Department
for Work &
Pensions

DWP Annual Sustainable Development Report 2014 to 2015

Contents

Part 1 - Introduction

This document supports the short headline entry covering sustainable development that is included within the formal [Annual Report and Accounts](). It provides a more detailed and comprehensive overview of all the activities that the Department for Work and Pensions undertakes to support the Government's "vision" for [sustainable development]() and provides a detailed breakdown of the Department's environmental performance.

But sustainable development is more than about meeting green targets, and ticking boxes.

"This Government believes in going beyond the short term with eyes fixed firmly on a long term horizon shift in relation to our economy, our society and the environment."[1]

The main DWP policy focus continues to underpin the social and economic pillars of sustainable development as outlined in [2013 DWP Business Plan](). The way the department delivers its business, the way it procures and uses all its resources - from buildings to paper help deliver a significant contribution to the third environmental pillar and greening government. Adopting this approach – concentrating efforts on those areas where real outcomes can be delivered – for example focusing on the environmental impacts of operations where there the Department can exercise control, rather than trying to influence environmental issues through social policy, the department demonstrates practical sustainability in action.

Included in this report is an update on the progress made by the department to proportionately mainstream sustainable development – into the way it makes its policies, runs its buildings and buys its goods and services. This concentrates on our efforts to ensure that environmental issues are considered at the most appropriate stage of the decision making process – ensuring that all three pillars of sustainable development are covered.

By necessity, there is a large amount of information on the Department's environmental performance – the size and scope of the estate means that the section of this report, especially performance against the Greening Government Commitments, contains a detailed picture at the end of the 14/15 financial year. However due to timing and due to billing changes, it will contain some estimated or proxy data. Where data is corrected or amended, a footnote will confirm these changes.

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[1] [https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/183409/mainstreaming-sustainable-development.pdf]()

Part 2 - Mainstreaming Sustainable Development

"Sustainable development recognises that the three 'pillars' of the economy, society and the environment are interconnected."[2]

This interconnection is one of the main strengths of sustainable development – recognising that impacts can have wider consequences that those for which they are primarily designed. But, this can also make it a difficult concept to promote – it can lead to a concentration on some minor issues, at the expense of major impacts.

Mainstreaming sustainable development also ensures that the Department exploits technological progress and innovation across all areas to effect improvements in how we deliver business. Proper evaluation of economic, social and environmental impacts ensures that decisions are well balanced, trade-offs and mitigations are identified and built in at the earliest stage and then managed appropriately throughout delivery. Applying sustainability principles is also proven to deliver significant financial savings, not least because waste in all its forms is eliminated.

DWP has a number of tools that have been developed to help all policy and strategic decision makers ensure they consider sustainable development issues and priorities and the Business Plan includes a brief overview of these. They are designed in such a way that they do not obstruct delivery of a decision or project but encourage consideration of the widest range of impacts, and ensure that the right people are involved to manage any additional environmental impacts identified. Policy, programme and project managers have access to a wide range of information and advice via the dedicated Intranet site, or from the direct involvement of the Sustainability & Climate Change Team. For example, operational changes such as IT and estate improvements are integrated into the Department's Carbon Management Plan[3]. Aligning information in this way ensures complimenting areas of work make more effective decisions that deliver greater savings. In the last year Voltage Optimisation has been introduced in over 20 sites, saving an estimated 389 tCO2 a year.

The Business Plan also contained a tailored Sustainable Development statement which highlighted a range of strategic departmental priorities that make a direct contribution to sustainable development. Rather than repeat information that is already available, signposts to existing information are provided in the following paragraphs.

The Performance section (Page 14) of the Department's Annual Report & Accounts provides a general overview of performance against the main strategic priorities included within the Business Plan. Contained within this are numerous updates on some of those which were specifically referenced within the tailored Sustainable Development statement, such as the Work Programme and Pensions Reform.

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[2] https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/183409/mainstreaming-sustainable-development.pdf

[3] https://www.gov.uk/government/publications/dwp-carbon-management-plan

Social justice was also highlighted as making a key contribution to sustainability. Information on Social Justice can be found on the policy pages on the [GOV UK](#) site.

Embracing digital technology allows for a range of significant environmental improvements to be realised – further information on the individual projects can be found in the "Improving services to the public by providing value for money and reducing fraud and error" section of the Annual Report & Accounts (Page 29).

The governance systems for Sustainable Development within DWP remain unchanged from 2012/13. The Sustainability & Climate Change Team co-ordinates and manages the various relationships within the Department and with suppliers, to mainstream sustainability and deliver the Greening Government Commitments, via the Action on Sustainability Group (ASG). This allows issues and opportunities to be identified and practical measures developed that deliver actual improvements – such as the introduction of the Dry-Mixed Recycling scheme, the ongoing management of the departmental Swap-Shop, where surplus goods are redeployed, rather than wasted, and initiatives to reduce energy use.

The network of environmental champions across the Department remain an integral part of the strategy to engage with staff at every level, providing them with advice, guidance and encouragement to help contribute to improving the environmental performance of the department, as well as promoting understanding of the sustainability "triple bottom line". The champions are supported from the centre using a range of methods – from traditional, regular Newsletter – although in electronic form, obviously, to discussion groups and dedicated pages on the Intranet.

Part 3 - Sustainable Procurement

The DWP Sustainable Procurement Risk Assessment Methodology (SPRAM) is embedded within all procurement exercises. It is a continually evolving tool and has recently been updated to take into account Article 6 of the EU Directive on Energy Efficiency and to support the government's SME agenda by making all contracts more accessible to SMEs either directly or within the supply chain.

All our procurements above £10k are now carried out using the DWP e-tendering portal which has reduced the amount of paperwork produced during a procurement exercise. SPRAM is part of the initial work that procurement teams undertake and they cannot proceed to tender stage until the risk assessment has been considered. There were 143 SP risk assessments completed in the period 1/4/13 – 31/3/14.

We have schedules in our contract documentation around Sustainable Development, Diversity & Equality and Apprenticeship and Skills which require the successful supplier to produce a Sustainable Development Policy and Action Plan, a Diversity & Equality Delivery Plan and a report on apprenticeships and skills in relation to the contract being awarded within 6 months of contract start date. In addition we:

- provide a sustainable awareness sheet with all our tender documentation to make prospective bidders aware of the DWP position on sustainable procurement;

- provide contractors with guidance notes on Diversity and Equality to assist them in developing their own documents in relation to the requirements of the D&E schedule;

- provide guidance on sustainable procurement to our own commercial staff;

- provide an annual return to DEFRA regarding compliance with the Government Buying Standards;

- have a DWP Sustainable Procurement strategy which can be seen by potential suppliers and members of the public via "GOV UK". The Sustainable Procurement strategy is supported by each category team having their own sustainability element as part of their overarching commercial strategy.

The DWP SME action plan can be found on "GOV UK". This reaffirms our commitment to work towards 25% of our procurement expenditure being with Small and Medium-Sized Enterprises. We promote our contract opportunities to SMEs and encourage contractors to make use of SMEs either as sub-contractors or elsewhere in the supply chain. This is done during supplier boot-camps and is included within the Invitation to Tender documents.

DWP support the requirement to identify supply chain impacts (in line with GGC target 4(b)), and are working with DEFRA and Cabinet Office to publicise the SID4GOV platform which is a tool for collating environmental impacts of the top 500 suppliers who are contracted across Government.

DWP now uses an on-line Procurement portal – which has delivered practical, measureable savings of over 100 tonnes of paper since April 2012, 981 tonnes of CO_2 and associated financial savings of £763,776 (postage) and £319,488 (paper).

Part 4 - Climate Change Adaptation

The greatest risk posed by climate change to the work of the Department remains the potential disruption caused by severe weather events on operational activities. Maintaining and reviewing robust business continuity arrangements remains the most effective way to ensure preparedness in this way.

The Sustainability & Climate Change Team have promoted the use of the existing Flood Risk Assessment undertaken of the DWP estate, within business continuity procedures. The assessment covers large and critically important DWP sites, critical supplier sites, Shared Services sites and sites for the Child Maintenance Group.

The Flood Risk Assessment is based on information published by The Environment Agency, the Scottish Environmental Protection Agency, Local Authorities and the Rivers Agency in Northern Ireland. These plans were reviewed and updated in year and an updated Flood Risk Assessment was completed.

At the same time, climate change and adaptation are also included within the decision making tools, supported by advice and guidance

Part 5 - Greening Government Commitments

This section provides a summary of performance for 2014/15 against the Greening Government Commitments compared to the baseline year (09/10), and the target (where appropriate).

Table1: Background Information:

	2009-10 Baseline	2014-15
Number of Full-Time Equivalent (FTE) Staff	108,555	78743
Number of buildings	960	945
Space occupied	1,712,841	1,478,396

Performance Summary 2014/15

Table 2a: Reduce greenhouse gas emissions by 25% from a 09/10 baseline from the whole estate and business-related transport (tCO$_2$e)

	2009-10 baseline	2014-15 performance	2015 Target performance
Total greenhouse gas emissions (tCO$_2$e)	202,341[4]	130,959[5]	151,755

Table 2b: Reduce domestic business travel flights by 20% by 2015 from a 09/10 baseline

	2009-10 baseline	2014-15 performance	2015 Target performance
Number of domestic flights	21,931	9,042	17,545[6]

Table 2c: Reduce the amount of waste we generate by 25% from a 2009/10 baseline (t)

	2009-10 baseline	2014-15 performance	2015 Target performance
Total volume of waste produced (tonnes)	16,626	10,612	12,470
Volume of waste recycled (tonnes)	10,522	6,680	N/A

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[4] Baseline Figure adjusted from original figure (204,621) due to change in factors.
[5] Contains estimated fugitive emissions data as annual data currently unavailable.
[6] Target adjusted from original figure (16,448) to take into account new baseline.

Table 2d: Reduce the amount of paper used (reams)

	2009-10 baseline	2014-15 performance	2015 Target performance
A4 (Reams)	2,061,685	890,570	N/A
A3 (Reams)	8,606	3,610	N/A

Table 2e: Reduce water consumption from a 2009/10 baseline, and report on office water use against best practice benchmarks (m3)

	2009-10 baseline	2014-15 performance	2015 Target performance
Total water consumption (m^3)	810,701	595,194	N/A

Table 2f: Water Use Performance against best practise benchmarks

	2009-10 baseline	2014-15 performance
Best Practise (<4m3/FTE)	107	66
Good Practise (4-6m3/FTE)	500	267
Poor Practise (>6M3/FTE)	156	372

Summary of Normalised Performance: Greening Government Commitments

The following tables provide a normalised view of performance against the baseline year of the Greening Government Commitments.

Table 3a: Greenhouse gas emissions (tCO_2e)

	2009-10 (Baseline)	2014-15
Estates emissions (tCO_2e)	177,926[7]	116,874
Estates emissions (tCO_2e /m^2)	0.104	0.079
Travel and related emissions[5] (tCO_2e)	24,415	14,085
Total greenhouse gas emissions (tCO_2e)	202,341	130,959
Total green house gas emissions (tCO_2e /FTE)	1.86	1.66

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[7] Baseline Figure adjusted from original figure (180,770) due to change in factors.

Table 3b: Waste (t)

	2009-10 (Baseline)	2014-15
Total waste (t/FTE)	0.15	0.13
Total recycled waste (t/FTE)	0.1	0.08

Table 3c: Water Consumption

	2009-10 (Baseline)	2014-15
Water consumption (m3/FTE)	7.47	7.56

Carbon related expenditure

This table provides information on the expenditure related to Carbon made by the Department.

Table 4

Carbon Related Expenditure		2012-13	2013-14	2014-15
(£)	Carbon Reduction Commitment	£1,679,400	£1,543,584	£1,950,483.60[8]
	Government Carbon Off-setting Fund	£616.74	£1479.55	NA

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[8] Forecasted CRC figures are always applied due to timing of CRC submission, excess or shortfall due to reconciliation is applied to CRC costs 2 years after forecasted submission is made.

Part 6 - Detailed Environmental Performance

Use of Estimated data

Part 6A - Greenhouse Gas Emissions

This year has seen a further reduction in Greenhouse Gas Emissions.

Whilst unusually sunny, temperatures were in line with the long term average[9] during the 14/15 winter, with December being slightly above average. This may have contributed to the reduction, having a beneficial impact on gas consumption, as the heating requirement was reduced. During the year, a number of projects to improve energy efficiency across the estate have been rolled out and strengthened. More are planned during the course of 2015/16 as part of the Department's strategy to meet its on-going commitment to improving the environmental performance of its operations.

The energy efficiency projects can be split into two main types:-

1) Site specific projects –an individual site is assessed to identify opportunities for improvement. Consumption information is analysed to identify buildings with high usage patterns, which have the scope to offer significant savings from implementing a range of projects such as lighting improvements.

2) Technical projects – these projects focus on the implementation of energy saving products across the estate. Examples include a long term project to install Passive Infrared (PIR) sensors onto hot water boilers, devices that reduce the consumption of vending machines, Thermostatic Radiator Valves (TRV), and a continued programme to install Automatic Meter Readers. Having accurate, real time information about energy consumption allows those managing buildings to identify and tackle high consumption.

Technical developments and improvements alone will not deliver sufficient reductions. It remains important that staff play their part in using all resources as efficiently as possible. The Department's network of volunteer "Environmental Champions" continue to play an essential role in encouraging their colleagues to do their bit. In turn, they are supported and motivated using internal social media, a dedicated intranet site, regular keep in touch meetings and newsletters. During the year a new "energy reduction" competition was launched, the results of which will be used to help promote good housekeeping and highlight the savings that be achieved by increased awareness of how to use equipment efficiently.

Staff continue to utilise our interactive e-learning package which was developed in 2013 and provides guidance on what everyone can do to help reduce carbon emissions. Feedback on this has been overwhelmingly positive, and further similar products, designed to maintain and build on the commitment of staff, are planned during the course of the year to help maintain momentum.

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[9] http://www.metoffice.gov.uk/climate/uk/summaries/2015/winter

Whilst management of its Business Travel Contracts has transferred to the Crown Commercial Service, the Department continues to maintain robust policies to ensure that all business journeys are managed properly, to reduce both cost and carbon. The travel hierarchy exists to prompt staff to challenge the need for travel, and when it is essential to do it in the most efficient manner possible. Staff are encouraged to use alternatives to travel to face to face meetings and use of both audio conferencing has increased further this year – seeing a 10% increase. Video conferencing usage has fallen 9% however and we are planning a series of communications to promote it's usage throughout the coming year.

Table 6a: Scope 1 Emissions

	Estate - tCO_2e				
	2009-10 (Baseline)	2011 -12	2012-13	2013-14	2014-15
Gas	43,712	34,210	40,635	33,363	31,680
Oil	2,128	1,261	1,525	1,263	658
Fugitive Emissions	124	1,245	4,623	1,024[10]	1,024[11]
Travel - tCO2e					
Fleet (PUS) vehicles	5,362	4,705	3,374	2,202	1,654
Fleet (Official) vehicles	1,470	1,194	994	892	640
Total Scope 1 Emissions	52,796	42,615	51,151	38,744[12]	35,656

Table 6b: Scope 2 Emissions

Estates – tCO_2e					
	2009-10 (Baseline)	2011 -12	2012-13	2013-14	2014-15
Electricity[13]	122,279	87,320	84,639	76,906	76,797
Total Scope 2 Emissions	122,279	87,320	84,639	76,906	76,797

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[10] Fugitive Data updated since publication – Originally stated as proxy from previous year as 4623.
[11] Fugitive Data not available at time of publication – Previous annual figure used as estimate.
[12] Originally stated as 42,344 – Amended after corrected factors and actual data applied.
[13] We no longer provide a breakdown between "green", "brown" and "CHP" electricity.

Table 6c: Scope 3 Emissions

Travel – tCO$_2$e					
	2009-10 (Baseline)	**2011 -12**	**2012-13**	**2013-14**	**2014-15**
Electricity[14]	9,682	7,462	6,686	6,576	6,715
Grey fleet	8,621	5,276	4,944	5,137	4,477
Car hire	2,320	1,672	2,025	2,322	2,714
Taxis	139	52	157	160	219
Air (Domestic)	1,572	479	598	657	629
Rail (Domestic)	4,228	2,412	3,044	2,728	3,457
Tube/Tram	49	29	55	48	13
Coach/Bus	90	69	50	105	185
Scope 3 Emissions (Travel) – not included in GGC					
Air (International)	559	84	121	96	94
Rail(International)	5	3	2	3	1
Total Scope 3 Emissions	27,265	17,539	18,031	17,832[15]	18,506

Table 6d: Total GHG Emissions[16]

	2009-10 (Baseline)	**2011 -12**	**2012-13**	**2013-14**	**2014-15**
Greenhouse Gas Emissions (tCO$_2$e)	202,341	147,474	153,471	133,483[17]	130,959

Additional Estimated Carbon

The Department reports on the carbon consumption for all those buildings where it has access to the data, and where it has control over how the utilities are used and managed. There are a number of sites where we do not have access to this information. In this case we estimate the emissions produced from this space – and use the normalised tonnes CO2e/m2 figure to do this. For this year, the figure amounts to 24,716 tonnes of CO2e. This figure is included in this part of the report only, and is not used within any of the carbon tables within this report.

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[14] Due to a change in the guidance for calculating carbon emissions from electricity the impact is now reported across both Scope 2 and Scope 3.
[15] Originally stated as 17744 – Amended after corrected factors and actual data applied.
[16] This includes all CO2e data collected. It differs from the figures reported against Greening Government Commitments as CO2e for International air travel and International rail travel are outside the scope for the targets.
[17] Originally stated as 137,082 – Amended after corrected factors and actual data applied.

Part 6B - Energy Consumption

The following tables provide details of the actual energy consumption, measured in Kilowatt House (kWh) of the DWP estate.

Table 7a: Scope 1 Energy Consumption (kWh)

	2009-10 (Baseline)	2011 -12	2012-13	2013-14	2014-15
Gas	237,618,924	186,327,713	219,398,421	181,279,874	171,270,396
Oil	7,695,495	4,527,062	5,491,008	4,648,798	2,418,704

Table 7b: Scope 2 & Scope 3 Energy Consumption (kWh)

	2009-10 (Baseline)	2011 -12	2012-13	2013-14[18]	2014-15
Electricity: Brown	127,773,947	144,872,649	137,992,181	129,477,890	116,532,694
Electricity: Green	51,505,778	19,316,353	18,398,957	17,263,719	15,537,693
Electricity: CHP	68,344,204	28,974,530	27,598,436	25,895,578	23,306,539

Part 6C - Financial Cost of Energy Consumption

The following tables provide details of the financial costs associated with the energy consumption of the DWP Estate.

Table 8a: Scope 1 and 2 Financial Indicators (£)

	2009-10 (Baseline)	2011 -12	2012-13	2013-14[19]	2014-15
Gas	£5,848,002	£6,663,360	£8,836,387	£7,141,310	£6,367,214
Oil	£368,834	£338,476	£417,038	£338,684	£135,408
Electricity: Brown	£10,910,563	£15,890,361	£15,798,819	£16,620,806	£15,618,017
Electricity: Green	£4,398,056	£2,118,715	£2,106,509	£2,216,107	£2,082,402
Electricity: CHP	£5,835,882	£3,178,072	£3,159,764	£3,324,161	£3,123,603

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[18] Originally mistakenly shown as all green, now correctly apportioned
[19] Electricity originally mistakenly shown as all green, now correctly apportioned

Part 6D - Detailed Waste Performance

There has been a decrease in the volume of waste generated this year and the Department remains on track to meet the 2015 target. The Dry Mixed Recycling scheme has been fully implemented, in line with revised waste regulations introduced, in offices in Scotland[20]. This initially impacted our waste figures and increased overall volumes of waste generated, but reversed this year. There is now a wider range of waste products (plastics and cans) that can be recycled within our offices - removing the need for staff to make their own arrangements to ensure these items are recycled. This was well received, and volumes of waste sent to landfill have continued to fall.

During 2015/16 we will be investigating further opportunities for recycling including Waste Electrical Equipment – making recycling the easiest disposal choice for our staff, and further limiting the opportunities to send waste to landfill.

Table 9a: GGC Waste Target - Reduce the amount of waste we generate by 25% from a 2009/10 baseline (tonnes)

	2009-10 (Baseline)	2011-12	2012-13	2013-14	2014-15
Total Waste	16,626	13,844	11,784	12,584	10,612

Table 9b: GGC Measure – cut paper use (reams)

	2009-10 (Baseline)	2011-12	2012-13	2013-14	2014-15
A3	2,061,685	1,324,770	1,223,625	1,094,590	890,570
A4	8,606	3,900	4,085	3,655	3,610

Table 9c: Waste sent to Landfill or Recycled

	2009-10 (Baseline)	2011-12	2012-13	2013-14	2014-15
Waste to Landfill	6,104	5,431	5,041	4,252	3,932
Waste Recycled/Reused	10,522	8,413	6,744	8,332	6,680

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[20] https://www.sepa.org.uk/environment/waste/zero-waste/#Waste_Scotland_Regulations_2012

Part 6E - ICT WASTE

Table 10a: ICT Waste

	Volumes of redundant equipment reused externally		Weight (kg) of redundant equipment reused externally	
	2013/14	**2014/15**	**2013/14**	**2014/15**
Desktop Computers	3,702	10,174	36,637	100,723
Laptop Computers	810	1,873	2,835	6,556
Printers	267	873	1,736	5,675
Scanners	3	0	9	0
MFD's	2	5,360	88	235,840
Monitors	4,303	3,079	20,224	9,237

	Volumes of redundant equipment recycled externally		Weight (kg) of redundant equipment recycled externally	
	2013/14	**2014/15**	**2013/14**	**2014/15**
Desktop Computers	740	1,901	7,256	18,820
Laptop Computers	138	247	483	865
Printers	123	36	800	234
Scanners	20		60	0
MFD's	1	251	44	11,044
Monitors	3,913	2,135	18,391	6,405

Part 6F - Detailed Water Performance

Table 11a: GGC Water Target – a) Reduce water consumption from a 2009/10 baseline

	2009-10 (Baseline)	2011-12	2012-13	2013-14	2014-15
Water Consumption (m^3)	810,701	716,155	639,688	626,818	595,194

Table 11b: Financial Indicators (£)

	2009-10 (Baseline)	2011-12	2012-13	2013-14	2014-15
Water supply	1,185,033	1,024,078	1,032,589	980,776	948,975
Sewerage	2,578,008	2,335,237	2,373,314	2,331,337	2,266,854
Total Water Costs	3,763,041	3,359,315	3,405,903	3,312,113	3,215,829

Table 11c: GGC Water Target – b) Water Use Performance against best practise benchmarks

	2009-10 (Baseline)	2011-12	2012-13	2013-14	2014-15
Best Practise (<4m3/FTE)	107	53	74	110	66
Good Practise (4-6m3/FTE)	500	493	333	311	267
Poor Practise (>6M3/FTE)	155	212	322	296	372

Overall water usage continues to reduce, and improvements have been made on the water benchmarking figures. We have been working this year to review how we calculate the water benchmark figures, to identify and remove data errors and to improve the overall accuracy.

We have seen an fall in the number of buildings now operating to the "Best Practise" benchmark. We have however identified 190 buildings in the "Poor Practise" category that are close to moving to the Good Practise category. In the coming year we will seek to improve on their performance.

Part 7 - Biodiversity and Natural Environment plans

Since last year's report was published Biodiversity activity on the DWP estate has increased significantly, with our Estates partner Telereal Trillium(Cofely) developing a number of projects across the country. These include:-

•   Peel Park, Blackpool – Birdfeeders, Birdboxes, "Bug-Piles" and Plant Areas
•   Ashdown House, Hastings – Wildflower and grassland sowing and management with supporting pollinator housing and habitat management
•   Gabalfa, Cardiff – Establishment of an "Environmental Garden" supporting the local population of squirrel and field mice.
•   Flowers Hill, Bristol – Wildflower garden and Bird Feeders

Development of further sites continues, with the latest being at the Polish Home in the South-West England.

DWP has plans to engage with the other government departments to investigate and hopefully identify potential ways in which it can support the National Pollinator Strategy throughout 2015.

Part 8 - Future Plans

DWP is continuing to develop a programme of Spend-to- Save energy efficiency measures in conjunction with Telereal Trillium. These include further Voltage Optimisation projects, Electronic Thermostatic Radiator Valves, bio-mass boilers and other technologies. There will be a continued review of the use of on-site renewable energy, such as solar photo-voltaics and wind-turbines, to ensure swift action can be taken should their cost effectiveness improve.

Plans to investigate a potential 'coffee cup recycling scheme' and a waste electrical equipment disposal programme are planned for 2015/16.

Engagement at all levels is key to maintaining and improving environmental performance, and contributing to the overarching vision for sustainable development. The department will continue to encourage all staff to take positive actions to help achieve wider government sustainability commitments and to mainstream sustainability; focusing on our priorities, but always striving to make progress against the three pillars of sustainable development.