a variety of recommendations to improve waste management at departments. Most of these are well established, but there

are still many locations that do not benefit from good recycling facilities.

Recommendations include:

- Work with facilities and waste contractors to ensure waste management data is collected for all sites
- Raise awareness of the environmental and business cost of waste disposal and communicate recycling rates across departments
- Explore the potential for composting and re-using waste streams
- Apply the materials hierarchy of avoid, reduce, re-use, recycle, dispose with recovery, dispose
- Waste storage facilities should be included within all refurbishment projects.

6.6 New Framework

SOGE waste arisings target

Waste arisings

- Departments to reduce their waste arisings by 5% by 2010, relative to 2004/05 levels
- Departments to reduce their waste arisings by 25% by 2020, relative to 2004/05 levels.

The current target requires departments to reduce waste arisings by 1% per annum. By 2010, the net effect of this is the same as the first part of the new target, to reduce waste arisings by 5% by 2010 relative to 2004/05 levels.

Indicative waste arisings for 2010 and 2020, based on 2004/05 data, are described in Table 6.5 below, and Figure 6.5 and Figure

6.6 demonstrate the 2020 targets graphically. In each case it is clear that the Government estate has a considerable way to go to reduce waste arisings to this extent especially given that, in addition to the data gaps which do not allow analysis, six departments failed to meet the 2005/06 Framework target for waste reduction.

Table 6.5 Indicative waste arisings target 2020, relative to 2004/05

Department	Total waste arisings in 2004/05 (metric tonnes)	Indicative waste arisings in 2010 (metric tonnes)	Indicative waste arisings in 2020 (metric tonnes)
CO	1,440	1,368	1,080
DCA	NK	NK	NK
DCLG	2,384	2,265	1,788
DCMS	2,162	2,054	1,622
Defra	4,340	4,123	3,255
DfES	2,207	2,097	1,655
DFID	364	346	273
DfT	3,305	3,140	2,479
DH	1,015	964	761
DTI	1,757	1,669	1,318
DWP	30,116	28,610	22,587
ECGD	NK	NK	NK
FC	NK	NK	NK
FCO	1,857	1,764	1,393
FSA	145	138	109
HMRC	53,132	50,475	39,849
HMT	374	355	281
HO	10,879	10,335	8,159
LOD	NK	NK	NK
MOD	50,404	47,884	37,803
ONS	1,071	1,017	803

Figure 6.5 Indicative waste arisings 2020, relative to 2004/05 for lower volume waste producers

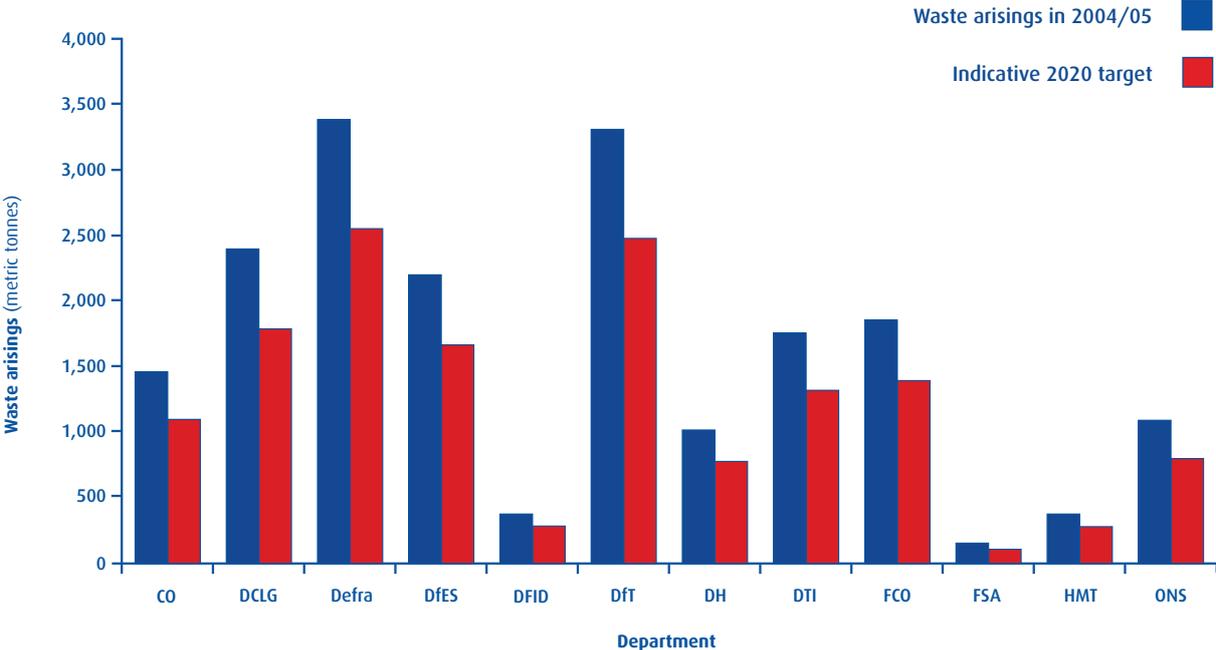


Figure 6.6 Indicative waste arisings 2020, relative to 2004/05 for higher volume waste producers

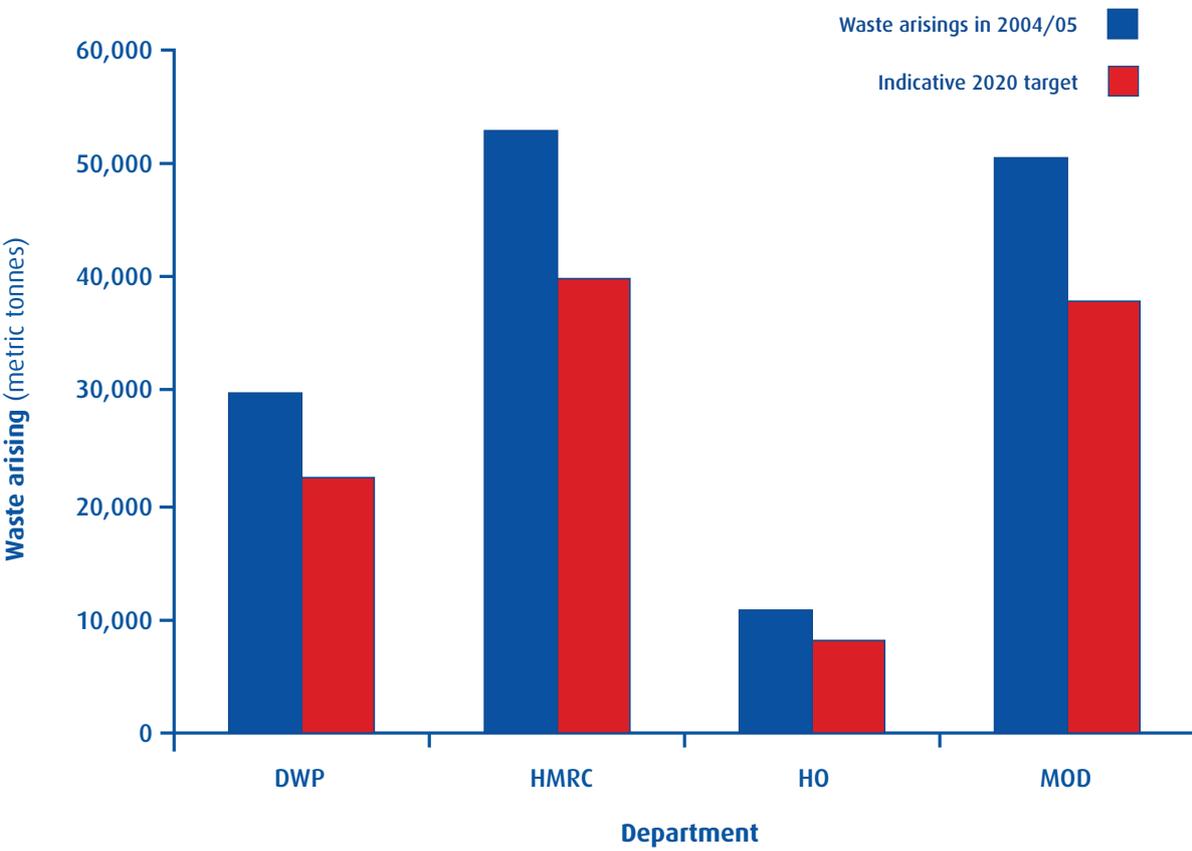


Figure 6.5 and Figure 6.6 above shows that each department should make a proportional reduction in their waste arisings. It also

demonstrates how DWP, HMRC, HO and MOD are the key departments to deliver this target for government as a whole.

SOGE waste recycling target

Recycling

- Departments to increase their recycling figures to 40% of their waste arisings by 2010
- Departments to increase their recycling figures to 75% of their waste arisings by 2020.

The recycling targets in the new Framework are clearer in that they require departments to make continued efforts to recycle an increasing proportion of their total waste arisings.

Table 6.6 demonstrates that the following departments would already be meeting the 2010 target (if total waste arisings were comparable to the 2005/06 data); CO, DCLG,

DfES, DfT, DTI, DWP, FSA, HMT and ONS. In addition, the data presented by DFID and DH shows that they would already be meeting the 2020 target.

Improved data collection would be expected with the new targets as more offices and sites gain data from waste contractors.

Table 6.6 Waste recycled/composted as proportion of total waste arisings, 2005/06 and against 2010 target of 40%

Department	% of total waste arisings recycled or composted 2005/06	Increase in proportion of recycling in % points to meet 2010 target	Target met already
CO	59.6%	0.0%	Yes
DCA	NK	NK	No
DCLG	54.4%	0.0%	Yes
DCMS	NK	NK	No
Defra	26.9%	13.1%	No
DfES	43.3%	0.0%	Yes
DFID	78.5%	0.0%	Yes
DfT	70.1%	0.0%	Yes
DH	85.4%	0.0%	Yes
DTI	51.2%	0.0%	Yes
DWP	52.6%	0.0%	Yes
ECGD	NK	NK	No
FC	NK	NK	No
FCO	32.7%	7.3%	No
FSA	43.3%	0.0	Yes
HMRC	13.4%	26.6%	No
HMT	46.0%	0.0%	Yes
HO	35.5%	4.5%	No
LOD	NK	NK	No
MOD	38.5%	1.5%	No
ONS	70.6%	0.0%	Yes



Energy

7 Part E: Energy

7.1 Target E1: Reduce absolute carbon



Target E1

Government departments to reduce absolute carbon, from fuel and electricity used in buildings on their estate by 12.5% by 2010/11, relative to 1999/00.

N.B. The Government has taken the position that any electricity procured as renewable energy should be included within the calculation as having a carbon emission rate for standard grid electricity.

7.1.1 Progress to E1

Table 7.1 demonstrates the departmental progress to achieving a reduction of absolute carbon by 12.5% by 2010/11 relative to the baseline year of 1999/00. Data has been provided by source of emissions (electricity and fossil fuel consumption), and for the total. The Government has taken the position that any electricity procured as renewable energy should be included within the calculation as having a carbon emission rate for standard grid electricity and not a zero carbon rating. Defra guidance⁴² for the private sector on

environmental and sustainable development reporting recommends a zero rate of emissions from renewable electricity where the supplier has acquired Climate Change Levy Exemption Certificates or retired their Renewable Obligations Certificates (ROCs). The questionnaire did not include a specific question about ROCs; however, it is understood that very little, if any, of the renewable energy procured by Government is from suppliers who retire ROCs and therefore a standard grid emission factor would be appropriate.

Table 7.1 Target E1 – Percentage change in absolute carbon emissions, 2005/06 against the baseline year 1999/00

Department	Change in absolute emissions from electricity use 2005/06 from 1999/00	Change in absolute emissions from fossil fuel use 2005/06 from 1999/00	Absolute carbon emissions ('000 tonnes) 2005/06	Change in total absolute emissions 2005/06 from 1999/00	2010/11 target met in 2005/06?	Rating
CO	24.0%	-21.4%	2.0	7.5%	No	
DCA ⁴³	66.3%	64.9%	21.8	65.8%	No	
DCLG	15.1%	-2.8%	6.1	8.7%	No	
DCMS	24.2%	-19.8%	0.7	12.1%	No	
Defra	23.6%	-8.3%	12.6	10.2%	No	
DfES	-0.7%	-25.7%	2.8	-5.5%	No	
DFID ⁴⁴	129.2%	20.0%	1.1	88.5%	No	
DfT ⁴⁵	53.7%	41.0%	8.6	50.2%	No	
DH	-7.7%	-43.1%	1.9	-15.4%	Yes	
DTI	-1.3%	-56.4%	4.3	-16.9%	Yes	
DWP	45.9%	-21.2%	59.1	13.5%	No	
ECGD ⁴⁶	42.3%	325.6%	0.4	57.3%	No	
FC ⁴⁷	191.0%	0.0%	0.4	191.0%	No	
FCO	23.0%	-8.7%	3.6	11.8%	No	
FSA	-11.7%	-27.1%	0.5	-15.3%	Yes	
HMRC	28.3%	-7.5%	42.3	16.3%	No	
HMT	28.2%	-62.5%	1.2	-19.5%	Yes	
HO	29.8%	-13.5%	106.3	1.6%	No	
LOD	87.3%	-26.6%	3.2	51.9%	No	
MOD ⁴⁸	1.1%	-11.6%	524.8	-6.0%	No	
ONS	24.5%	1.3%	2.6	16.3%	No	
Overall	12.2%	-11.4%	806.1	-0.5%		

42 www.defra.gov.uk/environment/business/envrp/gas/envrpgas-annexes.pdf

43 As of the 1st April 2006, DCA and HMCS took over the Magistrates courts and effectively doubled their estate.

44 DFID states that data prior to 2003/04 is not comparable to current data (see Appendix G).

45 2002/03 is the baseline year for DfT. Since then the DfT estate has increased by 18.33% with one more Executive Agency. DfT recently informed the SDC that it has discovered a number of potential errors and omissions in the data submitted.

46 2004/05 is the baseline. Data refers to the calendar year 2005 rather to the financial year 2005/06.

47 Forestry Commission moved into permanent accommodation in 2002/03.

48 Reduction partly due to restructure and release of the Defence Evaluation Research Agency (DERA) to form the Defence Science and Technology Laboratory (DSTL – included) and Qinetiq (not included).

Table 7.1 shows that with the current calculation of carbon emissions the Government has made poor progress overall, achieving only a 0.5% reduction in emissions. Only four departments have met this target so far. However, it is an improvement from 2004/05 when emissions had increased by 2% overall from the baseline year. The reduction this year can be largely attributed to the work of MOD, which reduced its emissions by 27,800 tonnes over the last year.

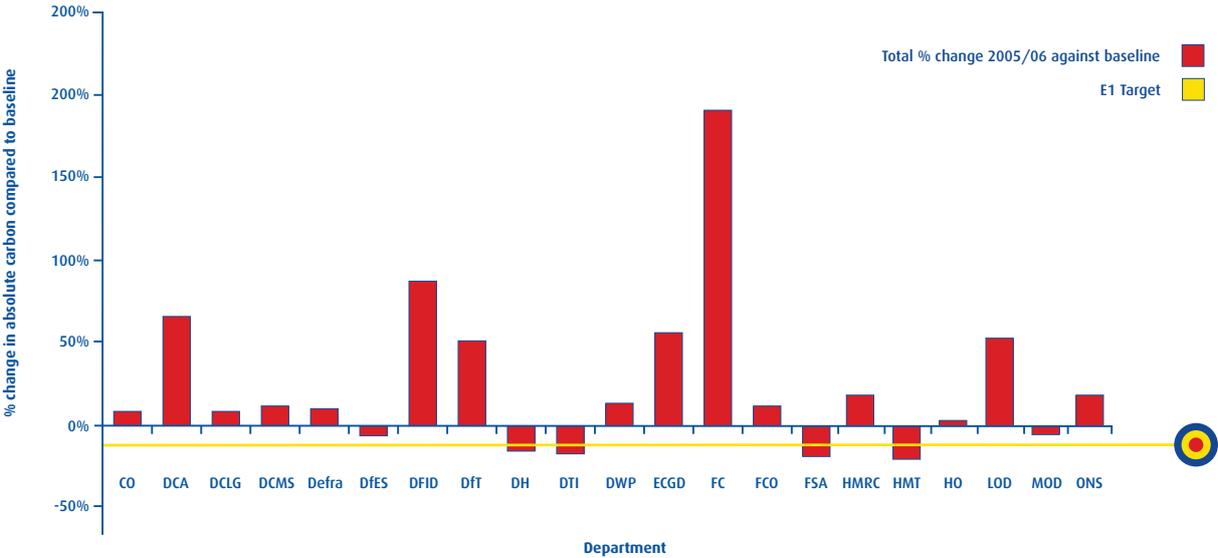
The performance reported is affected by changes to the Government estate since the baseline year. These include divestment or outsourcing of activities which reduce reported

carbon emissions, and growing estates or transfer of responsibilities which increase emissions. Overall there has been a reported 7% increase of floor area for the Government estate since 1999/00 and 27% increase in floor area of the MOD estate since 2003/04.

It should also be noted that this target and the questionnaire request data as absolute carbon and not as carbon dioxide (CO₂). Emissions reported as carbon should be multiplied by 3.667 to get an amount of CO₂.

Additional energy footnotes and context for each department can be found in Appendix G: Energy Footnotes from BRE.

Figure 7.1 Percentage change in carbon emissions from offices and buildings, 2005/06 against baseline as 0%



Clearly this data demonstrates that the Government estate is making only slow progress against the E1 target, and has a considerable way to go to reduce absolute emissions of carbon to 12.5% below the 1999/00 baseline emission.

Table 7.2 shows the absolute carbon quantities emitted and the levels of reduction

required to achieve the target on a department by department basis. Currently the Government estate emits over 800,000 tonnes of carbon per year. From this table it can be shown that the Government departments collectively need to reduce their absolute carbon emissions (from 2005/06) by nearly 97,000 tonnes by the deadline of 2010/11.

Forestry Commission case study – Programmes to reduce CO₂ emissions

The Forestry Commission has introduced a number of projects to reduce carbon dioxide emissions with associated reduced energy costs, through a range of measures which have included use of bio diesel and alternative road fuels, wood fuel heating and energy saving at a number of sites across the country. See Appendix E for full case study.

Table 7.2 Absolute carbon emissions 2005/06 compared to baseline and progress required to meet E1 Target

Department	1999/00 absolute carbon emissions ('000 tonnes)	2005/06 absolute carbon emissions ('000 tonnes)	Target emissions by 2010/11 ('000 tonnes)	Reduction required from 2005/06 to meet E1 target ('000 tonnes)
CO	1.89	2.03	1.65	0.38
DCA	13.15	21.79	11.50	10.29
DCLG	5.57	6.06	4.87	1.19
DCMS	0.60	0.67	0.52	0.15
Defra	11.39	12.55	9.97	2.58
DfES	2.92	2.76	2.55	0.20
DFID	0.59	1.11	0.52	0.59
DfT	5.74	8.62	5.02	3.60
DH	2.26	1.91	1.98	0.00
DTI	5.15	4.28	4.51	0.00
DWP	52.05	59.10	45.54	13.56
ECGD	0.25	0.40	0.22	0.18
FC	0.12	0.36	0.11	0.25
FCO	3.22	3.60	2.82	0.78
FSA	0.58	0.49	0.51	0.00
HMRC	36.40	42.33	31.85	10.48
HMT	1.48	1.19	1.29	0.00
HO	104.55	106.27	91.48	14.78
LOD	2.08	3.16	1.82	1.34
MOD	558.22	524.81	488.44	36.37
ONS	2.27	2.64	1.99	0.65
Total	810.47	806.11	709.16	96.95

7.2 Target E2: Increase energy efficiency



Target E2

Government departments to increase the energy efficiency of the buildings on their estate, measured in terms of kWh of 1) fuel and 2) electricity use per square metre of building floor area,⁴⁹ or estate area, by 15% by 2010/11 relative to 1999/00.

7.2.1 Progress towards E2

The target to increase energy efficiency by 15% by 2010/11 means that Government departments must reduce the amount of fuel and electricity use per square metre of offices and site floor area.

Table 7.3 describes departmental progress in increasing energy efficiency of estate buildings by 15% by the deadline. Government as a whole has only improved energy efficiency by

2% since 1999/00 (excluding MOD, which was assessed against a 2003/04 baseline). This is a decline in performance from last year when efficiency had improved by 3%. Only three departments (FSA, HO and MOD) have already met this target, although they need to maintain performance until 2010/11. Others, including DCMS, DWP, and LOD, have increased efficiency since 1999/00.

On a negative note, energy efficiency has decreased significantly in the following departments against the baseline:

ECGD	98% decrease in energy efficiency
FC	93% decrease in energy efficiency
DFID	34% decrease in energy efficiency
DfT	29% decrease in energy efficiency
HMT	27% decrease in energy efficiency
HMRC	23% decrease in energy efficiency
CO	22% decrease in energy efficiency.

A number of possible explanations for these changes, in addition to the possibility that departments are using energy less efficiently, include changes in data and changes to the estate. Changes in data make year on year comparisons more difficult. In the cases where

a department reorganises floor space to ensure more effective use of offices, a reduction of floor space would require more people to operate in a smaller total physical footprint thus driving the energy/m² indicator upwards.

⁴⁹ Due to the diversity of the Government estate, departments can report using either the floor area of their buildings, or the total estate area.

Table 7.3 Target E2 – Change in energy use per unit floor space from 1999/00 to 2005/06

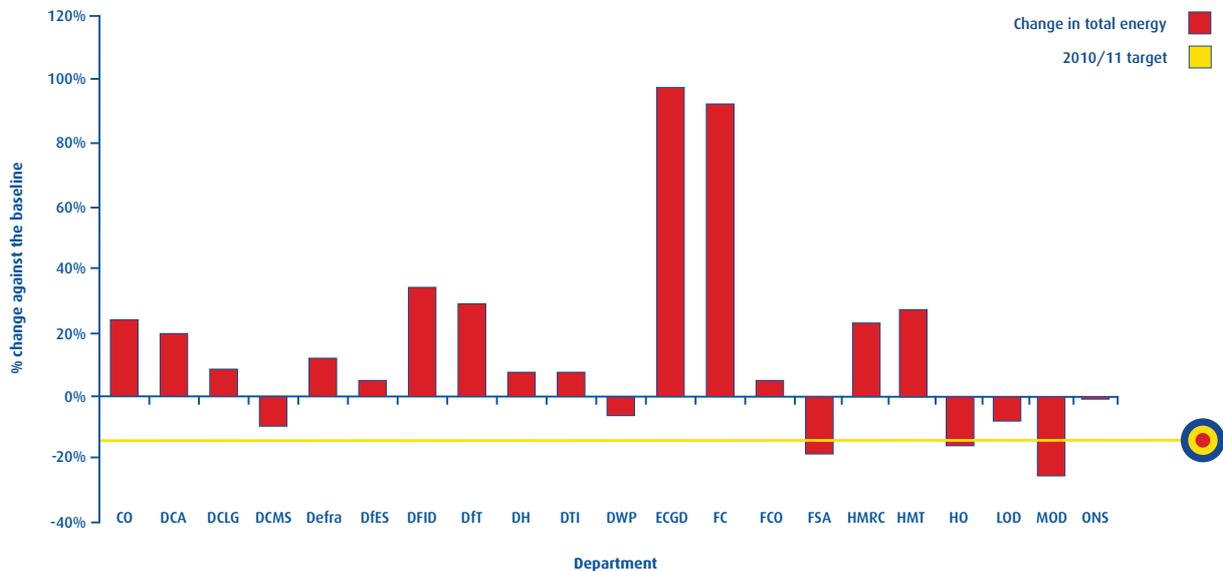
Department	Efficiency: change in electricity use per m ² 1999/00 to 2005/06	Efficiency: change in fossil fuel use per m ² 1999/00 to 2005/06	Efficiency: change in total energy use per m ² 1999/00 to 2005/06	Has the 2010/11 target been met in 2005/06?	Rating
CO	57.0%	-7.7%	22.4%	No	
DCA	18.9%	18.6%	18.7%	No	
DCLG	16.5%	-0.7%	6.9%	No	
DCMS	9.1%	-29.6%	-9.0%	No	
Defra	31.3%	-0.9%	11.4%	No	
DfES	15.6%	-9.5%	5.0%	No	
DFID	84.3%	-2.4%	34.3%	No	
DfT	33.4%	23.8%	29.1%	No	
DH	26.1%	-22.2%	7.3%	No	
DTI	45.7%	-34.8%	7.6%	No	
DWP	35.6%	-25.8%	-6.0%	No	
ECGD ⁵⁰	61.3%	382.3%	98.0%	No	
FC	92.8%	0.0%	92.8%	No	
FCO	23.6%	-13.2%	5.0%	No	
FSA	-11.7%	-27.1%	-18.0%	Yes	
HMRC	42.9%	4.8%	23.0%	No	
HMT	138.1%	-31.7%	26.9%	No	
HO	12.2%	-22.5%	-15.5%	Yes	
LOD	33.5%	-47.7%	-7.9%	No	
MOD ⁵¹	-20.3%	-26.6%	-24.9%	Yes	
ONS	10.7%	-10.0%	-0.9%	No	
Overall⁵²	25.1%	-14.7%	-2.1%		

50 ECGD London office is part of a centrally managed office tower. The main part of its electricity and gas consumption and costs is not directly metered but are estimated as a proportion of the totals for the entire building. 2005/06 consumption figures are higher than last year due to a misunderstanding about ECGD's contribution to the building's common areas.

51 MOD was not measured for the baseline. Comparison for 2005/06 emissions are made against emissions from 2003/04.

52 Excludes data from MOD because data were not measured against the baseline.

Figure 7.2 Target E2 – Percentage change in energy efficiency compared to the target of a 15% reduction



7.3 Target E3: Renewable electricity



Target E3

Government departments are required to source at least 10% electricity from renewable sources by 31st March 2008 (2010 for MOD). This will be measured by kilowatt hours for:

- Purchasing of renewable electricity and
- Self-generation of renewable electricity (excluding CHP).

7.3.1 Progress to E3

Table 7.4 details the progress made in meeting the E3 target of sourcing 10% electricity from renewable sources by the deadline and compares progress against 2004/05. Overall, the Government estate is sourcing 23% of its electricity from renewable sources,

which is an increase of 3% from 2004/05. This assessment has not requested information on the level of ROC retirement associated with renewables procurement; however this is understood to be low.

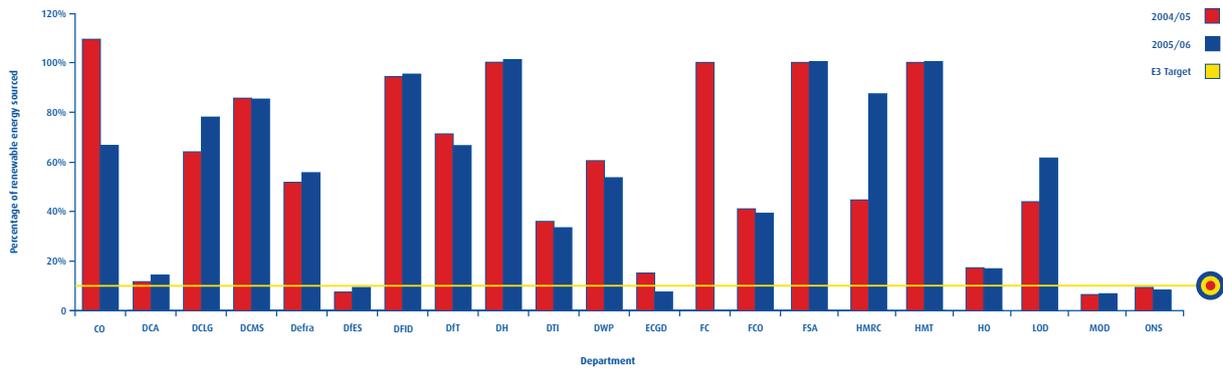
Table 7.4 Target E3 – Percentage of electricity from renewable sources 2005/06

Department	Renewable electricity bought 2004/05	Self generated 2004/05	Total renewable 2004/05	Renewable electricity bought 2005/06	Self generated 2005/06	Total renewable 2005/06	Has the target been met in 2005/06?	Rating
CO	40%	0%	40%	57%	0%	57%	Yes	
DCA	11%	0%	11%	13%	0%	13%	Yes	
DCLG	64%	0%	64%	78%	0%	78%	Yes	
DCMS	86%	0%	86%	85%	0%	85%	Yes	
Defra	52%	0%	52%	56%	0%	56%	Yes	
DfES	7%	0%	7%	9%	0%	9%	No	
DFID	94%	0%	94%	95%	0%	95%	Yes	
DfT	71%	0%	71%	66%	0%	66%	Yes	
DH	99%	0%	99%	100%	0%	100%	Yes	
DTI	36%	0.04%	36%	33%	0.04%	34%	Yes	
DWP	60%	0%	60%	53%	0%	53%	Yes	
ECGD	15%	0%	15%	8%	0%	8%	No	
FC	100%	0%	100%	0%	0%	0%	No	
FCO	41%	0%	41%	39%	0%	39%	Yes	
FSA	100%	0%	100%	100%	0%	100%	Yes	
HMRC	45%	0%	45%	87%	0%	87%	Yes	
HMT	100%	0%	100%	100%	0%	100%	Yes	
HO	17%	0%	17%	17%	0%	17%	Yes	
LOD	44%	0%	44%	61%	0%	61%	Yes	
MOD	6%	0%	6%	6%	0%	6%	No	
ONS	9%	0%	9%	8%	0%	8%	No	
Total			20%			23%		

DCMS, DfT, DTI, DWP, ECGD, FC, FCO and ONS have all shown a reduction in renewable electricity procured as a percentage of total energy. Three departments, DH, FSA and HMT all report 100% of their electricity is from renewable sources.

DTI reports 0.04% of its electricity being self generated from a photo-voltaic source. This accounts for 0.0004% of total Government estate electricity. There is significant potential to increase the figure with most departments having an opportunity to contribute.

Figure 7.3 Chart showing performance against target E3 – renewable electricity



7.4 Target E4: Electricity from Good Quality Combined Heat & Power



Target E4

Source at least 15% electricity from Good Quality Combined Heat and Power by 2010 (with allowances for departments that already purchase 100% renewable energy).

7.4.1 Progress to E4

Table 7.5 shows the departmental progress in achieving the target of sourcing 15% electricity from Good Quality Combined Heat and Power (GQCHP). The table shows a comparison between 2004/05 and 2005/06.

Table 7.5 Target E4 – Departmental take up of GQCHP sourced electricity

Department	% Electricity from GQCHP 2004/05	% Electricity from GQCHP 2005/06	Has the 2010 target been met in 2005/6?	Rating
CO	0.0%	0.0%	No	
DCA	0.0%	0.0%	No	
DCLG	1.6%	0.0%	No	
DCMS	0.0%	0.0%	No	
Defra	12.7%	12.0%	No	
DfES	0.0%	0.0%	No	
DFID	0.0%	0.0%	No	
DfT	0.0%	10.5%	No	
DH	0.0%	N/A	N/A	
DTI	9.9%	14.3%	No	
DWP	0.0%	10.5%	No	
ECGD	0.0%	0.0%	No	
FC	0.0%	0.0%	No	
FCO	0.0%	0.0%	No	
FSA	N/A	N/A	N/A	
HMRC	0.0%	0.0%	No	
HMT	N/A	N/A	N/A	
HO	< 0.1%	< 0.1%	No	
LOD	0.0%	6.6%	No	
MOD	0.7%	1.2%	No	
ONS	0.0%	0.0%	No	

Although an increasing number of departments are procuring electricity from GQCHP in 2005/06, take up remains at a low level. This target is not applicable to DH, FSA, and HMT as these departments have secured

100% renewable electricity.

DCA is considering the use of CHP, as well as self generated renewable electricity, through their programme of refurbishments.

7.5 Lessons to be learnt – good practice points

Examples of lessons learnt with regards to the energy targets are provided in Table 7.6. These examples do not represent all the comments provided by the departments, nor

do they cover every department. Examples have been selected to show a variety of good practice ideas.

Table 7.6 Energy targets – Summary of departmental good practice

Department	Summary of good practice points
Defra	A high profile energy saving campaign – the BIG SWITCH – was run throughout Defra and agencies in the months January - March 2006. Site Managers and Facilities Managers were given clear guidance on a number of measures including tighter controls on building temperatures. Intranet messages and posters also encouraged staff to take greater responsibility for making savings by switching off lights and IT equipment when not in use. Although it only took effect during the last quarter of the year under report, the campaign was successful in some areas, and Defra is taking forward lessons learned from this exercise to inform progress on the Carbon Management Programme during 2006/07 and onwards.
DFID	The Carbon Trust has recently completed energy audits of both DFID main UK offices and concluded the offices are “inherently energy efficient”.
HO	Each establishment has an annual carbon dioxide target based on benchmarks developed for prisons by the Building Research Establishment. Targets are expressed as tonnes of carbon dioxide per month and performance is assessed against the target using a twelve-month rolling average.
LOD	The CPS is a member of the OGC Energy Forum.
DTI	The Insolvency Agency is generating electricity through roof mounted photo-voltaic cells in a glass atrium roof of its London HQ site.

7.6 Recommendations

Key recommendations for improved energy performance include to:

- Introduce a carbon allocation and trading system for departmental operations to support and align with energy targets
- Engage with energy partners including Carbon Trust, OGC, and facilities management contractors to find additional spend to save options and energy efficiency opportunities. Apply an appropriate cost to the carbon emissions to support any business case
- Take the opportunities presented by new builds and refurbishments to provide energy efficient offices and site buildings and also to provide an increased amount of self generated electricity
- Continue to purchase electricity from renewables suppliers and seek out those where ROCs are retired, and
- Collect and review the management information (e.g. potential emission savings and cost implications) required to incentivise efficiency initiatives or support project decision making.

7.7 New Framework

SOGE targets for carbon emission from offices

Carbon emissions from offices

- Reverse the current upward trend in carbon emissions by April 2007
- Reduce carbon emissions by 12.5% by 2010/11, relative to 1999/00 levels
- Reduce carbon emissions by 30% by 2020, relative to 1999/00 levels.

It is not yet clear whether the Government estate as a whole must meet these targets, or whether, as with the current targets, each department must meet them. For the purposes of this study, it has been assumed that each department must meet these targets.

The first part of this target does not give specific indication of what is required. Simply reversing the current trend implies that carbon

emissions should start to fall by April 2007. Progress towards this will not be analysed here. The second part of this target is the same target as for the 2005/06 return and will not be analysed further.

The third part of this target: to reduce carbon emissions by 30% by 2020 relative to the 1999/00 baseline can be analysed further, and this analysis is presented in Table 7.7.

Table 7.7 Indicative absolute carbon emissions 2020, against 1999/00 baseline

Department	1999/00 absolute carbon emissions ('000 tonnes)	Indicative 2020 absolute carbon emissions target ('000 tonnes)
CO	1.89	1.32
DCA	13.15	9.21
DCLG	5.57	3.90
DCMS	0.60	0.42
Defra	11.39	7.97
DfES	2.92	2.04
DFID	0.59	0.41
DfT	5.74	4.02
DH	2.26	1.58
DTI	5.15	3.61
DWP	52.05	36.44
ECGD	0.25	0.18
FC	0.12	0.08
FCO	3.22	2.25
FSA	0.58	0.41
HMRC	36.40	25.48
HMT	1.48	1.04
HO	104.55	73.19
LOD	2.08	1.46
MOD	558.22	390.75
ONS	2.27	1.59
Total	810.47	567.35

Table 7.7 demonstrates that considerable efforts must be made by the departments to reduce emissions from offices by 30% relative to the baseline. Analysis has demonstrated that between 1999/00 and 2005/06 the Government estate reduced its absolute carbon

emissions by 4,357 tonnes. For 2010, the reduction across the Government estate must be an additional 97,000 tonnes (as previously described), and between 2005/06 and 2020, the reduction must be approximately 239,000 tonnes.

SOGE targets for energy efficiency

Departments to increase their energy efficiency per m² by 15% by 2010, relative to 1999/00

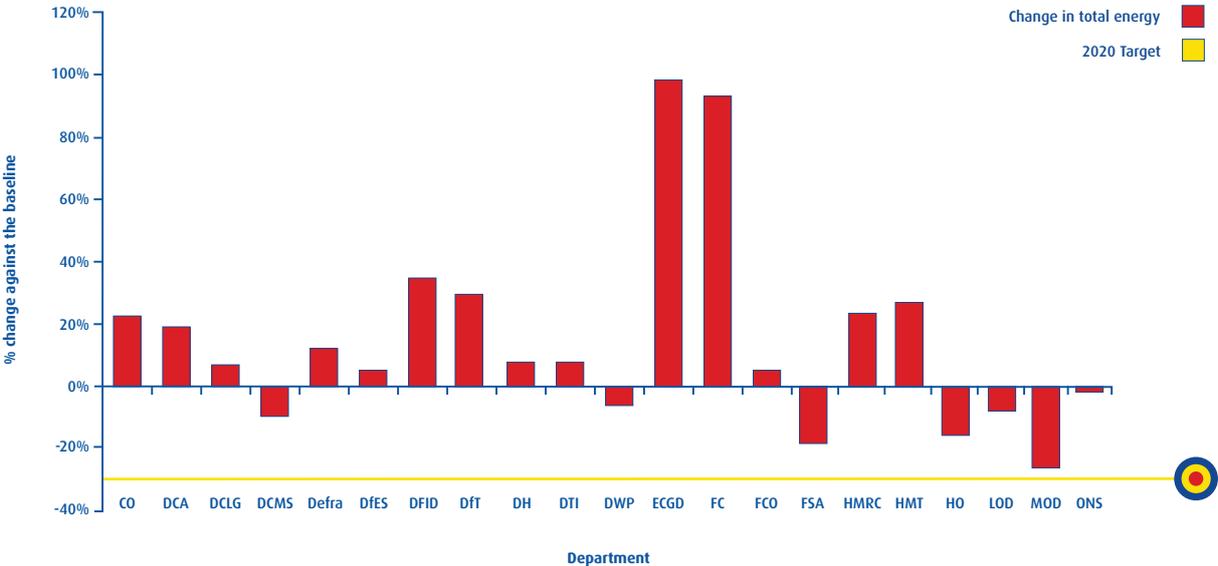
Departments to increase their energy efficiency per m² by 30% by 2020, relative to 1999/00.

The first part of this SOGE target is the same as the current target, and will not be analysed further here.

The second part of this target requires further action from the departments to improve the efficiency of their sites. Using the data in Table 7.3,

Figure 7.4 demonstrates how much progress is required by each Government department in order that energy efficiency per m² is improved by 30% compared to the 1999/00 baseline. Presently, only one department (MOD) is close to achieving this target.

Figure 7.4 Indicative progress to the 2020 energy efficiency target



SOGE target for carbon neutrality

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

The SDC defines a carbon neutral organisation as one that causes no net accumulation of CO₂ emissions to the atmosphere. Therefore, carbon neutrality allows emissions to be netted off in some other location, a process which is called 'offsetting'. However, the SDC would caution against a carbon neutrality policy which is focused solely on carbon offsetting. As the aim should be to reduce overall emissions over time, simply offsetting emissions without a carbon management strategy in place is at best misconceived, and at worst counter-productive. Furthermore, minimum standards for offsetting must be agreed across Government. The SDC believes that carbon offsetting should be delivered through certified emissions reductions in locations that do not currently have a legal obligation to reduce emissions. In effect, this means that certified emissions reductions should be from Annex II countries (less developed countries as defined by the Kyoto Protocol), as offsets obtained from actions in Annex I countries (which includes the UK) would simply count towards an existing legal obligation, resulting in zero additionality.

The data from section 7.1 show that across the Government estate, absolute carbon emissions from electricity and fossil fuel sources have only been reduced by 0.5% against the baseline using the current methodology. In addition, the overall energy efficiency of the Government estate has improved by only 2% against the baseline. In order for the Government estate to achieve a carbon neutral target by 2012, significant emission reductions are needed between now and then, as well as an agreed, valid process for offsetting, once economically viable emissions savings have been exhausted.

The case study below demonstrates how the HSBC bank achieved carbon neutral status. The magnitude of carbon emissions abated by HSBC in this case, is almost comparable to that which the Government estate must address, and whilst the profile and management of the Government estate differs from HSBC, there are also similarities in the dispersed nature of offices and sites, which makes this case study highly relevant.

Case study: HSBC goes carbon neutral

HSBC was the first FTSE 100 company – and the first major bank – to declare itself ‘carbon neutral’ (the process of fully compensating for all carbon dioxide emissions through energy efficiency and offsetting). This decision was made by HSBC management at a time when FTSE and Fortune 100 companies were being asked to disclose their direct carbon emissions through the ‘Carbon Disclosure Project’⁵³ and demonstrate their commitment to reducing direct business emissions. In September this year, HSBC was awarded the top spot in the Banks and Diversified Financials Sector of the Carbon Disclosure Project’s latest Climate Leadership Index.

Many leading financial institutions have also adopted the Equator Principles (EP)⁵⁴, which are a set of industry-led policy guidelines to raise the environmental and social standards of project financing. HSBC was one of the first organisations to adopt EP. It also recently chaired the process of reviewing EP and was active in the stakeholder engagement process. The global banking group has gone one step further by also issuing its own sector policies, giving guidance on environmental and social standards in high risk sectors such as forestry, freshwater (dams) and energy.

Through these initiatives, HSBC has responded to the needs of its customers and demonstrated the leadership that is necessary from corporations to tackle climate change.

HSBC emits approximately 700,000 tonnes of carbon dioxide per annum from the business directly, and the route to carbon neutrality was achieved by a three step process:

- Energy efficiency
- Buying renewable electricity, where possible
- Offsetting the remaining emissions.

HSBC has invested over £20 million in energy efficiency measures in offices and buildings across its world-wide operations. Examples of measures include energy awareness campaigns such as a *Switch it off* campaign for staff, and the replacement of office equipment – such as air-conditioning chillers – with more energy-efficient models.

Where possible, the Group has paid a ‘green’ tariff on its electricity supply – encouraging the development of electricity from renewable sources (which are low- or zero-carbon) and thereby reducing dependency on fossil fuels. HSBC is also investing in large-scale and micro renewable energy technologies in an attempt to support alternative energy generation.

The remaining carbon dioxide emissions were ‘offset’ by HSBC in a pilot trial at the end of 2005. HSBC purchased Gold Standard⁵⁵ voluntary emissions reduction credits from four separate projects:

- **Te Apiti Wind Farm**, New Zealand (125,000 tonnes of carbon reduced)
- **Organic waste composting**, Victoria, Australia (15,000 tonnes reduced)
- **Agricultural methane capture** Sandbeiendorf, Germany (14,000 tonnes reduced)
- **Vensa Biotek biomass co-generation** Andhra Pradesh, India (16,000 tonnes reduced).

At an average cost of US\$4.43/tonne, HSBC spent US\$753,000 in voluntary carbon credits in these four schemes to offset the company’s emissions for the last quarter of 2005. On full year projections, the annual offsetting of 700,000 tonnes of carbon will cost HSBC in excess of £3.5 million. In addition, HSBC believes it spends 10 times more than this annually on energy efficiency measures, which deliver a permanent cost saving to the Group.

For further information on HSBC’s carbon neutrality, see: www.hsbc.com/carbonneutral

53 www.cdproject.net/

54 www.equator-principles.com/

55 Gold Standard projects are Clean Development Mechanism (CDM) or Joint Implementation (JI) projects that achieve a benchmark standard for the generation of credits. Organisations which do not participate in the CDM or JI markets directly can purchase VERs to off-set emissions.

Procurement



8 Part F: Procurement

8.1 Sustainable procurement



Part F targets

Part F targets were not the subject of formal mandatory questions. However, departments were given the opportunity to provide information on sustainable procurement activities. Previous targets covered Sustainable Procurement Strategies, environmental clauses in contracts and sustainable procurement training (see Appendix B for the full list of targets).

8.1.1 Information on performance 2005-06

The questionnaire did not ask for performance against the specific targets, however, departments were asked to describe their performance over the year.

Table 8.1 summarises the performance by

each department as reported in response to the questionnaire. Please note that the comments presented below may have been paraphrased for the purpose of this report.

Table 8.1 Summary of Government departmental performance relating to procurement, 2005/06

Department	Abridged information provided by department on procurement 2005/06	Rating
CO	CO only buys timber that has been certified by the Forest Stewardship Council (FSC) and other Defra/CPET certification bodies; 100% post-consumer recycled paper and paper for printed publications; and food procurement is the responsibility of catering contractor(s). Wherever competitively possible, catering contractors provide fair-trade goods, healthy eating options and locally produced goods. All suppliers are provided with CO's environmental and purchasing policies, and asked for evidence of compliance.	
DCA	Sustainability is an integral part of the Procurement Tender Process and as such, when appropriate, is considered during a tender exercise. A departmental wide sustainability policy has been drafted by a member of Procurement Division and is currently awaiting "sign off". In addition, as part of its tendering exercise, DCA asks all service providers/contractors for details of their environmental policy.	
DCLG	The Central Procurement Division (CPD) is responsible for integrating sustainability into their activities. However, there are no sustainable procurement professionals or resources within the department, so it is currently having to adapt. CPD is gearing up to implementing sustainable procurement through basic level training and attendance at the annual Government Sustainable Procurement conference, and with further guidance falling out from the SPTF action plan.	
DCMS	DCMS is reviewing its sustainable procurement strategy based on a practitioner's view point and will be rolling it out to NDPBs. The Royal Parks is committed to demonstrating to the community that purchasing can improve markets for recycled products, enhance environmental quality and be resource responsible.	

Defra	During 2005/06 Defra took a lead in providing support to the Sustainable Procurement Task Force (SPTF) in the development of the Sustainable Procurement National Action Plan, Procuring the Future. In December 2005 Defra published an Environmental Procurement Policy and a comprehensive Sustainable Procurement Strategy and Toolkit. The Sustainable Procurement toolkit for Defra was developed to ensure sustainability is effectively integrated into all the stages of the procurement process and thus ensure that sustainability issues are addressed in all contracts. Building capacity on sustainable procurement is being delivered through Defra's Strategic Procurement Groups award winning DEEPS (Delivering Efficient and Effective Procurement Solutions) Programme. The commodity areas being managed include transport, print/paper, facilities management and IT consumables. A sustainable procurement training and awareness programme for key procurement staff is being developed and will be rolled out during 2006/07.	
DfES	DfES is integrating sustainability throughout its procurement processes and has revised its guidance to reflect this commitment. It has included new clauses to address sustainability in its model contract templates.	
DFID	During 2005/06 the DFID Procurement Group developed and implemented its Sustainable Procurement Strategy and Environmental Purchasing Policy. This included training and familiarisation for DFID staff, reforms to their contracting documents and meetings with procurement agents to explain what is required from them. DFID developed a Supplier Appraisal Questionnaire and Supplier Environmental Appraisal Matrix for the agents to use to ensure that they are all adopting the same approach.	
DfT	Guidance on sustainability issues in procurement has been refreshed. DfT continues to lead the recycled paper for printed publications framework, available via OGC for others to use.	
DH	Many contracts in the DH are for consultancy services, which have little adverse impact on the environment as these contracts are mainly for advice and/or policy. As a result, the level of importance given to SD issues by people responsible for these procurement exercises is low. The procurement pages on DH's intranet now include advice on SD, and link to other relevant web pages within the DH and other Government departments. The revised Expression of Interest (EOI) Questionnaire now requires suppliers to provide details of SD within their organisation.	
DTI	DTI continues to procure goods and services using the minimum environmental standards as set out in the guidance for Quick Wins, and uses existing departmental and other frameworks set up by OGC or other Government departments. This use is seen particularly in centres of expertise (Estates and IT) which remain unchanged from the 2005 response. Areas which maybe of interest are: the OGC Buying Solutions/Department for Transport Recycled Printing Papers Framework – recycled paper at minimum of 75% post consumer waste – is used for publications; recycled paper, as defined by Defra standards, is used in all copiers and printers across DTI, as reported previously.	
DWP	The DWP Sustainable Procurement Strategy was published in December 2005. A Sustainable Procurement Implementation Group (SPIG) has been initiated to implement sustainable procurement across all commodity groups and take forward the actions from the Sustainable Procurement Task Force. Events have been held throughout the year to further reinforce messages and provide education for those in the procurement field. In September 2005, a new stationery contract was let, resulting in a catalogue of goods with a wide range of recycled or sustainable products, which are competitively priced alternatives to the regular stationery items. Recycled paper for print and desktop publishing has been sourced, and its use made mandatory across the department. Using sustainable development principles has secured a new IT kit for roll out across the DWP. This has a greatly reduced the operational and standby energy requirement, contains less finite resources such as lead, and ultimately at the end of its life, has more recyclable components and materials.	
ECGD	No response.	

FC	The appointment of a New Head of Procurement in December 2005 has allowed the formation of a complete review of procurement activity across FC and Forest Research. The outcome of this review will be published in the 2006/07 financial year. There has been a clear commitment to develop a Corporate Sustainable Procurement Strategy, a draft of which will be available by the end of 2006/07. The relevant 'training needs analysis' is also being conducted concurrent to these other activities. There is a high level of support from all areas of the business to support the development and implementation of a Corporate Sustainable Procurement Strategy, as it is closely aligned with the core activities of the organisation.	
FCO	FCO's overall approach to sustainable procurement is to ensure that consideration of environmental, social and economic impacts is built in at the start of the procurement process in defining the business case and the specification when options are being considered. When tendering projects on the estate, emphasis is placed on the tenderers' approach to sustainability and this is factored into the tender evaluation criteria. Measures are subsequently taken to monitor the Contractors' performance in relation to sustainability. FCO's internal Purchasing Manual contains guidance. To raise awareness of sustainable procurement issues, internal training courses for staff involved in procurement now contain a session on sustainability.	
FSA	Significant work in the area, including publishing guidelines and developing web notices, has been undertaken.	
HMRC	The new Commercial Directorate for HMRC is currently being developed alongside the implementation of a new integrated finance/HR/procurement IT system. A Sustainable Procurement Strategy has been published and the new centralised team, based on commodities, will develop more specific sustainable procurement plans. All buyers currently use an environmental assessment tool to identify environmental impacts associated with all new contracts.	
HMT	Sustainability has been incorporated into the Treasury's procurement process: customers have been asked to evaluate their procurement requirements in line with sustainable options which have extended from defining the need, evaluating options, design and specifying, supplier selection, tender evaluation, post-contract management and supplier development. Though HMT's strategy is not quite optimised, it is pro-actively seeking continuous improvement.	
HO	The HO has identified a number of commodity groupings that are purchased across the office which will be strategically sourced in the future. All contracts for these commodities will take sustainable development impacts into consideration, and contract strategies will be developed to reproduce outcomes that support sustainable development. Achievements include: updated documentation to support the sustainability agenda now published on the HM Prison Service (HMPS) Procurement website; project initiated with the aim of reducing energy consumption; purchasing of many varieties of recycled goods, e.g. stationary products, polythene bags.	
LOD	The CPS has published its Sustainable Procurement Strategy and Environmental Purchasing Policy. LOD has robust methods for the dissemination of procurement initiatives and guidance and for its subsequent integration into departmental guidance and best practice. These include, for example, the use of the CPS Intranet and Internet sites and the internal publication of information using CPS's Gateway Notices. The CPS includes environmental conditions or criteria in specification and tender documents where relevant.	

MOD	To manage sustainable procurement in estates management, a sustainable procurement strategy was published in December 2005. As part of MOD's procurement reform agenda, MOD explored the scope to maximise non-equipment procurement contracts and include sustainable development considerations. For example, it recognised that its purchase of recycled paper was poor and has taken measures to rectify this in the tendering for current and future contracts. From 1st October 2005, all timber and timber products (excluding paper, paper products and card) have been procured from legal sources. In addition, every effort will be made to acquire these items from a sustainable source. In late 2005, two Supplier Associations (SAs) were initiated focusing on Regional Prime Contracts and key stand alone prime contracts. An SD working group is now in operation aimed at promoting improved SD working and sharing best practice. It is specifically looking at how performance against SD objectives can be improved through current contract arrangements.	
ONS	ONS has a Sustainable Procurement strategy endorsed by the Permanent Secretary. This is reviewed every three years and was last reviewed in December 2005. All requests to purchase require confirmation that sustainable development issues have been considered. Evaluation criteria for every tender include environmental considerations as standard. Training guidance for devolved purchasing officers covers the purchase of environmentally friendly products when appropriate.	

The information provided by the departments has been judged by Entec against a number of simple criteria. A very good response would include information relating to some of the following:

- **Confirmation of formal processes being applied**
- **A strategy being in place**
- **Training being delivered, and/or**
- **Working innovatively with contractors and suppliers.**
- **Also whether there is a variety of examples of initiatives, a single example or no example?**

A good response would make it clear that formal procedures are being followed for 2005/06. A poor response would be unclear or refer to actions for the future only.

The responses from Defra, MOD and ONS were

considered very good responses demonstrating commitment to this theme.

Sustainable procurement case studies can be found at www.sustainable-development.gov.uk/what/best-practice/procurement.htm

Defra case study – Public Sector Travel Procurement Initiative (PSTPI)

Defra is a lead partner in the establishment of the Public Sector Travel Procurement Initiative (PSTPI). As a result of this early intervention and focus on sustainability from the concept of the initiative, Defra and the supplier have devised a travel booking system that automatically captures rail, air and ferry travel data, and calculates the carbon emissions generated. See Appendix E for full case study.

8.2 Recommendations

The Sustainable Procurement Task Force has made the following recommendations:

- Lead by example
- Set clear priorities
- Raise the bar
- Build capacity
- Remove barriers and
- Capture opportunities.

Departments should consider the task force findings and apply appropriate tools and mechanisms. As a minimum, the SDC would expect:

- Strong Government support and crystal-clear guidelines for embedding SD in Government procurement and contract management
- A systematic method for sustainably proofing all major Government contracts and for ensuring that service providers have a robust SD policy and embrace sustainability in their own operations
- All outsourced activities to be subject to the same targets and scrutiny arrangements as those on the Government estate and
- Proactive contract management to ensure sustainability principles are adhered to and developed throughout delivery.

8.3 New Framework

SOGE target for sustainable procurement

No specific target however:

The Government is to mandate all accepted elements of the Sustainable Procurement Task Force Report.

A photograph of a cluttered construction site. The ground is concrete with several large, light-colored wooden panels and smaller pieces of wood scattered across it. A green metal ladder is leaning against a wall on the right. A yellow cord is draped across the center. A white tarp is on the left, and a red and white traffic cone is at the top. A target is visible on the right side. The text "Estates Management and Construction" is overlaid in green in the center.

Estates Management and Construction

9 Part G Estates management and construction

9.1 Target G1: Estate management strategy



Target G1A

Departments will incorporate a full range of sustainable development considerations into all new build and major refurbishment construction projects where design commences on or after 1st December 2005. These projects should incorporate the targets and principles laid out in the Government's Common Minimum Standards for the Procurement of Built Environments, and follow the guidance laid out in the OGC Achieving Excellence in Construction Guide 11: Sustainability.

The 2006 questionnaire focused on the performance of departments against part G1A of this theme relating to construction and refurbishment and excluded questions on climate change adaptation, ozone depleting substances, heritage, property disposal and contaminated land.

Where a department did not undertake any new build or major refurbishment activity, the

target has been deemed as not applicable. DfT failed to meet the target despite wide ranging achievements (see Table 9.1) but reported positively for nine out of ten new builds and all six major refurbishments. MOD reported on 100% of Army sites but could not report on the whole of the remaining estate and is therefore deemed to have failed the target by lack of management information.

Table 9.1 Performance against target G1A

Department	Sustainability within new builds	Reported %	Sustainability within major refurbishments	Reported %	Target met?	Rating
CO	N/A	N/A	N/A	N/A	N/A	
DCA	1/1	100%	3/3	100%	Yes	
DCLG	0	0%	1/1	100%	Yes	
DCMS	2/2	100%	1/1	100%	Yes	
Defra	1/1	100%	2/2	100%	Yes	
DfES	N/A	N/A	N/A	N/A	N/A	
DFID	N/A	N/A	N/A	N/A	N/A	
DfT	9/10	90%	6/6	100%	No	
DH	N/A	N/A	N/A	N/A	N/A	
DTI	1/1	100%	0	0%	Yes	
DWP	Totals not reported	100%	Totals not reported	100%	Yes	
ECGD	N/A	N/A	N/A	N/A	N/A	
FC	1/1	100%	0	0%	Yes	
FCO	0	0%	1/1	100%	Yes	
FSA	N/A	N/A	N/A	N/A	N/A	
HMRC	0	0%	1/1	100%	Yes	
HMT	N/A	N/A	N/A	N/A	N/A	
HO	Totals not reported	100%	Totals not reported	100%	Yes	
LOD	N/A	N/A	N/A	N/A	N/A	
MOD ⁵⁶	NK	NK	NK	NK	No	
ONS	0	0%	1/1	100%	Yes	

9.2 Lessons to be learnt – good practice points

Examples of lessons learnt with regards to the estate management are provided in Table 9.2. These examples do not represent all the comments provided by the departments nor

do they cover every department. Examples have been selected to show a variety of good practice ideas.

56 Comprehensive and robust data are not available as there has been a great deal of construction and refurbishment activity concurrent with a number of contractor based changes. Sample data show 95 new builds for the Army have all had sustainability considered. There are mechanisms and tools in place for mandatory sustainability assessments with evidence of the fruits of this process.

Table 9.2 Summary of departmental good practice relating to estate management, 2005/06

Department	Summary of good practice points
Defra	The Mills Building at the Veterinary Laboratories Agency, Weybridge, won the 2006 Royal Institute of Chartered Surveyors South East Region Sustainability Award. It is one of VLA's most innovative buildings incorporating many sustainable development features and has achieved a BREEAM Excellent Rating. The Award assessor reported that "The Mills Building is not only a visually outstanding building, but built with an impressive commitment from all parties to a very high sustainable standard and innovative construction".
DfES	Although no major refurbishments were undertaken, three office refurbishments have recently been completed or are about to be completed in one building. In each area, DfES has selected a carpet range from its supplier which is BREEAM 'A' rated.
DFID	DFID achieved a "very good" and "excellent" BREEAM award for the design of the refurbishments at its London and East Kilbride offices.
DfT	As part of a £10 million estate modernisation, engineers have been tasked with designing buildings that are more energy efficient than their predecessors by installing technologies such as: Passive Stack Ventilation; automatic light activation in the test hall; and intelligent central heating systems that control heating levels throughout the building.
MOD	In 2005, MOD opened a Junior Ranks Single Living Accommodation Demonstration Block at Perham Down. The block received an 'Excellent' BREEAM by incorporating a range of features such as metering and monitoring of the buildings' electricity, gas and water, incorporating solar energy technologies, harvesting rainwater and utilising timber from sustainable sources.
MOD	With support from industry experts, MOD has been developing an in-house environmental performance assessment tool called the Defence Related Environmental Assessment Methodology (DREAM). It will help to integrate sustainable development considerations into defence new build and refurbishment projects. DREAM is a web based IS application designed to enable project teams, designers and contractors to deal positively with environmental issues and meet environmental assessment commitments for construction at minimum cost. It was launched by MOD at the Statutory Body and NGO Conference on 21 March 2006. Initial pickup has been excellent, with many assessments now underway. The recording of the uptake of DREAM for annual reporting purposes is also a key element of its functionality. The DREAM tool is recognised by OGC.
FCO	FCO has commissioned BRE and consultants to develop a bespoke BREEAM standard for FCO to use overseas. All new projects will be assessed against that brief.

Department for Constitutional Affairs case study – Development of court specific BREEAM

Following concern over the suitability of the Building Research Establishment Environmental Assessment Methodology (BREEAM) to court buildings, the Building Research Establishment (BRE) was commissioned to develop Court Specific BREEAM, considering the implications of the Court Standards Design Guide. While there is still a requirement to put emphasis on sustainable development during the planning stages, the system of judging takes into account the different and necessary parts within court buildings.

See Appendix E for full case study.

9.3 Recommendations

Key recommendations are:

- Gain BREEAM or equivalent excellent rating for all new builds and major refurbishments through incorporating sustainable design features
- Strictly procure all timber for estates work from accredited sustainable sources and ensure the mechanisms are in place to for contractor control
- Apply the OGC Achieving Excellence guidance and
- Engage with contractors and consultants on the new SOGE targets and request innovative features to support them being achieved.

9.4 New Framework

SOGE targets for estates management

No specific targets however Government to mandate:

- BREEAM excellent standards (or equivalent) for all new builds and major refurbishment
- OGC's Property Benchmarking Scheme and
- Sustainability appraisals of office relocations.



Biodiversity

10 Part H Biodiversity

10.1 Target H4: Sites of Special Scientific Interest (SSSIs)



Target H4

The H4 target requires departments that own SSSIs to achieve at least 68% 'favourable' or 'unfavourable recovering' condition status on sites by 2006 and 95% by 2010.

'By 2006' has been interpreted as being by 1st January 2006.

10.1.1 Progress to H4

Table 10.1 describes the reported progress in meeting the H4 target for 2006. The H4 target applies to only seven of the 21 departments.

FC and MOD, who hold the vast majority of SSSIs, are meeting the Framework target. Together, they have 369 of the 380 SSSIs reported and therefore undertake the vast majority of conservation activities. The HO, through the Prison Service, manage a further seven SSSIs which are all either in a favourable

or recovering condition. DfT reported only one SSSI, excluding approximately 50 SSSIs reported last year as part of the Highways Agency.

Defra and DCMS have not met the target but have provided useful contextual information to explain the current status.

A number of departments have also responded positively to detail their efforts at non SSSI sites.

Table 10.1 Progress to target H4 in 2006

Department	Number of SSSIs	% of SSSIs achieving 'favourable' or 'unfavourable recovering' condition status	Target met for end of 2005?	Rating
CO	0	N/A	N/A	
DCA	0	N/A	N/A	
DCLG	0	N/A	N/A	
DCMS	1	0%	No ⁵⁷	
Defra	1	0%	No ⁵⁸	
DfES	0	N/A	N/A	
DFID	0	N/A	N/A	
DfT	1	100%	Yes ⁵⁹	
DH	0	N/A	N/A	
DTI	0	N/A	N/A	
DWP	1	100%	Yes	
ECGD	0	N/A	N/A	
FC	193	82%	Yes	
FCO	0	N/A	N/A	
FSA	0	N/A	N/A	
HMRC	0	N/A	N/A	
HMT	0	N/A	N/A	
HO	7	100%	Yes	
LOD	0	N/A	N/A	
MOD	176	78%	Yes	
ONS	0	N/A	N/A	

10.2 Lessons to be learnt – good practice points

Examples of lessons learnt with regards to biodiversity are provided in Table 10.2. These examples do not represent all the comments provided by the departments, nor

do they cover every department. Examples have been selected to show a variety of good practice ideas.

57 Richmond Park Acid Grassland SSSI has an 'unfavourable' condition. DCMS has stated that it is not a simple matter and it is investigating ways forward.

58 Defra owns a small area of land (0.1 ha) forming part of a larger SSSI (17.7 ha in total) at Boxworth, Cambridgeshire. The site is managed by the Wildlife Trust. Its designation is 'unfavourable no change'.

59 DfT reported 50 SSSIs in the 2004/05 review. The Department for Transport has excluded Highways Agency despite their Executive Agency status because they only part own or part manage the sites. This is inconsistent with last year.

Table 10.2 Summary of departmental good practice relating to biodiversity, 2005/06

Department	Summary of good practice points
DCLG	The Fire Service College, although not a SSSI, is the only major land holding in the estate and has biodiversity significance, with sightings of rare and protected species. A full biodiversity survey has been undertaken in association with the Local Authority over each season of the past year. The results and recommendations are being put into a site biodiversity action plan (BAP).
DfT	A previously developed area of the Air Accident Investigation Branch site was restored back to its natural state. This was achieved by utilising topsoil removed during construction. This area will be re-seeded with local grasses.
HO	As part of the biodiversity process and the implementation of BAPs at all its nationally designated sites and biodiversity significant sites, HO is incorporating the Biodiversity Action Reporting System (BARS). As a consequence of this, HO now has a national biodiversity coordinator responsible for BARS, and all stage 1 designated sites will have staff trained on the BARS system.
MOD	MOD has undertaken work to enhance the conservation status of a UK BAP priority habitat and a priority species at one site, but within the MOD estate, 35 habitats and 138 species have been recorded. The MOD BAP review and audit project is establishing the nature of management actions carried out across the estate.

MOD case study – Strensall training area and the dark-bordered beauty moth

The Strensall Training Area is one of the most important locations in the UK for the rare and attractive dark-bordered beauty moth (*Epione parallelaria*). The natural environment of the area is currently being enhanced with restoration of around 100ha of heathland through the removal of invasive scrub and an enhanced grazing regime using sheep. Population counts have increased from nine moths found in 2002, to 109 in 2006. See Appendix E for full case study.

10.3 Recommendations

The key recommendations are to:

- Continue the good management of significant sites
- Explore opportunities to combine biodiversity management with volunteering activities and
- Explore further opportunities on less significant sites, i.e. those that do not have SSSI status but with biodiversity impacts.

10.4 New Framework

SOGE target for biodiversity

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

This target is the same as the second stage of the existing target and will not be assessed further here.



Social

11 Part I Social

11.1 Social impacts



Target I1

Part I targets were not the subject of mandatory questions. However departments were given the opportunity to provide information on social activities.

This target has not been specifically reported on in the 2005/06 return and is not discussed in detail here. Table 11.1 reproduces selected information provided by the departments in response to two requests:

- To provide information on performance over the last year, the overall approach in this area, barriers to progress and significance to business and
- To outline any examples of good practice in the way social impacts are managed and/or monitoring and reporting of performance in this area.

11.1.1 Information on performance 2005/06

Table 11.1 Summary of Government department performance relating to social impacts, 2005/06

Dept.	Information provided by department on social impacts 2005/06	
CO	<p>Delivering a Diverse Civil Service – A 10-Point Plan sets out commitments on 10 key areas that are intended to achieve broad and deep cultural change across the civil service. CO is committed to encouraging all of its staff to participate in voluntary and community activities.</p> <p>The aim of the departmental strategy will be to see how the CO can contribute to the Voluntary and Community Sector Network and how they can work together in partnership. CO was awarded a Community Service Volunteers (CSV) award in March 2006.</p> <p>The CO is committed to improving the work/life balance in the department. The CO provides guidance to staff if they are interested in flexible working. CO provides a work/life balance smart working checklist to make sure that staff are doing everything they can to get a good work/life balance.</p>	
DCA	<p>A Diversity Impact Assessment Toolkit has been developed and training on its use has been rolled out and further guidance placed on the departmental infonet.</p> <p>When considering diversity impacts on all new revised policies, practices, the guidance highlights the need to engage with communities affected. A tool called the Diversity Excellence Framework has been developed, based on the EFMQ model (European Foundation for Quality Management), to assist in mainstreaming diversity objectives and incorporating them into business plans.</p>	

DCLG	<p>Government Office London joined forces with environmental charity Thames21 and facilities management provider MITIE to clean a stretch of the Thames foreshore during London Sustainability Weeks 2005.</p> <p>In March 2006, Transport division held a team-building away-day at Blaydon Burn, Gateshead prioritising tasks and utilising key skills and attributes, within a remit to clear an area of Blaydon Burn of litter and debris. The role was to pick up the array of plastic bags, bottles, litter and general household items such as plastic bowls, pans and food products.</p> <p>August 2005 GO-East organised two days of volunteering for the Wildfowl and Wetlands Trust at its Welney reserve. Volunteers from the office cleared an area of scrub land for the Trust. In Countryside and Farming week 26-30 September 2005, the Rural Team and the Regional Public Health Group lead a week of internal events to coincide with British Food Fortnight.</p>	
DCMS	<p>The Royal Parks is in a unique position to be able to educate the community about sustainable development issues. It provides a range of learning opportunities for all ages, both formal and informal, and aims to be accessible to all.</p> <p>Liberty Drives, Hyde Park: The Liberty Drives began in the summer of 1995. Since beginning, the scheme has provided up to 50,000 elderly, disabled and infirm people free rides in Hyde Park in electrically powered buggies driven by trained volunteers.</p> <p>Bushy Park Companion Cycling: Bushy Park houses Companion Cycling. Those with special needs can therefore experience the joys of cycling, riding in tandem on specialised bikes with those more able assisting them. Horse riding is available for those less able.</p>	
Defra	<p>There is public access through footpaths, bridle paths and other public rights of way across some Defra land holdings.</p> <p>Since the Watchtree Nature Reserve opened in 2002, the site has developed into an important nature reserve. The site is rich in flora and fauna and many species of bird, and great crested newts breed on site. As well as allowing public access to the site, a series of guided evening and dragonfly walks take place throughout the summer.</p>	
DfES	<p>In 2005, Year of the Volunteer, 166 staff took part in team activities, while 62 were trained as primary and secondary school mentors. Other volunteering activities include: front line education services, projects in schools, universities, within the community and overseas (e.g. Sri Lanka), school governors, teaching English as a second language, magistrates, charity board members, readers and mentors in schools, colleges and universities, painting of community centres, environmental work/clearing green spaces. Guidance for staff on how to get involved is included within a comprehensive intranet site with hyperlinks including: providing help for staff and managers, information on frequently asked questions and feedback from volunteering undertaken.</p>	
DFID	<p>DFID published its Social Impacts Strategy on its external website within the original target deadline of March 2006. During this reporting year DFID also met its senior civil service diversity target for disabled staff and made significant progress towards its target for 37% of the senior civil service to be women. DFID is currently undergoing Investors in People (IiP) re-accreditation.</p> <p>DFID has made vast improvements to the work/life balance staff through increased provision of flexible and remote working opportunities. It operates over 440 different work patterns and has invested £1.5 million in remote working facilities.</p>	
Dft	<p>The department actively encourages and promotes volunteering and provides time for staff to undertake such activities. Staff have participated in wide range of activities during the reporting year with local and national organisations. Examples include: the DVLA provides significant resources in partnership with Careers Wales West in respect of mentoring programmes, mock interview programmes and business and enterprise days. The Maritime and Coastguards Agency (MCA) also functions with the assistance of 3000+ volunteer auxiliary Coastguards.</p>	

DH	<p>Social impacts form a major strand of DH's current SD Action Plan. One practical example is an employee health event that was held last year. Following the publication of the Choosing Health white paper, DH identified a range of interventions that could be used to support the health and well-being of its staff. This culminated in two events where DH promoted a range of new initiatives including healthy eating, physical activity, occupational health tests etc.</p>	
DTI	<p>DTI and its agencies encourage volunteering, agreed by local line management. DTI has guidance on its intranet which assists those wishing to participate in such activities. The department allows special paid leave to enable its staff to undertake voluntary public service and a number of its staff act as school governors and are involved in a wide range of other voluntary activities and organisations in their communities. For a number of years staff have been seconded to the Prince's Trust and, during the past year, two staff have participated in the Trust's Team Programme and a further two staff joined the Young Professional Scheme.</p>	
DWP	<p>DWP has produced a Social Impact Strategy, published in March 2006, setting out its approach to monitoring and managing its social impacts. Staff are supported in their desires to become involved in community based activities and can in some cases be offered time off from their normal duties. Of particular note is the Disability and Carers Service 'Community 500' – an initiative to provide 500 days to the community for various projects.</p>	
ECGD	No response	
FC	<p>Hundreds of volunteers are active across the estate. Tasks include managing car parks, litter picking and assisting with events. General conservation work parties are still important providing physical and mental well being opportunities, as well as supporting the delivery of biodiversity aims. Volunteers are taking part in specific activities such as assisting with school visits and family fun days. Recruitment includes people who are retired, unemployed, suffering from the aftermath of head injuries, from refugee communities, other minority groups and individuals who turn up to join in. The Commission has added a strong social research capacity to its Forest Research Agency. The Social and Economic Research Group has developed new advice and training on working with communities. The group has worked with outside experts to develop evaluation methods for social programmes such as Forest Schools. Case study: An Effective Racial Equality Scheme – The Commission undertook new research to inform its race equality scheme.</p>	
FCO	<p>FCO was a fore-runner in voluntary work during the Year of the Volunteer for 2005, with staff permitted to take five days off for voluntary projects, and this is still the case. Senior management strongly supported voluntary work and staff were provided with more information on how they could volunteer through Community Voluntary Service (CVS).</p>	
FSA	<p>FSA successfully obtained Investors in People (IIP) accreditation in 2004 and it is committed to maintaining this external validation of its business practices. FSA has a sports and social club, where staff can take part in yoga and Tai Chi. The agency has a subsidised gym membership. Health checks are also carried out free of charge.</p>	
HMRC	<p>A draft Corporate Responsibility Strategic Framework document has been agreed by the Corporate Responsibility (CR) Steering Group and was due to be considered by the Board at their meeting in September 2006. The departmental CR adviser is helping to take all this forward and will also be looking to develop a CR planning template for business units to use when considering their own CR plans. Participation in the Business in the Community annual CR Index – 87th place in 2005.</p>	
HMT	<p>Within in the Treasury a number of teams undertake volunteering and contribute to community based projects.</p>	

HO	<p>HO staff are encouraged to take part in volunteering under the banner of a scheme entitled "The Out of Office Experience". Staff are allowed to take up to five days' paid special leave per annum to take part in volunteering activities.</p> <p>The HO is a member of Westminster Time and Talents, an organisation which matches volunteering activities to potential volunteers in the Westminster area.</p> <p>The HO employee volunteering strategy was refreshed. An example of volunteering activity in the community undertaken by HO staff includes the Tower Hamlets Biodiversity Project – clearing an area of woodland for re-planting.</p>	
LOD	<p>The Crown Prosecution Service (CPS) is involved with numerous programmes that it has initiated, or is a partner in. These include Domestic Violence; Hate Crime; The Community Engagement Strategy; Tackling Anti-Social Behaviour; Prolific and Priority Offenders; Drug Intervention Programme; Criminal Justice Boards. CPS has a Counselling and Welfare scheme available to staff and their families, and a Maximising Attendance Scheme.</p> <p>The Attorney General's Office actively encourages staff to take part in volunteer work. During the last year it has offered a free medical to all staff.</p> <p>LOD is modernising its disabled toilet facility to allow access for motorised wheelchairs. Redundant computer equipment which was serviceable was redistributed to schools, so enabling it to be used to the end of its effective life.</p>	
MOD	<p>The MOD encourages its personnel to undertake volunteering work which benefits local communities. Special Paid Leave is available for personnel who wish for example to become Magistrates or School Governors, and the MOD supports a number of youth volunteering schemes, including the Prince's Trust.</p> <p>There are many examples of local level liaison and community involvement on the MOD estate.</p> <ul style="list-style-type: none"> • 3 nature trails have been created at Leconfield Defence School of Transport, Yorkshire. • The Defence Training Estate South West is hosting two Heritage Open Days at Okehampton Battle Camp. • Defence Estates with the Northumberland National Park Authority are delivering a significant visitor information project relating on Otterburn Training Area. 	
ONS	No response	

The information provided by the departments has been judged by Entec against a number of simple criteria. Key elements that can differentiate between the responses are:

- Are programmes and strategies in place, draft programmes or no formal approach?
- Were a variety of examples of initiatives provided, a single example or no example?

The responses from CO, DTI, DWP, FC and MOD were considered very good responses demonstrating commitment to this theme.

11.2 Lessons to be learnt – good practice points

Themes of good practice often include the consideration of corporate responsibility, diversity issues, work life balance, flexible working, allowing staff to volunteer, welcoming external volunteers into the organisation where

appropriate and actively engaging in the local community. All of these are touched upon by one or other of the departments that have responded above.

Forestry Commission case study – The Dartmoor rehabilitation project

The Forestry Commission, in collaboration with HMP Dartmoor, has developed a resettlement programme that enables prisoners to participate in a paid work experience and skills learning scheme. A number of former prisoners who took part in the scheme are making direct use of the practical skills developed and there is a low rate of re-offending. An important by-product of this initiative has been the environmental benefits, with over 7 kilometres of streamside in the Dartmoor forests opened out, significantly enhancing biodiversity and improving the landscape. See Appendix E for full case study.

11.3 Recommendations

Key recommendations for the Social section include:

- Departments to raise their ambition level by developing explicit strategies for continuous improvement
- Explore tools to disseminate good practice and
- Ensure an appropriate individual is responsible for exploring volunteering opportunities.

11.4 New Framework

SOGE targets for social

No specific targets, however Government to mandate that:

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

Appendix A

Departmental summaries

Key

Rating	Definition
	Less than 25% of target points
	25 – 39% of target points
	40 – 54% of target points
	55 – 69% of target points
	70 – 84 of target points
	85% or more of the target points
<p>'Target points' includes a potential to score bonus points for very good performance over and above meeting the target. This effectively offsets lesser performance elsewhere. See Table 2.3 for scoring system.</p>	

Land Estate	As reported – based on questionnaire returns
	1 to 2,500 hectares of estate
	2,501 to 10,000 hectares
	10,001 to 50,000 hectares
	50,001 to 100,000 hectares
	>100,000 hectares

Employees	As reported – based on questionnaire returns
	1 to 5,000 FTEs ⁹
	5,001 to 10,000 FTEs
	10,001 to 50,000 FTEs
	50,001 to 100,000 FTEs
	>100,000 FTEs

Office space	As reported – based on questionnaire returns
	1 to 50,000 m ² office space
	50,001 to 100,000 m ²
	100,001 to 500,000 m ²
	500,001 to 1,000,000 m ²
	>1,000,000 m ²

Expenditure limit	As reported – based on questionnaire returns
£	Expenditure Budget is <£2,500m
££	£2,500m to £5,000m
£££	£5,001m to £10,000m
££££	£10,001m to £20,000m
£££££	>£20,000m

Based on the 2005/06 Department Expenditure Budget from the 2004 Spending Review. Note: Department of Health includes National Health Service (NHS), however this study does not include NHS. Forestry Commission budget is sourced from its annual report. No data for ECGD.



Target scoring system	
	Poor performance or a poor response
	Some progress – however more work to do
	Target met
	Not applicable

Cabinet Office

The Cabinet Office (CO) has the overarching purpose of making Government work better through supporting the Prime Minister, supporting the Cabinet and strengthening the civil service. CO is committed to ensuring that sustainable development is considered in the development of policies and services and also within the day-to-day support activities.

CO has not reported on the Central Office of Information.

Scale of operations

Rating		
Dept. budget	£1,906m	
People	2,066	
Office space	62,756m ²	
Land	6.3ha	

Highlights

- Target met for reducing the quantity of waste arisings in 2005/06, with a reduction of 7% from 2004/05.
- The CO also showed an increase of 17% of electricity sourced from renewable energy from 40% in 2004/05 to 57% in 2005/06.

Lowlights

- Target not met for development of EMS in 100% of offices by March 2006, achieving only 10 sites out of 16.
- Most transport data required for CO₂ emissions or mileage from travel were not recorded and therefore performance could not be measured.
- Missed the target to reduce water consumption to 7.7m³ per person by a considerable margin, achieving 19m³ per person (although this shows a marked improvement from 2004/05).

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment
Yellow	Blue	Blue	Blue	Red	Red	Blue	Blue	Blue	Red	Blue	Grey	Grey	Yellow	Red

Department for Constitutional Affairs

The Department for Constitutional Affairs (DCA) is responsible for upholding justice, rights and democracy. As such DCA is committed to promoting fair work practices for its staff, improved access to services for its customers, while ensuring it achieves sound economic sustainable development in all its operations.

DCA has reported on the following executive agencies: Her Majesty’s Court Service; Tribunals; Land Registry; National Archives; Wales Office; and Scotland Office.

DCA’s estate has more than doubled in the last reporting year.

Scale of operations

Rating		
Dept. budget	£3,698m	
People	35,756	
Office space	1,368,553m ²	
Land	5.2ha	

Highlights

- Departmental target met for public reporting and verification of SD impacts.
- On target to source at least 10% electricity from renewable sources by 31st March 2008.
- There is consideration of sustainable development through new builds and major refurbishments.

Lowlights

- The 80% target for EMS in all department buildings was not reached with only 0.6% of all buildings achieved.
- A 10% target reduction of CO₂ emissions from road transport in 2005/06 compared to 2002/03 baseline was not met, achieving only a 3.8% reduction.
- Water consumption has more than doubled from 2004/05 and 2005/06 and DCA failed to meet the 7.7m³ per person target.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment

Department for Communities and Local Government

The Department for Communities and Local Government (DCLG) has a vision of prosperous and cohesive communities, offering a safe, healthy and sustainable environment for all. The DCLG remit covers Local Government, social exclusion, neighbourhood renewal, communities, race, faith, and equalities.

One specific example of DCLG responsibilities is the building regulations regime, which principally exists to ensure the health and safety of people in and around buildings. As such, DCLG is committed to protecting and enhancing the environment and to tackling climate change through the introduction of tougher building regulations for the building of sustainable homes.

DCLG has reported on the following executive agencies: Government Office Network; Fire Service College; Queen Elizabeth II Conference Centre; and the Planning Inspectorate. DCLG has not reported on the Ordnance Survey.

Scale of operations

Rating		
Dept. budget	£7,836m	
People	8,247	
Office space	201,463m ²	
Land	185ha	

Highlights

- Achieved (and beat) target to reduce water consumption in office buildings, with an average of 7.1m³ per person per year.
- Achieved target of waste tonnage reduction, with a 20% reduction from 2004/05.
- Increased the proportion of waste recycled from 18.9% in 2004/05 to 54.4% in 2005/06.

Lowlights

- Increased absolute carbon emissions from energy use by 8.7% since 1999/00.
- Reduced overall energy efficiency by 6.9% between 1999/00 – 2005/06.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment

Department for Culture, Media and Sport

The Department for Culture, Media and Sport is responsible for Government policy on licensing alcohol and entertainment, architecture and design, arts, broadcasting, creative industries, press freedom and regulation, licensing gambling, and the historic environment. The department is committed to improving the quality of life for all through cultural and sporting activities, and is looking to promote the sustainable development of tourism through working closely with other Government departments.

DCMS has reported on the following executive agency: Royal Parks.

Scale of operations

Rating		
Dept. budget	£1,543m	£
People	660.4	
Office space	13,269m ²	
Land	1.3ha	

Highlights

- On target to source at least 10% electricity from renewable sources by 31st March 2008 with 85% of electricity sourced from renewable sources in 2005/06.

Lowlights

- Most transport data required for CO₂ emissions or mileage from travel were not recorded and therefore performance could not be measured.
- Data required for assessing quantities of waste arisings and recycling were not provided.
- High water consumption figure of 15 m³ per person per year.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment

Department for Environment, Food and Rural Affairs

The Department for Environment, Food and Rural Affairs deals with the essentials of life – food, air, land, water and people, and is responsible for improving the current and future quality of life for all. As such the department has a role in championing sustainable development across the whole of the UK and across Government.

Defra has reported on the following executive agencies: Centre for Environment, Fisheries & Aquaculture Science (CEFAS); Central Science Laboratory (CSL); Pesticides Safety Directorate (PSD); Rural Payments Agency (RPA); Veterinary Laboratories Agency (VLA); Veterinary Medicines Directorate (VMD); Marine Fisheries Agency (MFA); Government Decontamination Service (GDS); and the State Veterinary Service (SVS).

Scale of operations

Rating		
Dept. budget	£3,272m	
People	15,317	
Office space	386,923m ²	
Land	570ha	

Highlights

- Departmental target met for public reporting and verification of SD impacts.
- Achieved the target to reduce water consumption in office buildings, reporting an average of 6.1m³ per person per year.
- On target to source at least 10% electricity from renewable sources by 31st March 2008. In 2005/06, 56% came from renewable energy providers.
- Defra provided a strong response to Procurement section.

Lowlights

- Target not met for reducing the quantity of waste arising in 2005/06, reporting an increase of 19% from 2004/05.
- Not on track to meet the target of a reduction of absolute carbon by 12.5% by 2010/11 relative to the baseline. Carbon emissions increased by 10.2% between 1999/00 – 2005/06.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment

Department for Education and Skills

The Department for Education and Skills (DfES) is responsible for creating opportunity, releasing potential and achieving excellence for all. As such the department is committed to ensuring that sustainable development is considered in the building and operation of schools and that students are educated in sustainable living. DfES has no executive agencies to report on.

Scale of operations

Rating		
Dept. budget	£31,105m	
People	5,920	
Office space	90,982m ²	
Land	9.1ha	

Highlights

- The 10% target reduction of CO₂ emissions from road transport in 2005/06 compared to baseline was exceeded, with a reported 72% reduction.
- The department showed good progress in the proportion of total waste recycled – 43% of waste was recycled in 2005/06, an increase of 30% on the previous year.

Lowlights

- The 100% target for EMS in all department buildings was not met, with 0% achieved.
- Water consumption per person was reported at 10.2m³ and does not meet the required target.
- Did not meet the target for reducing the total quantity of waste arisings from 2004 to 2006, with an increase of 61%.
- DfES reports worsening energy efficiency as shown by energy use per m².

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment

Department for International Development

The Department for International Development (DFID) is responsible for promoting development and reducing poverty through managing Britain's aid to poor countries. DFID has a key role to play in ensuring that the work undertaken in developing countries considers economic, social and environmental aspects according to the priorities and circumstances in each country. DFID has no executive agencies to report on.

Scale of operations

Rating		
Dept. budget	£4,529m	
People	1,735	
Office space	26,870m ²	
Land	4.25ha	

Highlights

- Departmental target met for reporting and verification of SD impacts.
- Achieved target to reduce water consumption in office buildings, to an average of 7.7m³ per person per year.
- Met target and achieved a reduction of 8% in total waste arisings between 2004/05 and 2005/06.

Lowlights

- Not on track to meet the target of a reduction of absolute carbon by 12.5% by 2010/11 (relative to the baseline) by a significant margin, with an 88.5% increase in absolute carbon emissions since 1999/00.
- DFID has shown a 34% reduction in energy efficiency by floor space since 1999/00.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment
Red	Red	Blue	Red	Red	Red	Red	Blue	Blue	Red	Blue	Grey	Grey	Yellow	Yellow

Department for Transport

The Department for Transport (DfT) is responsible for overseeing the delivery of a reliable, safe and secure transport system that responds efficiently to the needs of individuals and business whilst safeguarding the environment. DfT has a key role to play in seeking a balance in the increasing demand for travel against the goal of protecting the environment effectively and improving the quality of life for everyone.⁶⁰

DfT has reported on the following executive agencies: Driving Standards Agency; Government Car and Despatch Agency; Highways Agency; Maritime & Coastguard Agency; Vehicle Certification Agency; and the Driver and Vehicle Licensing Agency. No reference is made of the Vehicle Operator Service Agency.

Scale of operations

Rating		
Dept. budget	£11,527m	
People	17,353	
Office space	332,620m ²	
Land	33.3ha	

⁶⁰ DfT discovered a number of potential errors and omissions in the data submitted, in particular with regard to vehicle mileage and energy use. This calls into question the overall emissions figures supplied by the department.

Highlights

- Achieved target to reduce water consumption in office buildings, with a reported average of 6.6m³ per person per year.
- On target to source at least 10% electricity from renewable sources by 31st March 2008, with 66% of electricity supplied as renewable energy in 2005/06.

Lowlights

- A 10% target reduction of CO₂ emissions from road transport in 2005/06 compared to baseline was not met, with DfT reporting a 40% increase.
- Carbon emissions from energy use increased by a significant margin of 50.2% since 2002/03, and therefore DfT is not on track to meet the target for a reduction of absolute carbon by 12.5% by 2010/11 relative to the baseline year.
- Not on target for increasing energy efficiency of estate buildings by 15% by the deadline, achieving a decrease in efficiency of 29%.
- Only 2.4% coverage of buildings by their EMS, and no public reporting of SD impacts.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment
Yellow	Blue	Blue	Red	Blue	Blue	Blue	Blue	Blue	Red	Yellow	Yellow	Red	Blue	Yellow

Department of Health

The aim of the Department of Health (DH) is to improve the health and wellbeing of the people of England by setting national standards, shaping the direction of the National Health Service (NHS) and social care services and promoting healthier living. The department has developed policies with a health focus on communities, environment and economy.

DH has reported on the following executive agencies: Medicines and Healthcare Products Regulatory Agency; and NHS Purchasing and Supply Agency.

Scale of operations

Rating		
Dept. budget	£76,035m	
People	2,800	
Office space	65,119m ²	
Land	6.5ha	

Highlights

- Achieved target to reduce water consumption in office buildings, achieving an average of 5.3 m³ per person per year.
- Target met for reducing quantity of waste arisings in 2005/06, with a decrease of 37% from 2004/05.
- On target to source at least 10% electricity from renewable sources by 31st March 2008, with 100% sourced in 2005/06.
- On target to reduce absolute carbon emissions, with a reduction of 15.4% between 1999/00 and 2005/06. This needs to be sustained until 2010/11.

Lowlights

- The 100% target for EMS in all department buildings was not met, with only 23.3% achieved.
- Most transport data required for CO₂ emissions or mileage from travel was not recorded and therefore performance could not be measured.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment

Department of Trade and Industry

The Department of Trade and Industry (DTI) is the department responsible for trade, business, employees, consumers, science and energy. As such DTI is committed to achieving safe, secure and sustainable energy supplies and, ultimately, a low-carbon economy as part of a wider strategy to create the conditions for business success in the UK.

DTI has reported on the following executive agencies: Patent; Companies House; Insolvency Service; and National Weights and Measures. The Small Business Service is not referenced.

Scale of operations

Rating		
Dept. budget	£6,062m	
People	4,716	
Office space	852,996m ²	
Land	85.3ha	

Highlights

- Departmental target met for reporting and verification of SD impacts.
- A 10% target reduction of CO₂ emissions from road transport in 2005/06 compared to the baseline was met, achieving a 12% reduction.
- Achieved target to reduce water consumption in office buildings, achieving an average of 7.0 m³ per person per year.
- Reduced total waste arisings by 2.2% with a 6.8% increase in the proportion recycled during the period 2004/05 to 2005/06.
- Reduced absolute carbon emissions from energy by 16.9% against the 1999/00 baseline.

Lowlights

- Not on target to meet an increase in energy efficiency of 15% by 2010/11. Currently stands at 7.6% increase in energy consumption when measured by kWh per m² from the 1999/00 baseline.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment
Yellow	Red	Red	Red	Red	Red	Red	Red	Blue	Red	Yellow	Red	Grey	Yellow	Red

Department for Work and Pensions

The Department for Work and Pensions (DWP) has responsibility for promoting opportunity and independence for all, helping individuals achieve their potential through employment and working to end poverty. DWP has committed to taking steps to reduce carbon emissions, closely linked with reducing energy consumption, waste reduction and recycling, and reduction in water consumption.

DWP has reported on the following executive agencies: Child Support Agency; Disability and Carers Service Corporate Centre; Jobcentre Plus; The Pensions Service; and the Rent Service.

Scale of operations

Rating		
Dept. budget	£8,434m	
People	120,708	
Office space	2,235,971m ²	
Land	223.6ha	

Highlights

- Departmental target met for reporting and verification of SD impacts.
- 100% EMS coverage across 1473 sites.
- A 10% target reduction of CO₂ emissions from road transport in 2005/06 compared to baseline was met, achieving a 34% reduction.
- Target met for reducing the quantity of waste arisings in 2005/06, with a decrease of 6.7% from 2004/05.

Lowlights

- Did not reach target to reduce water consumption in office buildings. Achieved an average of 9.0m³ per person per year against a target of 7.7m³.
- Not on target to meet a reduction of absolute carbon by 12.5% by 2010/11 relative to the baseline. There has been an increase in carbon emissions of 13.5% since 1999/00.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment
Red	Red	Red	Blue	Red	Red	Blue	Blue	Yellow	Red	Yellow	Red	Red	Yellow	Red

Export Credits Guarantee Department

The Export Credits Guarantee Department (ECGD) is the UK’s official Export Credit Agency. It has the role of benefiting the UK economy by helping exporters of UK goods and services win business, and insuring UK firms investing overseas, taking into account the Government’s international policies. ECGD is committed to achieving sustainable economies through facilitating exports that benefit the UK and overseas economies, ensuring an assessment of the environmental, social and human rights impacts of exports and overseas projects. ECGD has no executive agencies to report on.

Scale of operations

Rating		
Dept. budget	-	-
People	297	
Office space	10,600m ²	
Land	1.1ha	

Highlights

- There are no highlights as data is predominantly not available for analysis, or is unknown.

Lowlights

- Departmental target not met for reporting and verification of SD impacts.
- No data available on consumption of water due to centrally managed building.
- No data available on waste arisings due to centrally managed building.
- There has been a 57% increase in absolute carbon emissions against a 2004/05 baseline.
- There has been a 98% increase in energy use per m² from the baseline 1999/00 to 2005/06.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment

Forestry Commission

The Forestry Commission (FC) is responsible for protecting and expanding Britain’s forests and woodlands with the aim of increasing their value to society and the environment. FC has a key role in ensuring the woodlands are managed, where possible, as natural or semi-natural ecosystems for the benefit of the rural economy and, where possible, into the urban community, as well as for wildlife. FC ensures protection of historic sites and landscapes and restoration of ancient woods where it is practicable to do so.

The Forestry Commission is voluntarily shadowing this reporting process.

FC has reported on the following executive agency: Forest Research. It has not referenced

Scale of operations

Rating		
Dept. budget	£60m	
People	890	
Office space	21,515m ²	
Land	258,514ha	

the Forest Enterprise (England) and Forest Enterprise (Scotland).

Highlights

- A 13% reduction of CO₂ emissions from road transport in 2005/06.
- 82% of SSSIs achieving ‘Favourable’ or ‘Unfavourable Recovering’ condition status.
- An interesting programme of works reported in the Social section of the questionnaire.

Lowlights

- The 80% target for EMS in all department buildings was not met (with no sites having an EMS in place).
- Energy efficiency has decreased significantly by 93% against the baseline.
- No waste data has been reported.
- Carbon emissions from energy use are reported to have increased by 191% since 1999/00.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment

Foreign and Commonwealth Office

The Foreign and Commonwealth Office (FCO) is responsible for foreign affairs and overseas relations with the aim of encouraging a safe, just and prosperous world. As such FCO is committed to promoting greater respect for human rights, democracy and governance and to promote sustainable management of natural resources in priority countries, through improved environmental governance and more effective implementation and enforcement of international and national agreements and legislation.

FCO has reported on the following executive agencies: FCO Services and Wilton Park.

Scale of operations

Rating		
Dept. budget	£1,539m	£
People	3,157	
Office space	84,536m ²	
Land	47.2ha	

Highlights

- Met target for public reporting and verification.
- A reported 86% drop in carbon emissions from road based transport since 2002/03.
- Target was met for the reduction in quantity of waste arising in 2005/06, a decrease of 19% from 2004/05.

Lowlights

- Target to reduce water consumption in office buildings was not met. Achieved an average of 8.5m³ per person per year against a target of 7.7m³.
- Not on track to meet a reduction of absolute carbon from energy use by 12.5% by 2010/11 relative to the baseline. Emissions increased by 11.8% between 1999/00 and 2005/06.
- There has been a 6.4% reduction in the proportion of waste recycled from 2004/05 to 2005/06.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment

Food Standards Agency

The Food Standards Agency (FSA) is responsible for protecting the public’s health and consumer interests in relation to food. FSA contributes to sustainable development through fulfilling its remit in relation to food safety and standards, nutrition and helping consumers make informed choices.

The Food Standards Agency is voluntarily shadowing this reporting process.

FSA has one executive agency, the Meat Hygiene Service, which is omitted as it is located within Defra offices.

Scale of operations

Rating		
Dept. budget	£142m	£
People	630	
Office space	11,865m ²	
Land	1.2ha	

Highlights

- 43 % of FSA waste was recycled as a proportion of the department’s total waste arisings during 2005/06.
- 100% of electricity has continued to be sourced from renewable sources during 2005/06.
- Total carbon emissions reduced by 15.3% and total energy use per m² reduced by 18.0% between 1999/00 and 2005/06.

Lowlights

- Target not met to reduce water consumption in office buildings. Achieved an average of 12.2m³ per person per year against a target of 7.7m³.
- There is low EMS coverage at 28.6%, and no public reporting or verification.
- No travel data has been submitted.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment

Her Majesty's Revenue and Customs

HM Revenue and Customs is responsible for collecting the bulk of tax revenue as well as paying Tax Credits and Child Benefits, and strengthening the UK's frontiers. HMRC is committed to reducing impacts on society and the environment through reducing the impacts of day-to-day activities which include water and energy use, use of refrigerants, waste production, purchasing, travel and estate management.

HMRC has reported on the following executive agency: Valuation Office Agency.

Scale of operations

Rating		
Dept. budget	£4,582m	
People	94,007	
Office space	1,787,608m ²	
Land	178.8ha	

Highlights

- Achieved target to reduce water consumption in office buildings, to an average of 7.7 m³ per person per year.
- Achieved 13% recycling as proportion of total waste arisings during 2005/06 (up from 10.2% in the previous year).
- 87% of electricity has been procured from renewable sources during 2005/06 (an increase of 42% since 2004/05).
- Emissions of carbon dioxide from road transport reduced by 53% between 2002/03 and 2005/06.

Lowlights

- The 100% target for EMS in all department buildings was not met, with 0.1% coverage achieved.
- Energy efficiency has decreased against the baseline with a 23% decrease in 2005/06.
- Increased carbon emissions from energy use by 16.3% between 1999/00 and 2005/06.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment

Her Majesty's Treasury

Her Majesty's Treasury is responsible for formulating and implementing the Government's financial and economic policy. HMT is committed to raising the rate of sustainable growth, considering environmental protection while achieving rising prosperity and a better quality of life with economic and employment opportunities for all.

HMT has not reported on its executive agencies: National Savings and Investments, OGC buying.solutions, Royal Mint, or the UK Debt Management Office.

Scale of operations

Rating		
Dept. budget	£237m	£
People	1,132	
Office space	35,914m ²	
Land	3.6ha	

Highlights

- The 100% target for EMS in all department buildings was met in 2005/06.
- There was a 19.5% decrease in energy based absolute carbon emissions from 1999/00 to 2005/06.
- All electricity (100%) is from renewable sources in both 2004/05 and 2005/06.

Lowlights

- No data to assess whether a 10% target reduction of CO₂ emissions from road transport in 2005/06 compared to baseline has been met.
- 15.5% increase in waste arisings from 2004/05 to 2005/06.
- Despite a decrease in water consumption of 41% between 2004/05 and 2005/06, HMT failed to meet the water target with consumption of 10m³ per person.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment

Home Office

The Home Office (HO) is responsible for ensuring a safe, just and tolerant society by putting public protection at the heart of all that is done. HO is responsible for the police services and the justice system in England and Wales, national security and immigration. HO is committed to investment in staff, adoption of a sustainable approach to consumption in conjunction with efficient management of waste.

HO has reported on the following executive agencies: Forensic Science Service; Identity and Passport Service; Criminal Records Bureau; and HM Prison Service.

Scale of operations

Rating		
Dept. budget	£13,052m	
People	72,442	
Office space	3,898,731m ²	
Land	3,735ha	

Highlights

- Departmental target met for public reporting and verification of SD impacts.
- On track to meet an increase in energy efficiency of 15% by 2010/11.
- All seven Sites of Special Scientific Interest met the required standard.

Lowlights

- The 80% target for EMS in all department buildings was not met with only 2.4% achieved across 1,509 sites.
- There has been a rise in transport based CO₂ emissions by approximately 20% since 2002/03
- Water consumption per person did not meet the target required, with a rise of 1.5 m³ per person from 2004/05. This rise could be due to a 64% increase in the number of main office-sites billed directly in comparison to 2004/05.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment

Law Officers' Department

The Law Officers' Department (LOD) covers the activities of a number of departments and agencies in the field of criminal justice and Government legal advice.

LOD has reported on the following departments and executive agencies: Crown Prosecution Service (CPS); Attorney Generals Office (AGO); Serious Fraud Office (SFO); Treasury Solicitors (TSol); HM Crown Prosecution Service Inspectorate (HMCPISI); and Revenue and Customs Prosecutions Office (RCPO).

Scale of operations

Rating		
Dept. budget	£643m	£
People	9,903	
Office space	168,917m ²	
Land	16.9ha	

Highlights

- 61% of the required electricity is sourced from renewable sources which is an increase of 18% since 2004/05. On target to achieve the target of 10% by the deadline of March 2008. A further 7% of electricity is sourced from Good Quality CHP.
- LOD has published its Sustainable Procurement Strategy and Environmental Purchasing Policy.

Lowlights

- Of LOD's 99 offices only 2 have implemented EMS. The target set was for 100% to have implemented EMS.
- Most transport data required for CO₂ emissions or mileage from travel was not recorded and therefore the target was not met.
- Most of the waste data required to record progress against targets was not recorded and therefore the target was not met.
- Water consumption data was not provided and therefore the target was not met.
- Absolute carbon emissions from energy use increased by 52% from baseline 1999/00 to 2005/06.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment

Ministry of Defence

The Ministry of Defence (MOD) is responsible for defending the UK and its interests, strengthening international peace and stability and acting as a force for good in the world. MOD is committed to greening operations through effective management of the Defence Estate. In addition, MOD contributes to longer term sustainable development outcomes around security, international peace and stability, military aid to civil authorities, crisis management domestically, as well as roles such as bomb disposal, fisheries protection and counter-drugs operations.

MOD has reported on all 26 of its executive agencies.

Scale of operations

Rating		
Dept. budget	£30,885m	
People	315,300	
Office space	6,888,586m ²	
Land	240,000ha	

Highlights

- MOD recycled or composted 26,696 metric tonnes of waste in 2005/06, an increase of 135% in comparison to 2004/05.
- MOD has made good progress towards energy based carbon emission reductions with a reported 6% drop since 1999/00.
- As part of its procurement reform agenda, MOD explored the scope to maximise non-equipment procurement contracts and include sustainable development considerations.
- Within estate management MOD has developed an in-house environmental performance assessment tool called the Defence Related Environmental Assessment Methodology (DREAM). It will help to integrate sustainable development considerations into defence new build and refurbishment projects.
- 78% of MOD owned SSSIs have a favourable or recovering condition status.
- There has been a 25% decrease in total energy used per m² over the period 2003/04 to 2005/06.

Lowlights

- Only 4% of buildings are covered by an EMS.
- There has been a 38% increase in waste arisings between 2004/05 and 2005/06.
- No water data have been provided and therefore performance could not be measured.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment

Office for National Statistics

The Office for National Statistics (ONS) is responsible for providing statistical and registration services. ONS has committed to taking steps to conserve resources, waste reduction and recycling, sustainable procurement, training and communicating to all staff. ONS has no executive agencies to report on.

Scale of operations

Rating		
Dept. budget	£179m	
People	4,331	
Office space	79,002m ²	
Land	14.91ha	

Highlights

- ONS has achieved 100% EMS coverage across its 6 offices.
- ONS has met the target of 7.7m³ per person, achieving 7.3 m³; however water use has increased from 2004/05 to 2005/06.
- Waste arisings have reduced by 6% and recycling rates as a proportion of the total waste have increased to 71% during the period 2004/05 to 2005/06.

Lowlights

- ONS has had a 403% increase in CO₂ emissions from road transport since 2002/03. This may be explained by substantial staff increases to include interviewers, adding 7.2 million miles.
- Carbon emissions from energy use have increased by 16.3% between 1999/00 and 2005/06.

A3 Environmental Management Systems	A5 Report & Verify	B1 Travel CO ₂ Emissions	C2 Water Efficiency	D2 Waste Data	D3 Waste Reduction	D4 Increased Recycling	E1 Building Carbon emissions	E2 Energy Efficiency	E3 Renewable Energy	E4 Combined Heat & Power	G1A Sustainability in New Builds & Refurbishment	H4 SSSI Condition	Procurement Subjective Assessment	Social Subjective Assessment
Red	Red	Blue	Red	Red	Red	Red	Blue	Blue	Yellow	Blue	Red	Grey	Red	Grey

Appendix B

Framework for Sustainable Development in Government

Overarching commitments

Target A1 – Identifying significant impacts

All departments to:

- Provide a clear description of their estate, including executive agencies, staff numbers, buildings and any land managed;
- Identify their most significant sustainable development impacts in relation to operation of the estate
- Identify any part of their estate which will not be covered by the commitments set out in the Framework and give a justification
- Departments should use this information to prioritise sites for coverage by an EMS (see target A3) and
- To be completed by 31st October 2002 and posted on departmental websites.

Target A2 – Publishing delivery plans

All departments should, within four months of announcement of each suite of targets in the Framework, make public a strategy showing how they plan to deliver targets.⁶¹ The strategy should include evidence that the department has established or has firm plans to establish:

- Lines of responsibility for delivering targets, including Ministers and senior officials
- Data collection systems to measure progress and audit performance against targets across the estate
- Baseline performance data
- The mechanisms to be used to improve performance
- The resources required, and
- Milestones and review dates, particularly where targets are long term (>2 years).

There should be a clear time frame for any planned action and establishing data collection systems, where they are not already in place, should be an immediate priority.

If a department concludes that its impact is insignificant in a particular area (in comparison to its other impacts identified under target A1), and that pursuit of targets would not be an effective use of resources, the department should publish a statement on the same timescale as that for strategies to deliver targets.

Strategies should be made available on departmental websites so that links may be posted on the Framework website.

Target A3 – Environmental Management Systems

All departments are to implement environmental management system(s) based, or modelled upon, a recognised standard (such as ISO14001, EMAS 2 or similar).

For mainly office based estates:

System(s) will be in place to cover:

- all main offices⁶² by 31st March 2004 and
- all other offices/sites by 31st March 2006.

For mixed or mainly non-office estates:

Systems should be in place to cover:

- 40% of estate by 31st March 2004 and
- 80% of estate by 31st March 2006.

Departments should set out their implementation plans giving priority to their most significant aspects and selecting the milestone measures (i.e. percentage of estate or office type) most appropriate to their estate mix. Each department needs to first define its estate appropriately (see Target A1).

Targets A4 and A5 – Public reporting

A4

By October 2002 all departments are asked to review their arrangements for public reporting of their sustainable development impacts including:

- Environmental performance of buildings and facilities
- Social impacts of the department, including as an employer and
- Policies which contribute to sustainable development objectives, particularly headline indicators.

A5

By April 2003 all departments should ensure they have arrangements to:

- Report publicly on their key sustainable development impacts, including their performance against targets in this Framework and
- Verify their performance data.

Travel

Travel targets

Against a baseline year of 2002/03, all departments by 31st March 2006 to:

B1

Reduce road transport vehicle carbon dioxide emissions by at least 10%, to be achieved through any combination of:

- a) reducing total business vehicle mileage
- b) improving the average fuel efficiency of vehicles and
- c) reducing total fuel consumed.

B2

Require at least 10% of all fleet cars to be alternatively fuelled.

B3

Reduce single occupancy car commuting by 5%.

All departments should have systems in place to collect appropriate data from 2002/03 onwards to ensure they are able to measure their progress towards targets B1-B3.

Data collection

B1

Departments have flexibility in the activities they undertake to meet the target, but it is recommended that departments collect the following data from all sites where a travel plan is required:

- Business vehicle mileage and
- Average fuel consumption of vehicles, or
- Total fuel consumed.

It is recommended that departments concentrate on data collection for their fleet vehicles as a priority, followed by hire vehicles and personal vehicles. Estimates from available data for hire vehicles and personal vehicles used for business travel should be made if necessary, but the intention should be to establish proper

data collection systems for these as soon as possible.

B2

Percentage of alternatively fuelled cars in fleet.

B3

Percentage of staff commuting by car.
Percentage of staff commuting by car alone.
The following data would also be useful in building a wider picture of travel patterns in departments:

- Percentage of staff working from home or completing a 9 day fortnight; and
- Car parking spaces per head of staff (e.g. 10 spaces per 100 staff).

Water

Office estate targets

C1

All departments which have not already done so to consider joining the Watermark project by September 2002.

Departments which have already joined Watermark should consider by September 2002 whether they have any further sites that should be included in the project.

C2

Where the department is sole occupier (or is billed for water service charges) to reduce water consumption in office buildings to an average of:

- 7.7m³ per person per year by 31st March 2004
- 7m³ per person per year for all new buildings and major refurbishments where design commences after 2002.

All departments by November 2002 to:

C3

Identify non-office sites on their estates where there are likely to be opportunities for significant water savings.

C4

Make arrangements to provide available data on significant non-office sites to Watermark, or, if data is not currently available, establish monitoring arrangements with them.

All departments should collect data to monitor the following from 2002/03 for sites where they are the sole occupier or are billed for water services:

- Each site's annual water consumption in m³
- Staff numbers, full time contractors and estimated annual number of visitors
- Hours the site is open (core days/hours) and
- Any special water using features (e.g. cooling towers, garage facilities, sports amenities).

Watermark has the infrastructure in place to collect data and stands ready to help departments improve their monitoring and reporting. A data collection system is available to departments free of charge until 31/03/03.

Waste

D1

By October 2004⁶³, each department will draw up and publish a sustainable waste management strategy. This should include steps to implement the waste hierarchy.

Departmental strategies will prioritise sites and include clear timetables for meeting Targets D2-D4. They must incorporate the mechanism for ongoing monitoring of sites for impacts of waste and for reviewing new sites.

D2

Departments will measure and obtain a figure for the amount of waste arisings from a site. Departments will put in place monitoring programmes incorporating comprehensive data collection methods for identifying

and quantifying waste arisings in line with the timescales adopted in departmental strategies.

These figures must be reported annually and sub-divided into those types of waste arisings that are consigned to:

- Re-use ⁶⁴
- Recycling/composting
- Incineration, including obtaining heat and power from the waste
- Landfill and
- Special and clinical (hazardous) wastes (where appropriate).

Data collected should be measured in kilogrammes and reported in tonnes for solid waste and, in litres or cubic metres for liquid waste.

D3

From the date that total site waste arisings have been calculated, departments should reverse the upward trend in waste arisings, through progressive reduction by at least one per cent per annum in total waste arisings generated, and where possible extend this to each type of waste arisings generated. For those departments that currently have no waste arisings data, site data must be calculated by December 2006 and reported in the following reporting period.

D4

As soon as the recycling/composting figures from target D2 have been established at a

site or unit of establishments, departments should increase these rates by at least five per cent per annum, with an aim of reaching a 75 per cent recycling/composting rate overall. Where possible this should be extended to each type of waste arisings generated.

D5

All departments to include clauses to minimise and, where possible, avoid impacts of waste in all relevant waste management contracts initiated three months after the publication of standard Government contract clauses.

This should include partnership contracts (such as Public Private Partnerships (PPPs) and Private Finance Initiatives (PFIs).

Energy

E1

Government departments to reduce absolute carbon, from fuel and electricity used in buildings on their estate, by 12.5 per cent by 2010-11, relative to 1999-2000.

E2

Government departments to increase the energy efficiency of the buildings on their estate, measured in terms of kWh of (1) fuel and (2) electricity use per square metre of buildings floor area, or estate area,⁶⁵ by 15 per cent by 2010-11, relative to 1999-2000.

E3

Government departments to source at least 10 per cent electricity from renewable sources by 31st March 2008⁶⁶. This will be measured by kilowatt hours for:

- purchasing of renewable electricity and
- self-generation of renewable electricity (excluding CHP).

E4

Government departments to source at least 15 per cent of electricity from Good Quality Combined Heat and Power by 2010. (Allowances will be made for those departments that already purchase 100 per cent renewable energy.)

E5

By March 2006 Government will develop a long-term strategy, up to 2020, for sourcing renewable energy on the Government estate.

E6

Departments to include clauses to ensure opportunities are identified and measures taken for reducing carbon emissions and collecting energy data (by fuel type), as far as practical, in all estate management contracts⁶⁷ initiated from August 2004.

Procurement

F1

By 1st December 2005 each Government department⁶⁸ will draw up a Sustainable Procurement Strategy, or review that which is already in place. This must cover:

- An environmental purchasing policy
- Mechanisms for integrating the environmental purchasing policy, and other relevant sustainable development policy requirements into procurement activities
- A commitment to undertake environmental risk assessments of contracting activity
- Mechanisms to work with suppliers and develop and implement an environmental supply chain management programme
- Systems to take account of Government-wide initiatives and guidance
- Mechanisms for measuring and reporting on progress
- An Action Plan for taking the Strategy forward, identifying key milestones and stakeholders, also specifying how the department will meet the objectives of the strategy and
- Identification of management structure and resources (staff and budget) required.

F2

Where it is legitimate and in accordance with the Joint Note on Environmental Issues in Purchasing, Government departments should include clauses relating to environmental considerations in all contracts for goods, works and services initiated on or after the publication of departmental strategies for this Part. These clauses should be for the life of the contract and should ensure that the end-product or service is in full compliance with the suite of targets in the other sections of the Framework. This target applies to all contracts including partnership contracts, such as PPPs and PFIs; in developing contracts departments should include the principles laid out in relevant documents such as Green Public Private Partnerships.

F3

Government departments should develop and implement an appropriate training and awareness programme on sustainable procurement for:

- Procurement staff
- Senior management and
- Other staff with responsibility for procurement.

Estates management & construction

Target G1

By 1st December 2005, each department will draw up an estates management strategy, or review that which is already in place, to fully incorporate significant issues for sustainable development. These should include:

- Measures adopted to address any significant impacts identified;
- Where relevant, the themes and related targets detailed in this document on:
 - construction and demolition
 - adaptation to climate change
 - refrigerants, ozone depleting substances and those with a high

- global warming potential
- heritage
- disposal of property and
- contaminated land.

- All other themes and commitments set in the other Parts of the Framework.

A. Construction

Target G1A – Departments will incorporate a full range of sustainable development considerations into all new build and major refurbishment construction projects where design commences on or after 1st December

2005. These projects should incorporate the targets and principles laid out within the Government's Common Minimum Standards for the Procurement of Built Environments, and follow the guidance laid out in the OGC Achieving Excellence in Construction Guide 11: Sustainability⁶⁹.

B. Adaptation to climate change

Target G1B–As part of their Estates Management Strategies, departments will have processes in place to:

- Assess the risks and potential opportunities to their estates posed by climate change and variable weather, including higher average temperatures, heavier winter rainfall, decreased summer rainfall, sea level rise, and the increased risk of flooding and
- Identify opportunities to: (a) site new developments in areas that are less vulnerable to climate change impacts, and/or (b) build resilience to climate change into new developments and major refurbishment projects.

C. Refrigerants, ozone depleting substances and those with a high global warming potential

Target G1C–As part of their Estates Management Strategies, departments in consultation with specialists where necessary will:

- Incorporate action plans for their estate for the systematic replacement⁷⁰ or modification of fixed refrigeration, air-conditioning and fire protection equipment containing ozone-depleting substances and those with a high global warming potential, with alternatives. As a minimum, action plans should ensure that they reflect current Government policy
- Put procedures in place to ensure that HFCs and other greenhouse gases with a high GWP are not used where safe, cost-effective and technically feasible and more environmentally friendly alternatives can be used and
- Justify publicly any decision to use HFCs in a new build, major refurbishment, or chiller replacement scheme.

D. Heritage

Target G1D–As part of their Estates Management Strategies, departments with historic property will:

- Formally adopt DCMS's Protocol for the Care of the Historic Government Estate. Where responsibility for management of historic property is transferred to the private sector, for example through PPP/PFI arrangements, the Protocol standards should be incorporated into the contractual arrangements
- Incorporate plans for reducing, by means other than disposal, the number of 'Buildings at Risk' on their estate, as reported in DCMS Biennial Conservation Reports – The Government Historic Estate
- Have in place arrangements for complete coverage of quadrennial condition surveys for listed buildings, in accordance with the Protocol for the Care of the Government Historic Estate and
- Have in place arrangements for protecting, maintaining and enhancing other heritage sites including for example, archaeological sites, historic parks and gardens for which they are responsible.

E. Disposal

Target G1E–As part of their Estates Management Strategies, departments will:

- Review procedures for the prompt disposal of surplus land, buildings and other premises, to achieve overall value for money for the taxpayer and in line with other Government policies and documents regarding the disposal of assets and
- Include procedures to ensure that where the disposal affects property of particular value (e.g. in terms of wildlife, public access, cultural heritage, archaeology, or landscape) arrangements are made to secure its sensitive management during and after its disposal. As a minimum departments should satisfy themselves that a prospective purchaser has the capability and resources to manage the property appropriately and that their plans for its use would not be significantly detrimental to its value

(as defined above). This may require a risk assessment in proportion to the size and type of asset (of what could happen to the assets following disposal). Appropriate requirements should be made contractual conditions of transfer to any third party.

F. Contaminated land

Target G1F – As part of its Estates Management Strategy and Environmental Management System documentation, each department will make a statement about land contamination. Taking account of the nature of its business now or in the past, this will describe what it is doing to consider the condition of land which it owns or occupies, or previously owned or occupied, with respect to any land contamination for which it might be responsible.

Where appropriate this should cover:

- Any programme to be implemented for investigating the department's own history to identify problem sites for which it is responsible
- A description of the overall approach

being taken concerning the investigation of sites, the disposal of sites, and setting clear commitments to meet responsibilities for the remediation of any sites found to need remediation and

- Provision of the necessary funding to make sure that this can happen.

Contracts

Target G2 – Where appropriate, departments will include clauses relating to sustainable development issues in all estates management and construction tender specifications and contracts initiated on or after 1st December 2005. These clauses should also ensure that the end-product or service is in full compliance with the suite of targets in all sections of the Framework – as reflected in departmental specific strategies, and so be compliant for the life of the contract.

This target includes partnership contracts, such as PPPs and PFIs; in developing contracts, departments should include the principles laid out in relevant documents such as Green Public Private Partnerships.

Biodiversity

H1

By October 2003, departments to ensure that they have comprehensive methods for identifying significant impacts for biodiversity as part of their environmental management systems or otherwise have integrated this into management of their estate. The management system employed should incorporate the mechanism for ongoing monitoring of sites for impacts on biodiversity. This should include reviewing sites not previously identified as having any significant impacts for biodiversity.

H2

Where there are significant impacts for biodiversity, departments will:

- a) Conduct audits of their estate to identify nationally and locally important habitats and species and where necessary conduct site-based surveys.

- b) Assess the impact of activities on biodiversity at each site.

This should be achieved for 40% of sites identified as being significant for biodiversity by October 2004 and 80% of sites identified by October 2006.

H3

Departments who own or manage sites identified as being significant for biodiversity, to develop management plans/actions for nationally and locally important habitats and species, and identify opportunities for biodiversity enhancement on other areas of land through their delivery plans.

- a) For the 40% of sites identified in H2 by October 2005 and
- b) For the 80% of sites identified in H2 by October 2007.⁷¹

H4

Departments that own SSSIs to achieve at least 68% by 2006 and 95% favourable or unfavourable recovering condition status on sites by 2010.

The improvement of SSSIs is covered by a Government PSA target and departments that own or manage SSSIs can contribute to its achievement. See www.Defra.gov.uk/corporate/deprep/2003/chapter3.pdf.

H5

All departments to include clauses to minimise, and where possible, avoid impacts and take measures to enhance biodiversity in:

- a) New grounds/building maintenance contracts⁷² and
- b) New build, refurbishment or leasing contracts.⁷³

Social

I1

By 31st March 2006, each department will draw up a strategy that sets out the way in which it will identify, assess and monitor significant social impacts that arise from the management of its land, buildings and operations. The strategy should also include procedures to ensure that

proposals to significantly change the way in which land and buildings are managed take account of potential impacts on staff and local communities.

The strategy and procedures should apply as far as possible to partnership managed sites and contracts.

-
- 61 Given the very large scale of the MOD Estate it has been agreed that MOD should deliver plans by deadline of 6 months from announcement of targets.
- 62 It will be up to each Department to define their main offices, but this can be generally taken to mean those with more than 50 staff.
- 63 Given the very large scale of the MOD and HO estates, it has been agreed that the HO should draw up sustainable waste management strategies by December 2004 and MOD by June 2005.
- 64 Where appropriate and where the local infrastructure has the capacity, re-use should be measured where a substance or object which the holder has or intended to discard, has been subsequently re-claimed from the waste-stream and re-used. It is understood that measurement of re-use is often not straightforward. However, departments are encouraged to report actions taken to eliminate waste arisings.
- 65 Due to the diversity of the Government estate, departments can report using either the floor area of their buildings, or the total estate area.
- 66 Given the very large scale of the MOD estate it has been agreed that the MOD should achieve this target by 2010.
- 67 This should include partnership contracts (such as Public Private Partnerships and Private Finance Initiatives).
- 68 Executive agencies should either prepare their own strategy or be included within the sponsor department's strategy.
- 69 The online guidance will provide information on these and other related initiatives when published.
- 70 Systematic replacement refers to where new systems are installed or where old systems become redundant and are replaced.
- 71 Given the very large scale of the MOD Estate it has been agreed that the MOD should develop management plans/actions for the 80% target by a deadline of October 2008.
- 72 Initiated from October 2003
- 73 Initiated from October 2003

Appendix C

Departmental scope

Abbreviation	Department	Executive agencies included	Omissions reported and unknown (<i>italics</i>)
CO	Cabinet Office	None	The below sites are excluded from the SDiG questionnaire as these are sites which are either leased and paid for by a service charge and/or actual data for energy consumption could not be obtained, or are not part of the core CO estate: St Clements House (Norwich) – Office of Public Service Information Grosvenor House (Basingstoke) – Financial Services Unit Sunningdale (Berks) – National School For Government London – National School for Government Edinburgh – National School for Government Easingwald (York) – Emergency Planning College Hercules House (London) – Central Office of Information.
DCA	Department for Constitutional Affairs	Her Majesty’s Court Service Tribunals Land Registry National Archives Wales Office (not an executive agency) Scotland Office (not an executive agency)	None
DCLG	Department for Communities and Local Government	Government Office Network (not an executive agency) Fire Service College Queen Elizabeth II Conference Centre Planning Inspectorate	Ordnance Survey
DCMS	Department for Culture, Media and Sport/ The Royal Parks	Royal Parks	Blandford Street Leased on a short term lease to <i>Culture on line</i> .

Defra	Department for Environment, Food and Rural Affairs	<p>Centre for Environment, Fisheries & Aquaculture Science (CEFAS)</p> <p>Central Science Laboratory (CSL)</p> <p>Pesticides Safety Directorate (PSD)</p> <p>Rural Payments Agency (RPA)</p> <p>Veterinary Laboratories Agency (VLA)</p> <p>Veterinary Medicines Directorate (VMD)</p> <p>State Veterinary Service (SVS)</p> <p>Government Decontamination Service (GDS)</p> <p>Marine Fisheries Agency (MFA)</p>	<p>100 sites have been excluded for one or more of the following reasons. Defra or agency is a minor occupier to an OGD; it is a store; very few staff on site; property vacant or surplus. Defra ALA = 89376 VLA ALA = 1020 MFA ALA 992.</p>
DfES	Department for Education and Skills	None	<p>Wales Bar, Sheffield – Minor occupation</p> <p>Maltravers Road, Sheffield – Minor occupation</p> <p>Bolton Street/Picadilly – Occupied by NDPB Sheffield Nursery</p> <p>– Minor Occupation Blenheim Court, Peterborough – Vacant Fountain Court, Bradford – Assigned 1st floor, Wesley House, Luton – Vacant 2nd floor, Manorgate House, K.O.T. – Vacant Grd & 1st floors, Manorgate House, K.O.T. – Sub-let Bayley House, Bolton – Sub-let Atlas House, Bolton – Sub-let 200 Great Dover Street, London – Sub-let Medway S/C Annexe, Sittingbourne – Sub-let Middlesborough S/C Annexe – Sub-let Grd, 1st & 2nd floors, Skyline House, London – Sub-let Albion Wharf, York – Sub-let Brandon Court, Coventry – Sub-let The Oaks, Redditch – Sub-let Enterprise House, Wolverhampton – Sub-let 12 Grosvenor Crescent, London – Sub-let Acorn House, Grimsby – Sub-let</p>
DFID	Department for International Development	None	<p>DFID's overseas estate has been excluded. DFID has rolled out the principles of the EMS to its main overseas offices and is planning to implement a more formal structure to three of its main offices during the period 2006/07. DFID is also working with FCO to consider the best approach to overseas offices which are co-located by DFID and FCO.</p>

DfT	Department for Transport	Driving Standards Agency Government Car and Despatch Agency Highways Agency Maritime & Coastguard Agency Vehicle Certification Agency Driver and Vehicle Licensing Agency	55 Victoria Street (Vacant during large part of reporting period and now sub let to (non UK) Government body), 25 Victoria Street (Vacant during large part of reporting period but will be reported on in 06-07), 6 former Rail Passenger Council Offices (936 m ²) Empty during reporting period and all services are landlord controlled). <i>Vehicle and Operator Service Agency</i>
DH	Department of Health	Medicines & Healthcare Products Regulatory Agency NHS PASA	Belgrave Road – MHRT, now part of DCA. >50 staff Canons Park – Closed May 06. >50 staff Chalfont Drive - MHRT, now part of DCA. >50 staff Dominions House – closed August 05. >50 staff Eastway Business Village, Preston – MHRT, now part of DCA. >50 staff Heron House - Closed June 05. Had >50 staff. DH minor occupier Hinchley Wood – Empty. Will close March 07 Kierran Cross - lease passed to CHRE in 2005. >50 staff Millenium Block A – Returned to landlord Jan 06. Previously empty New Kingsbeam House – DH minor occupier. Building managed by HMRC (who will report) Premier Buildings – filestore. >50 staff Quarry House – DH minor occupier. Building managed by DWP (who will report) Tyne Bridge Tower – Empty. Handed back to landlord July 05 Maid Marian House – MHAC – >50 staff Westward House – >50 staff Pocock Street – Care Standards Tribunal >50 staff Dominions House – NHS estates >50 staff. Agency abolished Sept 05. Canons Park (MHRA) – >50 staff Crown House (MHRA) – >50 staff Hinchley Wood (MHRA) – >50 staff Hunter House (MHRA) – >50 staff New Court (MHRA) – >50 staff Wheelchair evaluation Centre (MHRA) – >50 staff Sheffield (NHS PASA) – >50 staff Normanton (NHS PASA) – >50 staff
DTI	Department of Trade and Industry	Patent Agency Companies House Insolvency Service National Weights and Measures	<i>Small Business Service</i>

DWP	Department for Work and Pensions	Child Support Agency Disability and Carers Service Corporate Centre Jobcentre Plus The Pensions Service The Rent Service Health and Safety Executive	Hectares not known.
ECGD	Export Credits Guarantee Department	None.	ECGD's Lambourne House site in Cardiff is excluded as the office is now closed and the Building has been "mothballed" pending disposal.
FC	Forestry Commission	Forest Research	Forestry Commission Wales – funded through National Assembly for Wales Forestry Commission Scotland – funded through Scottish Parliament <i>Forest Enterprise (England)</i> <i>Forest Enterprise (Scotland)</i>
FCO	Foreign and Commonwealth Office	FCO Services Wilton Park	89 Albert Embankment (UKV): Site of joint FCO/ HO organisation, UKVisas. Space is leased in a commercial building where utilities etc. are not separately metered. Staff covered by e.g. waste minimisation recycling and energy good housekeeping initiatives, but little scope to influence building management; Kingsgate House (UKTI): Site of joint FCO/DTI organisation, UKTI reports. FCO Overseas Network. A number of overseas posts have begun to implement Environmental Management best practice wherever local conditions and resources allow.
FSA	Food Standards Agency	None	FSA has offices in Scotland, Wales and Northern Ireland. The offices consist of one to two floors. FSA is a tenant and pays its utility charges as part of its service charge, so therefore collate no data. They are also not included in the FSA's EMS, as this is for Aviation House at present. Meat Hygiene Service is located in Defra offices and is therefore excluded.
HMRC	HM Revenue and Customs	Valuation Office Agency	None
HMT	Her Majesty's Treasury	The Office for National Statistics reported separately.	<i>National Saving and Investments</i> <i>OGCbuying.solutions</i> <i>Royal Mint</i> <i>UK Debt Management Office</i>

HO	Home Office	Identity and Passport Service Forensic Science Service Prison Service Criminal Records Bureau	Privately managed prisons – working with contractors to agree commitments to FSDGE targets HOSDB (2 properties) – working with colleagues to agree commitments to all FSDGE targets. Currently able to report only on water and energy (included in this return).
LOD	Law Officers’ Department	Departments: Crown Prosecution Service (CPS) Attorney Generals Office (AGO) Serious Fraud Office (SFO) Revenue and Customs Prosecution Office (RCPO) Agency: Treasury Solicitors (TSol) Statutory Body: HM Crown Prosecution Service Inspectorate (HMCPISI)	CPS, SFO, TSol, AGO none. HMCPISI Northern group United House, minor occupier. RCPO both sites London and Manchester, minor occupier.
MOD	Ministry of Defence	Defence Estates Armed Forces Personnel Administration Agency Army Training and Recruiting Agency British Forces Post Office Defence Analytical Services Agency Defence Bills Agency Defence Communications Services Agency Defence Medical Education and Training Agency Defence Procurement Agency Defence Storage and Distribution Agency Defence Transport and Movements Agency Defence Vetting Agency Disposal Services Agency Duke of York – Royal Military School Ministry of Defence Police and Guarding Agency Naval Recruiting and Training Agency Pay and Personnel Agency RAF Training Group Defence Agency Service Children’s Education Veterans Agency ABRO Defence Aviation Repair Agency Defence Science and Technology Laboratory Met Office UK Hydrographic Office	None.
ONS	Office for National Statistics	None	None

Appendix D

Sustainable Operations on the Government Estate

Carbon emissions from offices
Reverse the current upward trend in carbon emissions by April 2007.
Reduce carbon emissions by 12.5% by 2010/11, relative to 1999/2000 levels.
Reduce carbon emissions 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
Departments to increase their energy efficiency per m ² by 15% by 2010, relative to 1999/2000 levels.
Departments to increase their energy efficiency per m ² by 30% by 2020, relative to 1999/2000 levels.
Waste arisings
Departments to reduce their waste arisings by 5% by 2010, relative to 2004/2005 levels.
Departments to reduce their waste arisings by 25% by 2020, relative to 2004/2005 levels.
Recycling
Departments to increase their recycling figures to 40% of their waste arisings by 2010.
Departments to increase their recycling figures to 75% of their waste arisings by 2020.
Biodiversity
Departments to meet or exceed the aim of having 95% of Sites of Special Scientific Interest (SSSI's) in sole ownership or control in target condition by 2010.
Water consumption
Reduce water consumption by 25% on the office and non-office estate by 2020, relative to 2004/2005 levels.
Reduce water consumption to an average of 3m ³ per person/year for all new office builds or major office refurbishments.

Government to Mandate

Departments to adopt The Carbon Trust's Carbon Management Programme – involves the proactive management of 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.

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 modeled upon, a recognised system.

Data collection and reporting – identification of core data to be reported against the new targets.

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

All departments to conduct sustainability appraisals of office relocations.

Existing Sustainable Operational Commitments (to continue until completion).

Departments to source at least 10% of electricity from renewables (31 March 2008).

Departments to source at least 15% of electricity from Combined Heat and Power (2010).

The above sustainable operational targets to apply for the reporting period April 2006 – March 2007.

Appendix E

Case studies

Forestry Commission case study

Reduction of CO₂ emissions

The Forestry Commission (FC) has introduced a number of projects to reduce carbon dioxide emissions through a range of measures which have included the following:

Bio diesel and alternative road fuels



FC has considerable experience in the use of bio diesel in blends from 5% to 100%, and currently operates about 200 vehicles (14% of the fleet) in 13 locations across the UK, on bio diesel. The majority use the 'standard' 5% blend of bio diesel to BSEN590, but FC is also running trials with blends of 10%, 20%, 25% and 100%, and has plans for further expansion to additional sites. It is also running a trial operating one vehicle on recycled vegetable oil (waste cooking oil), has considered the introduction of some bio ethanol fuelled vehicles, and are

about to introduce a Toyota Prius hybrid vehicle for long term evaluation.

FC is now considered to be an expert in the field of alternative low carbon fuels, and routinely gives presentations, advice and encouragement to other organisations, both public and private sector, which are considering the use of bio diesel in their fleets.

Fuel economy tips have been issued to staff, and FC encourages them to use diesel vehicles, and to move to smaller more fuel efficient engines when they come up for replacement.

Wood fuel heating

FC currently operates wood fuelled heating systems at 10 sites with plans for numerous other installations in the future. A number of 'wood fuel officers' are employed to encourage the development of this market and the supply chains necessary to support it.

Energy saving

FC is in the process of developing Greenerways, FC's Corporate Sustainability Action Plan, to improve its environmental performance in areas such as energy consumption, travel and transport, water saving, waste management and recycling, procurement and the built environment.

One member of staff has sole responsibility for the introduction of measures to reduce carbon dioxide emissions and encourage energy saving and fuel efficiency. With the assistance of The Carbon Trust and Energy Saving Trust, local 'energy champions' have been trained

The barriers

The main barriers to expanding the use of bio diesel have been supply chain problems associated with obtaining the fuel in outlying rural locations, together with limited capital funding for the introduction of new bulk tanks and infrastructure. In addition, most vehicle manufacturers (with the exception of Citroën and Volkswagen) have been reluctant to give

The outcomes and benefits

The measures adopted have brought the obvious benefits of carbon dioxide reduction, and associated reduced energy costs. During 2005/06, FC has achieved considerable carbon dioxide reductions associated with road transport (13% England, 14% Scotland and 28% in Wales).

FC has also introduced the 'Bio Mass Energy Centre', and its associated web site, to give help and advice on the subject.

In addition to wood chip and wood pellet heating, FC has introduced various small scale renewable energy systems, such as wind and hydro turbines and solar water heating in a number of sites.



in order to roll these practices out across the organisation at grass roots level.

engine warranty when FC wishes to use bio diesel blends stronger than 5%.

Similarly with wood fuel heating systems, the lack of a supply chain for good quality dry wood chips and the lack of pellets produced in the UK has been a barrier to expansion. The relatively high capital cost of wood fuel heating and of small scale renewable energy systems has also proved to be a serious barrier to their wider introduction.

FC is keen to develop a wide range of demonstration sites to showcase energy saving and low carbon technologies such as wood fuel heating and small scale renewables, and to provide unbiased advice and encouragement to other organisations and the general public who are interested in similar developments.

Forestry Commission case study

The Dartmoor rehabilitation project

In January 2004 the Forestry Commission (FC) agreed to take on two prisoners for voluntary work experience as part of the HMP Dartmoor resettlement programme. The two prisoners, selected by HMP Dartmoor worked as an integral part of the Dartmoor field team participating in a wide range of practical forest management tasks.

Following the initial experiment, FC agreed to provide a Stage 1 resettlement programme incorporating a varied programme of (un-paid) work experience combined with nationally accredited skills training in specialist skills such as the use of clearing saws and chainsaws. All prisoners taking part in this scheme were selected and risk assessed by the HMP Dartmoor Resettlement Team. The prisoners completed 30 days of voluntary work with the Dartmoor Forest Beat team and their individual suitability for further work experience was assessed.

In July 2004, HMP Dartmoor secured Home Office approval to provide a Stage 2 resettlement programme. Along with more personal freedom inside the prison, Stage 2 offers the opportunity for participants to earn a regular 'wage' through a paid work experience and skills learning scheme, for at least 6 months in duration. Money earned, minus a small living expenses allowance, is then retained in a dedicated account for the prisoner administered by HMP Dartmoor. On release the offender has the benefit of money in a bank account, new skills and an employment reference.

To enable delivery of a pilot rehabilitation programme over a 10–12 month period, partnership funding was secured from the Dartmoor National Park Sustainable Development Fund and FC to deliver this



programme until May 2006.

Monitoring and evaluation is an integral part of the Dartmoor Rehabilitation Project. This monitoring includes direct feedback on each prisoner's progress during the programme and more importantly on their circumstances following release. Monitoring of the environmental improvements in the forest is also recorded such as the length of new wildlife corridors and public access routes created, area of habitat and recreation sites managed, and the area of woodland improvement.

The barriers

The small size of the forest team, and the nature of work, limits the maximum number of participants to no more than three prisoners at any one time. Other barriers included:

- Committing FC time and resources
- Securing on-going funding for the project

- Vetting and selection of suitable volunteers.

Funding for continuation of the project is currently being sort through Dartmoor National Park, and other external funding partners.

The outcomes and benefits

To date, a total of 11 prisoners have been involved in the scheme. Staff at HMP Dartmoor are particularly pleased with the outcomes achieved by this scheme and the low rates of re-offending. It is also encouraging to see the number of prisoners who are making direct use of the practical skills developed during the programme following release.

The initiative has secured a highly favourable reputation among prison inmates. A key factor to its success has been the enthusiasm and motivation of the FC Dartmoor field team in mentoring offenders, building their confidence, team working and developing practical skills. Hard, physical work in the forest develops a strong bond within the small team and the psychological and increased self-worth benefits of exposure to this, while hard to measure, are

believed to be highly significant.

Funding has now been secured for a further three years, obtained from the Dartmoor National Park Sustainability Fund and Devon Renaissance. The new funding bid included provision for an optional, post release, three month contract with FC (stage 3). This helps smooth the process back into society should the offender have no employment on release, giving them breathing space to find a job and also allowing them to name FC as their last employer.

An important by-product of this initiative has also been the environmental benefits resulting from the work undertaken with over 7 kilometres of streamside in the Dartmoor forests opened out, significantly enhancing biodiversity and improving the landscape.

HM Court Services (HMCS) case study

Development of court specific BREEAM

The DCA has a court building programme run centrally from its HMCS Estates Division. This programme sponsors all new Court builds and major refurbishments across the estate. The Ministerial requirement to achieve an excellent Building Research Establishment Environmental Assessment Method (BREEAM) rating on new builds and major refurbishments was causing significant difficulty and increase in construction costs. Contractors were using bespoke BREEAM for each site; this, however, was essentially office BREEAM, which did not take into account the uniqueness of court buildings and the necessary aspects which ensure security for all court users.

Following discussion with the sponsors the Sustainable Development (SD) Branch met with Building Research Establishment (BRE) and expressed their concern that even using bespoke BREEAM within courts, the uniqueness of the buildings made it difficult to achieve an excellent rating. BRE agreed that there were issues with using office BREEAM and were commissioned to develop Court Specific BREEAM.

The barriers

The most difficult part of the project for the SD Branch involved explaining to BRE the different parts of the courts and explaining why Crown, County and Magistrates courts all have different roles and responsibilities.

The initial phase of this work was for BRE to consider the implications within the Court Standards Design Guide. This guide has been developed over a number of years and considers every aspect of a court and how it must be constructed to meet operational requirements and ensure the security and integrity of the justice system in this country. Following this initial work BRE again met with SD Branch to discuss their initial findings and review a first draft of Court specific BREEAM.

Following this, BRE put together a final draft for review, and a delay did occur while BRE re-wrote Office BREEAM to incorporate the changes to Part L of the building regulations. Once this had been achieved BRE were able to structure the energy aspects within court specific BREEAM.

Court Specific BREEAM was completed eight months after the first meeting with BRE and following tests on buildings, which previously had been penalised, came into use on 10th April 2006.

The outcomes and benefits

HCMS considers the project is a success. There is still a requirement to put emphasis on sustainable development during the planning stages but the governing system takes into account the different and necessary parts within court buildings, and no longer penalises for not having natural ventilation in a cell.

MOD case study

Strensall training area and the dark-bordered beauty moth



Strensall Training Area is situated approximately six miles north-east of the City of York and covers an area of approximately 654 hectares (1615 acres). The Training Area is used principally for small arms firing, with ranges located at the southern end of the site. There are also limited facilities for dry training (i.e. without live ammunition) over the whole area, though these are restricted within the danger areas when live firing is taking place.

Like many other parts of the Defence Training Estate, the Training Area is designated as Strensall Common Site of Special Scientific Interest (SSSI) and Special Area of Conservation (SAC). The area supports UK Biodiversity Action

The barriers

Management of the site for the dark-bordered beauty has to be integrated with the other land uses and the requirements of other species. Apart from military training, the site is open to access from the general public when it is not used for live firing, and it is a popular area for dog walkers and horse riders. The various interests are catered for through the preparation of an integrated management plan for the training area.

Plan (BAP) priority habitats and species, including lowland heath, great crested newt, water vole, skylark, reed bunting, linnet, and woodlark. However, it is probably the most important location in the UK for the rare and attractive dark-bordered beauty moth (*Epione parallelaria*) which is found only in three other colonies in Scotland and the north of England.

The natural environment of Strensall Common is being enhanced through participation in the Tomorrow's Heathland Heritage Restoring the Heaths of the Vale of York project, which commenced in 2003. The MOD is contributing towards the £713,000 initiative along with English Nature, the Forestry Commission, the Escrick Park Estate and Yorkshire Wildlife Trust (which own 40 hectares of Strensall Common adjacent to the MOD land holding). Major outputs of the project so far, have included restoration of around 100ha of heathland through the removal of invasive scrub at Strensall, and an enhanced grazing regime with use of Swaledale sheep supplemented with a small flock of Hebridean sheep, which are efficient browsers of scrub re-growth, a more environmentally benign method of control than the use of herbicides.

To do this, knowledge of the moth's requirements is essential and a limiting factor to begin with was the relative lack of information. It was known that the food plant was creeping willow (in contrast to the Scottish situation where the caterpillars feed on aspen), but little else was known, including any other requirements, and where on the Common the moth was found.

The outcomes and benefits

The dark-bordered beauty moth population has been recorded since 2002. Surveys have been carried out by a partnership between Butterfly Conservation, MOD, English Nature, Yorkshire Wildlife Trust and a multitude of volunteers every July. Population counts have increased from 9 moths found in 2002, to 109 in 2006. In addition, research studies have been carried out by students from York University, which has included a Masters dissertation on Habitat utilisation by the Dark Bordered Beauty Moth. Findings have included identification of the most important areas for the moth, which have included the Yorkshire Wildlife Trust nature reserve and several locations on the Training Area.

An important factor appears to be the juxtaposition of a sheltered micro-habitat provided by birch scrub along with plentiful creeping willow. Despite the widespread occurrence of the food plant, the ideal conditions for the moth appear to be quite specific. Monitoring and research is ongoing to ensure that management of the heathland continues to provide suitable conditions for the insect and allows Strensall Common to contribute significantly to the BAP targets for this species: namely, to maintain populations at all known sites and to enhance the populations at all known sites by 2010.

Department for International Development case study

Video-conferencing facilities

Video-conferencing (VC) has been established in the Department for International Development (DFID) for 9 years and use of this is steadily increasing. Currently there are 66 units within three UK offices, and 45 units in Overseas Offices. The total number of countries (including the UK) covered by VC is 36.

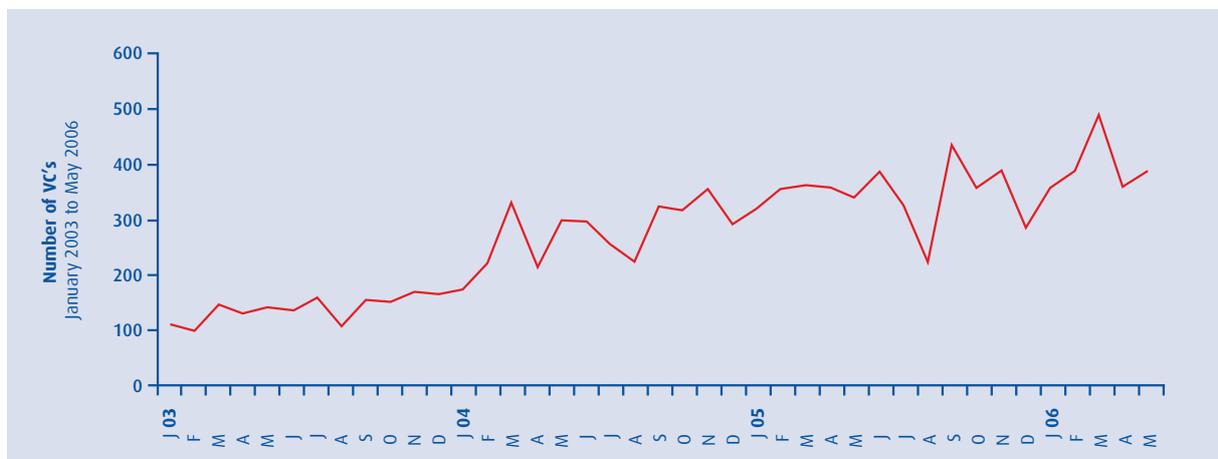
DFID won the prestigious Industry award for the best VC Project for 2003, beating off strong competition from large global private sector companies like Shell and some major banking institutions.

DFID regularly used VC for meetings with aid partners, like the World Bank and British Council. The Africa and Asia divisions have regular meetings with their respective country offices. Multi Point calls i.e. meetings involving more than two units/sites has increased from 100 calls per month, three years ago to just under 500 calls for March 2006 (see graph).

A user survey was undertaken in July 2006 to establish the business benefits of VC, to see if a figure could be put on the reduction of travel and convert that to a saving on carbon emissions. The results are currently being analysed by DFID's consultants.

DFID proposes to refresh all the old VC equipment later this year. The main aims of the project are to:

- Replace around 70 units worldwide (the oldest was acquired six years ago)
- Address a shortage of units in specific DFID offices
- Extend 'self service' facility so users can make 'multi point' calls in addition to the current 'point to point' calls
- Add more units overseas
- Ensure new systems are more user-friendly
- Provision of comprehensive VC training for all staff.



The outcomes and benefits

There are several benefits to VC facilities, which include the following:

- A reduction in carbon emissions from travel
- Financial benefits – the VC unit installed in the India office had paid for itself within four weeks by savings on flight costs
- Staff development – many junior staff can now attend and learn from meetings involving overseas offices/aid partners
- VC allows more meetings to take place, which may have otherwise been difficult due to logistics and
- VC equipment even allows PowerPoint presentations to take place.

Defra case study

Public Sector Travel Procurement Initiative (PSTPI)

After undertaking a comprehensive opportunity assessment, the Public Sector Travel Procurement Initiative (PSTPI) was established with Defra, as a lead partner, in collaboration with Office of Government Commerce buying solutions and Department for Work and Pensions, with representation at all levels within the process from the evaluation panel, tender board and project steering committee. Throughout the procurement process, Defra led on sustainability and ensured it was embedded as stringent criteria in the Pre-Qualification Questionnaire, Invitation to Tender, and its continuous development through the life of the contract.

Extensive consultation was taken from both internal and external stakeholders including: The Sustainable Procurement Task Force, Travel

Branch, Sustainable Development Unit, Energy Savings Trust, The Carbon Trust, Sustainable Development Commission and the travel industry with suppliers being required to not only respond on how they would provide Management Information on travel emissions, but also on how they manage their own operations sustainably and influence their own supply chain. Sustainability and improved Management Information Systems are at the core of changes made in a full efficiency review of the Procure to Pay process from the travel category. The results of this review and changes made during the implementation to the way in which staff book and pay for travel has resulted in a better informed and more accountable traveller.

The outcomes and benefits

As a result of this early intervention and focus on sustainability from the concept of the initiative, Defra and the supplier have devised a travel booking system that automatically captures rail, air and ferry travel data and calculates the carbon emissions generated.

Consequently, there is no requirement for Defra or other Government departments calling off the contract to invest any resource in gathering this information, or performing complex calculations based on indicative and often incomplete data sets. The suite of Management Information provided by the supplier will be used for identifying trends and areas of spend to allow further efficiencies and cost reductions to be achieved. This information will also allow Defra to analyse the way staff are travelling and how they can do so in a more sustainable way.

Alongside the sustainable benefits provided by the contract there are many other key efficiency gains. The Government Procurement Card (GPC) has been implemented as the sole

method of payment for travel significantly reducing transaction costs and creating efficiencies through the reduction in back office processes.

Historically, GPC cards have been used to order and pay for tickets over the internet or at ticket machines at stations. The benefit loss that this caused was on a wider scale to Defra rather than directly to the person using their GPC to book off-contract.

In contrast to the previous central budget management fee, a new transaction fee applied at point of sale was implemented – this was designed to show the true cost of travel with complete transparency. Not only are the charges now visible, but the commissions returned by third party suppliers are also returned at point of sale instead of to the central budget. From all domestic rail providers, this is 9% of the cost of a ticket returned to the customer.

In addition to this a menu style list of transaction fees has been produced, giving the customer a choice of fees depending on the type of travel being booked and the booking method used. The Defra led Civil Service Travel

Group (CSTG) tasked with devising a new travel business model, is a mechanism the team used to disseminate best practice guidance on sustainable procurement of travel services, and provides an interface with those procuring travel services across the entire civil service.

Future plans include phase two of the CO₂ calculator focusing on the traveller's choices when undertaking their booking. A unique intranet booking system has been devised to "track" domestic air travel bookings and offer

users more sustainable train alternatives, taking into account travel times, carbon emissions and an indicative cost of offsetting the carbon produced. The ultimate shared vision is a service that enables customers to make informed travel decisions with CO₂ being offset at point of sale – the true cost of travel.

This contract won the Procurement Award at the Civil Service Awards 2006, and recognised how Defra is trying to change corporate travel behaviour through sustainable travel choices.

Appendix F

Changes to the estate

Dept.	Estate changes as stated by the department
CO	CO's estate has changed significantly since 1st May 1997. CO was responsible for the following properties on 1 May 1997: 10-12 Downing Street; 70 Whitehall; 36 Whitehall Admiralty House; 13 - 15 Great Scotland Yard; 1 Chadwick Street; 53 Parliament Street; Hepburn House; 11 Belgrave Road. Government Offices: Great George Street; Ashley House; Queen Anne's Chambers; Britannia House; Dacre House; Alencon Link Basingstoke; St Clements House; Norwich Sovereign House (Norwich - vacant). Agencies of the CO in May 1997 were: the Government Car and Despatch Agency; The Buying Agency; the Central Communications and Telecommunications Agency; the Property Advisers to the Civil Estate; and the Security Facilities Executive. The then Civil Service College (which subsequently became the Centre for Management and Policy Studies, and now the National School for Government) also had agency status in 1997. In May 1997, CO was also responsible for two former HMSO properties – Britannia House, London and a number of vacant properties which had not transferred with the privatisation of Her Majesty's Stationery Office (HMSO). Dacre House in London was a former Occupational Health and Safety Agency property.
DCA	The department has undergone a number of changes since 1999/00. In June 2003, the Lord Chancellor's Department (LCD) became the Department for Constitutional Affairs (DCA). As part of this change, the Wales Office and Scotland Office came under departmental estate management. In April 2005, a further change saw the creation of Her Majesty's Court Service (HMCS). This involved the move of Magistrates Courts, previously under local authority jurisdiction, to HMCS Management, effectively doubling the size of the existing estate.
DCLG	Between 1999 and 2001, the department was DETR; this included sections of Defra, all of DfT and some of what is now DCLG. In the meantime, the Office of the Deputy Prime Minister (ODPM) gained three Government offices, the Fire Service College and Allington Towers, and it lost 37 Valuation Tribunal Offices, all of DfT and a large document store at Didcot. The Planning Inspectorate moved out of Gaunts House into Temple Quay. The Government Office for the West Midlands (GOWM) has moved offices. Finance has moved out of two offices in Hemel Hempstead into Hempstead House, with reportable staff numbers dropping from 17,914 to almost half that.
DCMS	The memorandum of terms of occupancy for the offices at Woburn Place expired in March 2005.
Defra	Defra was created in June 2001, as part of wider 'machinery of Government' changes. It was largely formed from parts of the Ministry of Agriculture, Fisheries and Food (MAFF) and Department for Environment, Transport and the Regions (DETR). At that time, the Intervention Board - a non-agency body, became the Rural Payments Agency, a large executive agency of Defra.
DfES	Ranmoor Hall, Sheffield transferred to DWP in April 2002. East Lane House, Runcorn was sold in March 2003. Lease expired and not renewed on Vincent House, Darlington in December 2003.
DFID	In December 2001 the London office moved offices and work began to refurbish the East Kilbride office. An annex was also built at the East Kilbride office in 2002.
DfT	The Government Car and Despatch Agency (GCDA) transferred to the department in November 2005. The data in this return covers the agency's full year performance (as agreed with CO – former GCDA parent department). The Rail Accident Investigation Branch became operational on 17 October 2005. The data used in this report does not therefore cover a full year. The Highways Agency office estate has increased following the agency's new 'Traffic Officer' function.
DH	Between 1999 and 2002, DH regional offices were abolished. Small numbers of staff were relocated to government offices. At the end of 2004, DH took one floor in New Kingsbeam House (HMCE building, not included in DH reporting). May-July 2005 – took additional space in New Kingsbeam House (total 7406m ²). Aug 2005 – vacated Eileen House (6830m ²). Most staff moved to New Kingsbeam House September 2005 – vacated Hannibal House (8300m ²). Most Medicines and Healthcare Products Regulatory Agency (MHRA) staff moved to Market Towers. NHS Purchasing and Supply Agency (PASA): Operations in Reading have consolidated into one location since 2000/01 from the two which were operated in 1999/00. In 2005/06 a number of DH staff were transferred to PASA; however, they remain located in DH buildings (Skipton & New Kingsbeam) and are included with main DH.

DTI	The department has lost a number of reporting agencies under Machinery of Government (MOG) changes. These include Radio Agency and Government offices for the regions and various HQ offices have closed and staff relocated. The department has also reduced its HQ property holding in London by 30%, and some agency property has also been disposed of. Companies House saw a growth in their estate by the addition of one smaller building.
DWP	DWP did not exist in 1999/00. This department was created by the merging of the Benefits Agency and Employment Services in 2001. Since that date a programme of premises and staffing rationalisation has taken place and continues, with reductions in buildings and staff numbers. The Rent Service joined DWP in 2004 as an executive agency. The Appeals Service moved from DWP to Department DCA in April 2006 and this will be reflected in next year's report.
ECGD	None
FC	None
FCO	The assessment of 1999/00 data was extremely difficult due to the consolidation of operations into fewer, and some different, sites. Hanslope Park, FCO's technical centre, has had to significantly increase its amount of IT installations (server farms) to meet its global communication demands which has resulted in increased operational hours, staff numbers and power usage.
FSA	No change to the estate.
HMRC	The integration of the former HM Customs and Excise with Inland Revenue in April 2005 and the creation of SOCA (Serious Organised Crime Agency).
HMT	Sharing of building with HMRC.
HO	An increase of 4,500 in the number of public sector prison places since 31st March 2000 to accommodate an increasing prison population. Last year's return stated 14,000ha for HMPS. This should have been acres (equivalent to 5,600ha). Programme to dispose of surplus prison estate land. Review and disposal of surplus prison estate farmland. Decant into new HQ office building at 2, Marsham Street from several smaller buildings.
LOD	Crown Prosecution Service (CPS): No major changes. Serious Fraud Office (SFO): In December 2005, the SFO signed a lease for additional accommodation at 200 Grays Inn Road. This extra space was required to accommodate the LOD's growth, as well as provide decant space while Elm House was being upgraded. With the acquisition of 200 GIR, the previous additional space at Verulam Gardens has been surrendered. Sol Relocation from Queen Anne's Chambers to One Kemble Street. Her Majesty's Crown Prosecution Service Inspectorate (HMCPPI) was established by an Act of Parliament in 2000 as an independent Inspectorate of the CPS and took up residence at 26-28 Old Queen Street, and tenancy of a small portion of United House in York. The Revenue and Customs Prosecutions Office (RCPO) started reporting this year (2005/06) as did HMCPPI.
MOD	Since the launch of The Strategy for the Defence Estate, In Trust and On Trust, in 2000, Defence Estates has been undertaking a programme of rationalisation for the estate to meet MOD's future vision "To have an estate of the right size and quality to support the delivery of defence capability". A vision that remains extant in the new strategy that was launched in March 2006. Some of the major change initiatives and projects that are taking place include: - The collocation of some Top Level Budget Headquarters. - Royal Air Force (RAF) to High Wycombe, Royal Navy (RN) to Portsmouth, Army intent to move to Andover, and certain Defence Logistics Organisation functions to collocate with the Defence Procurement Agency in the Bristol area. - A review of the London Estate combined with a commitment to move 3900 MOD personnel from the South East, as a result of the Lyon's Report, enabling release of estate. - A major investment in Single Living Accommodation for military personnel. - A rationalisation of military airfields. - A change to the management of water and waste water to the estate by outsourcing using private expertise. - Significant investment in the Catterick Garrison and also for the Aldershot and Salisbury Plain area under Project Allenby-Connaught which has included significant sustainable development innovation. - The Future Defence Supply Chain Initiative has offered opportunities for the rationalisation of storage and distribution sites. - Other ongoing major reviews, due to report this year, which will have a significant impact for the estate, are related to Defence Training and also Medical outputs. As it currently takes time to change the estate in terms of construction/refurbishment or preparation for sale not all of the above are yet agreed or completed. However, the list does give an indication of the level of change that is being undertaken in relation to the MOD estate.
ONS	New annexe built at Newport site in September 2004.

Appendix G

Energy footnotes from BRE

Department	Comment
Cabinet Office	<p>The CO return includes consumption figures for the Central London Estate, The Emergency Planning College and The Central Office of Information. CO is no longer reporting for the Government Car and Despatch Agency as it has been transferred to the Department for Transport and Hepburn House is no longer part of the CO's Central London Estate. The Central London Estate includes minor occupiers whose energy consumption is not sub-metered. This year the Central London Estate's energy consumption and floor area has been reduced by 11% to take into account the energy used by the minor occupiers (who occupy 11% of the floor area) to more accurately reflect the energy used by the CO. Reductions have not been applied to previous years as % occupation figures were not available. A number of leased sites were excluded from the return as the utilities for these sites are paid for in the service charge and/or they could not get data on energy consumption.</p>
Department for Constitutional Affairs	<p>As of the 1 April 2006 the DCA and HMCS took over the running and maintenance of the Magistrates courts from the Local Authorities. This has effectively doubled its estate and although this was over a year ago information relating to this part of the estate is still under review. This is due to the various procedures that existed upon the estate with various re-charging mechanisms and agreements which DCA is still coming to understand. In view of this, while DCA's profile will change exceptionally from last year, it is most likely to change again next year and possibly the year after until some of these issues are finalised.</p>
Department for Communities and Local Government	<p>DCLG main estate 2002/03 was the first year of reporting for the Office of the Deputy Prime Minister, therefore this has been used as their base year. Although the QEII Conference Centre is an agency of ODPM, this has been reported separately. In addition, although the nine Government Offices came under ODPM as of 2002/03, these have also been reported separately. ODPM have two CHP plants; however, it is not financially viable to run them due to technical issues, therefore they have not been in use this year. The ODPM floor area has increased due to the addition of a new building in the estate. This has increased the overall energy consumption.</p> <p>Government Offices The nine regional Government Offices are reported as a separate entity. They currently reside under ODPM, but in the past have been split between different departments and moved between different departments. Where Government Offices were reported under different departments in the past, their figures have been removed from those departments to avoid double-counting (i.e. DTI and CO). The Government Office's floor area has increased due to two offices moving into new, larger buildings and another expanding the area managed within the same building.</p> <p>QEII Conference Centre Energy consumption has decreased in 2005/06 due to the re-fitting of more modern and efficient plant.</p>
Department for Culture, Media and Sport	<p>2002/03 is the base year for DCMS since previous data is believed to be inaccurate. DCMS took the strategic decision in 2005 to concentrate on managing its utilities in a more proactive way. This resulted in the appointment of an energy manager through the facilities management contract who alongside the department's sustainable estate manager developed an energy strategy with a detailed action plan. Part of the action plan included reviewing the need for a bureau service with the view of bringing it back in house. During this process DCMS has analysed and corrected data from its Cockspur Street and Tottenham Court Road sites and reviewed historical data from its two other sites. Following these, gas and floor area figures for 2004/05 have been revised.</p>

<p>Department for Education and Skills</p>	<p>As owners and main occupiers of the buildings, DfES are reporting for other Government departments' occupation e.g. DWP in the Runcorn, Caxton House – London and Moorfoot – Sheffield buildings, the HO in the Moorfoot – Sheffield building, LSC in the Runcorn building and DCA on the Darlington site.</p> <p>Consumption of gas and electricity for a separate Nursery on the Runcorn site has been verified and omitted this year. The Nursery does not undertake central Government business but was found to be included within the Runcorn site energy charges.</p> <p>The department has 21 buildings that are either minor occupations, unoccupied or sub let to organisations outside central Government. These offices equate to 78% of the total estate. Performance on Fossil fuels, grid and renewable electricity has been significantly affected by the inclusion this year of an on site contractor CAPITA. 95% of its site operation relates to central Government business. This contractor occupies and pays 24% of the Darlington offices total energy consumption. Its occupation is not separately sub metered. This equates to 443,003 kWh of the total electricity consumption and 437,823 kWh of the total gas consumption.</p> <p>Several other buildings also contain occupations of contractors working to the department e.g. Cap Gemini and the Student Loan Company where their consumption has previously and continues to be included within departmental returns. DfES has not been able to establish their occupations within the return timescale but in total their staffing approximates 125 which is 2%.</p> <p>Electricity consumption for the Darlington site now includes the Mowden Hall building, previously omitted but included in the ALA Sqm. This has increased the electricity consumption by approx 0.5% on last year.</p>
<p>Department for Environment, Food and Rural Affairs</p>	<p>Defra (general)</p> <p>There are a few buildings on the Defra estate, which are shared with non-Governmental organisations, where it has not been possible to isolate Defra's energy consumption. Where Defra is the major government occupier on a site it has also included consumption by minor government occupiers.</p> <p>There are a few sites (accounting for 2% of the estate by area) on which Defra has no data and these therefore have been excluded from the return. This is either because buildings are leased and energy is paid for through a service charge, or due to complications in billing arrangements.</p> <p>Some changes in reported ALA for 2005/06 are due to transfer of data to an Oracle property database, which has raised discrepancies in records of areas occupied. Some that had been significantly overstated have been reduced, and further improvements to accuracy are expected in 2006/07.</p> <p>It should be noted that Defra's Consumption during 2000/01 was affected by extended working hours and additional temporary buildings (portacabins) at a number of sites, to deal with livestock disease emergencies (firstly swine fever and then foot and mouth disease). The effects of the foot and mouth epidemic continued to affect consumption in 2001/02.</p> <p>Defra Main Estate</p> <p>The increase in carbon emissions can largely be accounted for by changes in the London HQ estate. This included movements of staff from a building reported on by ODPM, to newly refurbished, higher occupational density Defra buildings.</p> <p>Higher electricity consumption was reported in several HQ buildings and this was compounded by an error of understatement in the figures for electricity at a large non-London HQ site in 2004/05, which distorted the year-on-year comparison. This resulted in an increase of just less than 23% against the base year.</p> <p>Significant savings were made in gas consumption at a number of sites over the winter of 2005/06 due to the Defra-wide 'BIG SWITCH' energy campaign. Overall, an increase in gas consumption of 1.3% is reported over the base year.</p> <p>The Defra main estate figures for 2001/02 have been revised this year. In previous years, the 2001/02 figures wrongly included the consumptions of the RPA.</p>

<p>Department for Environment, Food and Rural Affairs continued</p>	<p>Defra Laboratories Increases in electricity consumption reported can in part be attributed to the construction of a new laboratory at the Veterinary Laboratories Agency (3,301,646 kWh). The gas consumption figures have been distorted this year by a supplier error during 2004/05, when a meter was changed at the Central Science Laboratory and several months of data were lost.</p> <p>Rural Payments Agency The RPA was created in 2001/02 from the Intervention Board (a non-departmental body) plus some ex-MAFF functions as an executive agency of Defra. As full year data is not available for 2001/02 the base year data used is from 2002/03 for this agency. These figures have been assumed for 2001/02 and have been back dated to 1999/00 for comparison. All other Defra executive agencies are included within the Laboratory Estate. The size of the Rural Payments Agency estate increased in 2004/05 by the inclusion of the BCMS sites which were transferred from Core Defra.</p> <p>It should be noted that a number of RPA offices have been subject to extended working during 2005/06 (including weekends and over the Christmas and New Year periods) in order to deal with the Single Payments Scheme. This accounts for a large part of the increase consumption figures reported this year against the base year.</p> <p>The large increase in oil consumption reported this year compared to last is based on oil purchased rather than that used and can be attributed to run down of stocks in the previous year.</p>
<p>Department of Health</p>	<p>Part of the DH estate was vacated halfway through 2005/06. The floor area figure has been adjusted on a pro rata basis according to the proportion of the year the building was occupied. This year the consumption figures reported by the DH are based on bill data rather than meter readings.</p>
<p>Department for International Development</p>	<p>DFID's main office in London moved to a larger refurbished building in December 2001. It also refurbished its East Kilbride office and built an additional annex during the period 2001-2004. Data prior to 2003/04 are therefore not comparable to current data.</p> <p>DFID energy usage has continued to increase over the last few years. The main factors for the increase are: additional electricity usage during the refurbishment works of the East Kilbride (EK) office with the build of an additional annex; significant increases in staffing/workstations during this time (including consultants and contractors, etc., the total number of workstations in EK has risen from around 500 to 650 over this period, and from 850 to 1100 workstations in London); hot summers placing increased loadings on "comfort cooling" systems. DFID has also implemented major new IT systems which has resulted in the need for new test and production environments. Substantial new IT kit is required to support these systems; this is based at the EK office but also supplies all DFID's overseas estate. All these factors have resulted in significant energy demands throughout the buildings via the PCs and related equipment, demands on heating/cooling plant and staff restaurants. The Carbon Trust has recently completed energy audits of both of DFID's main UK offices and concluded the buildings are "inherently energy efficient".</p> <p>Revisions have been made to the 2004/05 gas consumption figures due to a retrospective bill from their utility company.</p>
<p>Department of Trade and Industry</p>	<p>DTI HQ estate has a number of minor occupiers in buildings located in Scotland (Tribunal Service, Procurator Fiscal and Medical Services) – these have been included in the energy return.</p> <p>During the year, one of the DTI HQ buildings was effectively closed and handed over to a builder to carry out major refit to the fabric of the building; however the department still paid for all energy bills and thus this building had been reported on. This building has now, in part, been let out to another Government department as part of the DTI estates strategy is to reduce the size of the estate and optimise the use of the remaining estate. The DTI staff from that particular building have been accommodated in existing buildings thus resulting in an increase in energy use in the remaining buildings due to the greater draw on energy from more staff per unit floor area.</p> <p>Several buildings were lost over the course of the year and one building (NWML Teddington) reported for the first time this year.</p> <p>There are a number of DTI agency premises which occupy serviced accommodation and are not included in the reported figures; in total DTI are reporting on approximately 96% of the total of the current estate.</p>

Department for Transport	<p>Email received (and phone call) saying all figures are for the financial year 2002/03, which is the base year for DfT as this was the first year this department was in existence. The figures provided do not represent the total DfT estate – some parts of the estate have been omitted due to problems obtaining data where DfT are minor occupiers or lease parts of a building.</p> <p>The increase in energy use compared to floor area is a result of longer opening hours (include evenings and weekends) at a number of sites, more accurate information and more staff at some sites.</p> <p>In 2005/06, the Government Car and Despatch Agency (GCDA) transferred to the DfT. GCDA usage is recorded in the 2005/06 DfT data but not in the 2002/03 DfT baseline, as it was formerly an executive agency of CO and reported on by them in 2002/03. The DfT estate has increased by 18.33% since the base year and DfT has acquired one additional executive agency. Given the significant change in the DfT estate and its operational activities a comprehensive external review of energy management across the DfT estate will begin shortly. This will include development of appropriate measures toward attainment of the 2010 and 2020 target.</p>
Department for Work and Pensions	<p>15% of the “green tariff” electricity bought by DWP is procured from CHP sources. Hence, 15% of this electricity has been attributed to “Electricity from CHP” and the remaining 85% to “Renewable Electricity”. The 15% is an estimate provided by DWP’s energy bureau.</p>
Export Credits Guarantee Department	<p>2004/05 was the first year that ECGD reported and hence this has been used as their base year.</p> <p>Due to internal reporting the data refers to the calendar year 2005 rather to the financial year 2005/06.</p> <p>ECGD London office is part of a centrally managed office tower. The main part of its electricity and gas consumptions and costs is not directly metered but estimated as a proportion of the totals for the entire building.</p> <p>This year’s consumption figures are higher than last year due to a misunderstanding about ECGD’s contribution to the building’s common areas. The 2004/05 figures may be revised next year to allow for a more meaningful comparison.</p>
Foreign and Commonwealth Office	<p>Data for Wilton Park Agency is not included in the 1999/00 data; however, it is included in all years from 2000/01.</p> <p>If in the future WDHS supplies electricity as part of its CHP system, FCO would expect to buy electricity from such a scheme, subject to its terms and conditions.</p>
Forestry Commission	<p>FC moved into permanent accommodation for the first time in 2002/03; therefore, this has been used as their base year.</p>
Food Standards Agency	<p>FSA first occupied their own building in 2001/02. This has therefore been used as their base year.</p>
Her Majesty’s Revenue and Customs (HMRC)	<p>On the 18th April 2005, The Inland Revenue (IR) and Her Majesty’s Customs and Excise (HMCE) merged to form HMRC. For all years previous to 2005/06, the figures for IR and HMCE have been combined.</p> <p>Both IR and HMCE used 2000/01 as their base year due to inaccuracies in the data reported in 1999/00. Hence this is the effective base year for HMRC.</p> <p>The floor area has reduced this year due to further audits of sites included in the data monitoring system and changes that have occurred to floor areas through site closures.</p> <p>HMRC source heat from two district heating systems – Whitehall and Nottingham</p>
Her Majesty’s Treasury (HMT)	<p>HMT was substantially refurbished in 2002 and therefore the comparative figures and the base year are not a true reflection over the period. Years 2003/04, 2004/05 and 2005/06 are the only years where the figures can be directly compared.</p> <p>The floor area reported for the years 2003/04 and 2004/05 has been revised due to clarification of what is required.</p>
Home Office	<p>This year there has been a large increase in floor area due to the HO reporting on 33 new properties, including 31 probation offices within the National Offender Management Service (NOMS) non-custodial estate.</p> <p>A data validation exercise revealed some inaccurate reporting of oil costs and consumption in 2004/05. The figures have been revised accordingly. The increase in oil consumption this year is due to the rise in the number of properties using oil that the HO reports on.</p>

<p>Law Officers' Department</p>	<p>The Law Officers' Department comprises the Crown Prosecution Service (CPS), the Legal Secretariat to the Law Offices (LSLO), the Serious Fraud Office (SFO) and the Treasury Solicitors. The CPS and LSLO both reported for the first time in 2000/01, therefore this is used as their base year. The SFO, however, has used 2001/02 as its base year due to problems with the data for previous years.</p> <p>CPS figures only show consumption for the controlled estate (invoices paid direct) – they do not include consumption for any buildings where energy is included in the service charge. CPS figures still show an increase on 2000/01 baseline as it is reporting on more (50% more) of the estate than it did in the baseline year. However on last years figures there is a slight reduction on space reported on due to movements on the estate.</p> <p>In August 2005, the Treasury Solicitors moved to a new site. Building Services are provided by the Landlord, including energy and waste management. The energy return includes the energy consumption from four months on the old site (which had gas central heating) and eight months in the new (which is a comfort cooled conditioned building). Consequently, the consumption of electricity for the new site is almost double that reported in previous years for the old site.</p>
<p>Ministry Of Defence</p>	<p>Army</p> <p>The financial year 2001/02 is the baseline for the Army and this figure has been applied retrospectively to financial years 1999/00 and 2000/01, but with emissions from two sites of the Joint Helicopter Command (Odiham and Benson) removed from the financial years 1999/00 and 2000/01. This therefore takes into account the fact that these 2 sites were transferred from the RAF to the Army in April 2001. Actual figures for these 2 sites have been used since they were recorded by the RAF prior to their transfer, hence the Army retrospective figure is not the same across the first 3 years. This figure is for UK Army only. It is not possible to directly compare 2001/02 with previous years to demonstrate carbon emissions and consumption targets due to the number of changes in the TLB estates.</p> <p>The figures reported in the Army Mainland and NI energy return includes the utilities consumption at Bordon. It has been agreed that the Army will continue to report this consumption until the sites are transferred from the Navy to RAF control.</p> <p>Army Overseas</p> <p>2000/01 is the base year for Army Overseas.</p> <p>Energy generated from landfill gas in Germany has been assigned an emission factor of zero for consistency with the UK figures.</p> <p>There has been a significant increase in the level of Operations in 2005/06, especially Overseas. This can increase energy demand in support operations, but this is offset by areas taking active steps to minimise energy consumption where troops are out of barracks. Self generated energy figures for Army overseas for 2004/05 have been updated.</p> <p>Energy consumption from Robert Bks CHP plant is now recorded as bought in heat from a CHP plant powered by landfill gas rather than self-generated energy.</p> <p>Central MOD</p> <p>The MOD Central TLB estate set its base year as 2001/02.</p> <p>The increase in consumption of gas and electricity 2005/06 is due to additional sites being transferred to Central TLB and improvements to recording of consumption data.</p>

<p>Ministry Of Defence continued</p>	<p>Defence Logistics Organisation The Defence Logistics Organisation (DLO) has produced consistent data since 2001/02. It was not possible for them to produce consistent data prior to this, therefore 2001/02 has been used as their base year. Some small sites either closed or are no longer the responsibility of DLO to report. Totals cover sites that DLO is responsible for reporting although some elements of the DLO that cannot be easily separated are reported by other MOD departments. Electricity consumption shows an increase of 16,000,000 kWh. 19,000,000 kWh relates to Faslane reporting electricity consumption from ships alongside which now brings the site in line with the other dockyards. On a like for like comparison with 2004/05 there is a 1% decrease in electricity consumption overall with over half the sites showing a decrease. Of the increase in natural gas consumption of 14,000,000kWh, Portsmouth and Faslane were able to report consumption this year which accounted for 36,000,000kWh but DSDC Donnington saw a decrease of 31,000,000kWh (nearly half) which was attributed to reduction in the heating schedule. There was a decrease in consumption of gas oil of 4,000,000 kWh. Coulport decreased output by 8,000,000kWh due to decreased activity, and one other site revised their 2004/05 total due to under-reporting. The remaining sites saw a mixture of increases and decreases. LPG consumption decreased by 400,000kWh primarily due to revised accounting processes at Gosport and reduction in consumption at Bicester. Floor area was not available from a number of sites hence the data is incomplete and has not been reported.</p> <p>Permanent Joint Headquarters (PJHQ) 2004/05 was the first year of reporting for PJHQ, however this year no data has been provided.</p> <p>RAF Two sites of the Joint Helicopter Command (Odiham and Benson) were transferred from the RAF to the Army in April 2001. CHP output and carbon emission figures were explicitly included for the first time in the 2003/04 figures. In previous years the gas input into the CHP plants have been included in the total gas consumption figures; however, it has not been possible to back-date the CHP output figures. Due to the size and nature of the RAF, a number of the small sites have not been reported due to the disproportionate resource required to do so. These sites account for <1% of the RAF total. This year the heat output from the three functioning CHP plants (at Waddington, Coltishall and Cranwell) has been estimated by using this year's gas input figures and last year's heat output efficiencies as this data was not available. General changes across the estate, such as a general increase in military activity, are not possible to quantify in terms of effect on utility consumption. A number of sites (RAF Neatishead, RAF Saxa Vord and RAF Spadeadam being the most significant) did not report their energy consumption this year. For these sites, the last available data has been used.</p>
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