

**Department for Work and Pensions**

**DWP Carbon Reduction  
Delivery Plan**

**March 2010**

# Foreword

Helen Goodman MP - DWP Minister for Sustainability.

I am pleased to present the Department for Work and Pensions' Climate Change Strategy to reduce carbon emissions and to adapt to climate change.

As a large department with a national network DWP has a pivotal role in bringing down public sector emissions. To date we have been successful. But we can do more. And we will.

This Carbon Reduction Delivery Plan sets out in practical and tangible terms what this Department will do to deliver reducing carbon emissions at the same time as continuing to deliver high quality services to all our customers. It contains details of a series of tasks, policies and processes that must be implemented if we are to meet our agreed carbon budget. These range from ambitious spend-to-save projects such as the nationwide rollout of advanced switching and timing devices (ensuring unused lighting and equipment is switched off), to site specific projects such as a low carbon Combined Heat and Power plant at Quarry House Leeds, to energy efficiency campaigns with our staff.

Reducing emissions is a key element in the fight against climate change - to strive to limit the temperature rises facing our planet in the coming years. This plan sets out our initial plans to meet this challenge – which we will build on in the coming years.

In our Climate Change Adaptation Plan, which accompanies this plan, we set out how we will protect our services from the increasingly inevitable consequences of climate change.

## Author contact details

Richard Fountain  
Head of Sustainability and Climate Change Team

Email [richard.fountain@dwp.gsi.gov.uk](mailto:richard.fountain@dwp.gsi.gov.uk)

Direct line 0113 230 9711

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## 1.1 Aim of the Departmental Carbon Reduction Delivery Plan

- 1.2 The Department for Work and Pensions (DWP) has a clear understanding of its responsibility to meet its carbon budget, and has a well-defined plan setting out its commitments and how it will meet them. Our aim is quite simply to reduce our emissions to a level that will meet our Sustainable Operations on the Government Estate (SOGE) targets and carbon budget allocation. This will reflect our commitment to the UK Sustainable Development Strategy and support our recent corporate accreditation to the Carbon Trust Standard.
- 1.3 Our journey will ensure that we not only meet our carbon budgets but that we contribute towards reducing emissions from the UK and the greater aim of reducing global emissions and slowing climate change. For our businesses, this will mean delivering our services in the way our customers expect and need, but with careful energy and travel management and procurement of goods and services with energy efficiency and low-carbon technology as standard. This will additionally support our Carbon Reduction Commitment (CRC) Energy Efficiency Scheme position. Our staff will be fully engaged in helping the Department meet this challenge and our policy development will reflect the changing natural environment and the resultant change in demands from our customers.
- 1.4 This plan covers the period 2010 to 2012 primarily, which is the end of our first carbon budget period. It also extends beyond 2012 into the next two carbon budget periods, but these outline plans will be subject to review and change.
- 1.5 This first Carbon Reduction Delivery Plan has been an exploratory process for the Department, building on achievements to date and setting out measures to drive out further improvements. Much of our work over the next two years will focus on improving our methods for identifying and quantifying carbon savings, as well as raising awareness at all levels to become 'carbon literate'.
- 1.6 This plan is based on the current scope of the SOGE targets and the department's current carbon budget, which includes the office estate, and owned administrative transport emissions. As the details of the new SOGE framework are built into the carbon budget allocation from Carbon Budget period 2 (2013) onwards, we will work across our estate and wider departmental family to ensure that we monitor and report against, and then meet the broader and more challenging targets. These reductions in public sector carbon emissions will also deliver financial savings, contributing to Government's aim of releasing £300M in energy bill savings by 2012/13 through greater energy efficiency. This Carbon Reduction Delivery Plan is expected to be reviewed and updated in the next 18 months in order to present the Department's new share of the public sector Carbon Budget, and

the revised set of measures being planned to secure both carbon and financial savings.

## 2.1 Department Carbon Budget.

2.2 The current carbon budget allocation for the DWP is detailed below

<b>1st Carbon Budget Period</b>					
	2008	2009	2010	2011	2012
Tonnes CO2	203,300	200,397	197,494	194,164	190,121
<b>2nd Carbon Budget Period</b>					
	2013	2014	2015	2016	2017
Tonnes CO2	186,079	182,036	177,994	173,951	169,909
<b>3rd Carbon Budget Period</b>					
	2018	2019	2020	2021	2022
Tonnes CO2	165,866	161,824	157,781	153,739	149,696

2.3 DWP has sole responsibility for reducing its emissions and does not formally have any responsibility for emissions from any other government department or indeed any economic sector of the wider community. Whilst DWP does not have these extended responsibilities we are willing to work with other departments where we can add value.

2.4 Given the nature of our business, the majority of our emissions are carbon dioxide, but any other emissions, despite their being very small amounts, will be recorded as carbon dioxide equivalents.

## 3.1 Current position and projected progress against Carbon Budget

3.2 We had already embarked on the carbon reduction challenge, prior to the introduction of Carbon Budgets, recognising the clear links between sustainability, energy and travel emissions, and climate change. The two key SOGE targets relating to emissions are:

- Reduce carbon emissions from offices by 12.5% by 2010/2011, relative to 1999/2000 levels.
- Reduce carbon emissions from road vehicles used for Government administrative operations by 15% by 2010/11, relative to 2005/2006 levels.

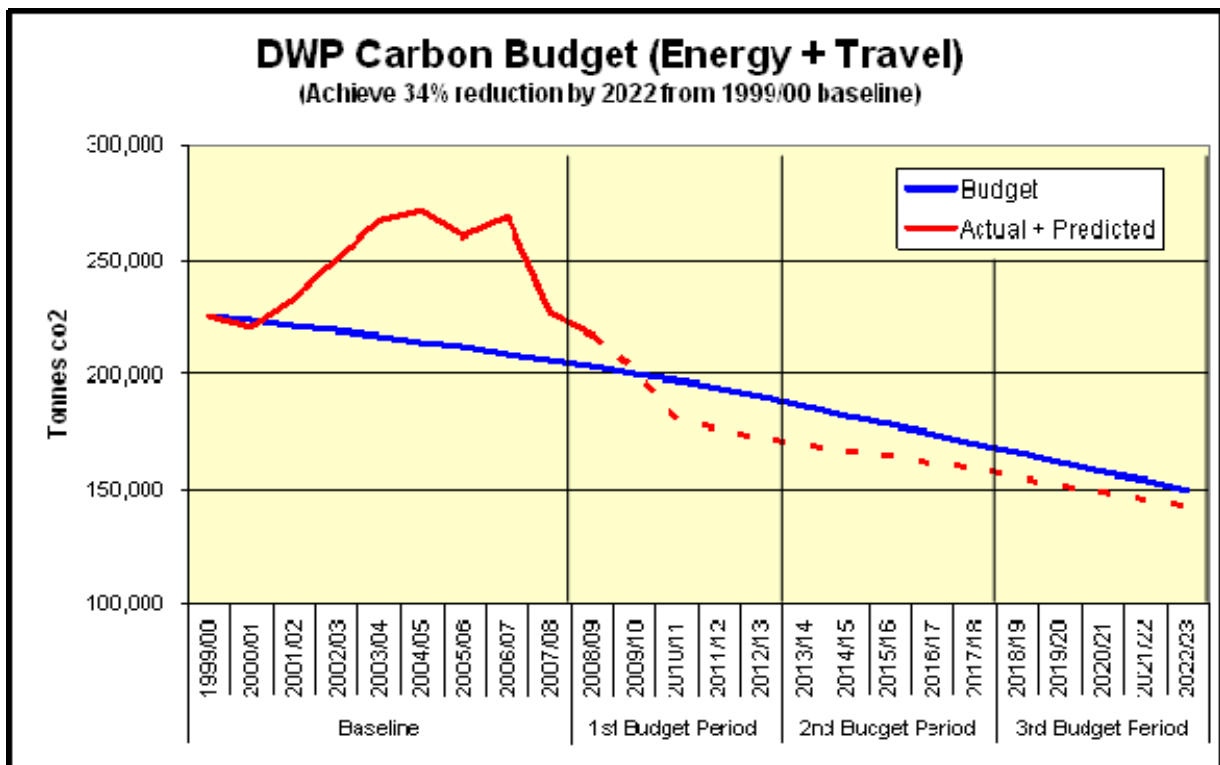
3.4 Energy consumption increased in recent years as we modernised our services to customers, but significant improvements have been made in the last two years - reducing emissions by approximately 20% overall. We do not differentiate between administrative and operational mileage, choosing to declare all our road vehicle emissions. The most recent performance against all the SOGE targets can be viewed in detail in our 2009 Sustainability and Climate Change Annual report.

DWP progress against SOGE Targets 2009



Please use the link below to view full image and further details.  
<http://www.dwp.gov.uk/docs/sd-annual-report2009.pdf>

3.5 The Department has developed a number of initiatives and actions that will deliver further carbon savings, and our anticipated trajectory is detailed below. This is based on the savings from spend to save initiatives, estate management and reduced business travel alone. The impact of those actions and how this relates to our Carbon Budget is represented in the chart below:

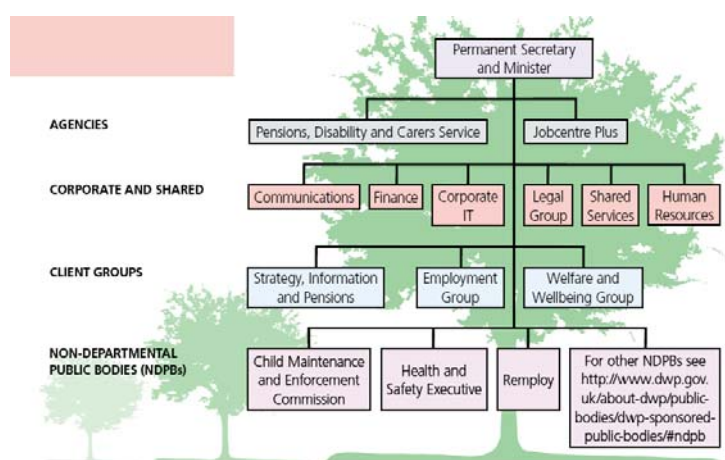


3.6 Whilst we are in the process of working up plans for further carbon reduction from other business areas, the language of carbon is new to all and at this stage planning and formulating metrics for carbon savings is still in its infancy. As such, whilst we have a number of plans and actions which will

have a comprehensive impact on carbon emissions, we are unable to adequately quantify those savings yet. **Annex 1** sets out our detailed plans.

## 4.1 The DWP family tree - scope and context

4.2 The Departmental Family Tree can be viewed in detail in our 2009 Sustainability and Climate Change Annual report (page 4).



Please use the link below to view full image.  
<http://www.dwp.gov.uk/docs/sd-annual-report2009.pdf>

4.3 Whilst the family tree demonstrates the type and relationship of our component parts, our Non-Departmental Public Bodies (NDPBs) are not fully included within the scope of this plan at this stage. Currently, DWP as referred to in this plan includes corporate DWP and its executive agencies.

4.4 Some of the NDPBs employ only a small number of staff and some already share our accommodation, such as the Child Maintenance and Enforcement Commission. For the purposes of this plan, a de-minimis of 100 staff is being used to determine whether participation is feasible. This means the following NDPBs are involved in discussions to establish if and how they will be able to contribute to this plan:

- Child Maintenance and Enforcement Commission
- Health and Safety Executive
- Remploy
- The Pensions Regulator
- Independent Living Fund
- Pension Protection Fund

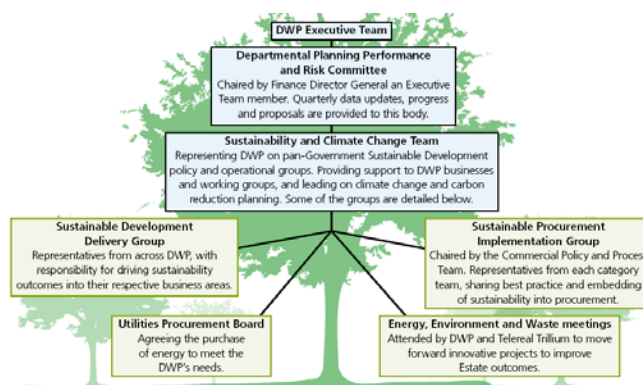
Their contributions will be added in the first published update to this plan.

4.5 Once participation is determined, this may result in slight adjustment to our carbon budget and also adjustments to SOGE baselines.

- 4.6 Regarding the physical nature of the DWP family’s combined operational estate, it currently comprises 1,065 buildings of various sizes, age and condition, covering nearly 2 million square meters and providing:
- high street and customer facing offices,
  - pension & benefit contact and processing facilities
  - corporate centre, head office and data centre functions.

## 5.1 Sustainability and Climate Change Governance

- 5.2 DWP have adopted an overarching and single governance structure for social, economic and environmental sustainability, carbon reduction and climate change adaptation. This governance structure is detailed in our 2009 Sustainability and Climate Change Annual report.



Please use this link to view full image. <http://www.dwp.gov.uk/docs/sd-annual-report2009.pdf>

- 5.3 The Department’s Finance Director General is the Senior Responsible Owner for the DWP carbon budget. He is responsible for championing carbon reduction and for reporting to the Department’s Executive Team (of which he is a member) on progress against milestones and indicators in order to meet the DWP’s own ambitions and to contribute to broader efforts across Whitehall.
- 5.4 The Department’s Planning Performance and Risk Committee (PPRC) are the lead body within DWP for progressing the sustainability and climate change agenda. DWP are also committed to continuing to work across government, either directly with other departments or through the Office for Government Commerce (OGC). Quarterly updates are provided to the PPRC but with the provision to escalate any issues as they arise.
- 6.2 Businesses will be provided with sufficient data and a disaggregated target share of the Departmental Carbon Budget to enable them to plan and

monitor their individual contributions to the overall target and demonstrate tangible progress to gain staff involvement. SOGE targets are already disaggregated to business level and will continue to be so.

## 6.1 Working with others

6.2 In addition to continuing to work with other government departments, we are also working in partnership with our internal partners and other organisations.

- **Key supplier, Telereal Trillium** – Private Finance Initiative estate partners. Our key delivery partners on many of our more task based energy efficiency and low-carbon technology actions.
- **Key supplier, Hewlett Packard** – ICT providers. Mutually seeking ICT provision with lower energy consumption and employment of new technology to facilitate energy reduction and more sustainable ways of working.
- **Key supplier, British Telecom** – telephony provider. Exploring ways to enhance our telephony and electronic conferencing systems as agile ways of working and viable alternatives to travel.
- **Key supplier, Royal Mail** – examining ways to improve services but reduce transportation emissions.
- **All our suppliers** – seeking low-carbon solutions to departmental requirements and influencing behaviours in relation to their own carbon footprints.
- **Sustainable Development Commission (SDC)** – undertaking frequent liaison on a range of issues and envisage this fruitful partnership continuing. For example we are voluntarily taking part in a pilot SDC Departmental Sustainability Assessment.
- **The Meteorological Office** – commissioned to provide a sound scientific basis on which we can build policies that will reflect the needs of our future customers whilst taking account of climate change.
- **The Carbon Trust** – building on our accreditation to the Carbon Trust Standard, developing practical mechanisms to deliver carbon reductions.

## 7.1 Monitoring and review

7.2 Our entire Carbon Reduction Delivery Plan will be reviewed quarterly by the DWP Sustainability and Climate Change Team, monitoring the progress of each initiative and measuring the carbon footprint of the DWP as a whole. This will be done by analysing relevant data in conjunction with any initiative specific information and fugitive emissions. This process will also support our ongoing commitment to the Carbon Standard and to the CRC Energy Efficiency Scheme. Annual public reporting will be published to demonstrate progress.

## 8.1 Glossary

BREEAM	Building Research Establishment Environmental Assessment Method
CHP	Combined Heat and Power
CPU	Central Processing Unit
CRDP	Carbon Reduction Delivery Plan
CRC	Carbon Reduction Commitment Energy Efficiency Scheme
DWP	Department for Work and Pensions
HR	Human Resources
ICT	Information and Communications Technology
NDPB	Non-Departmental Public Body
OGC	Office of Government Commerce
OV	Official vehicles
PDCS	Pensions and
PPRC	Planning Performance and Risk Committee
PUS	Private User Scheme
RISE	Re-launched Initiative for Saving Energy
SDC	Sustainable Development Commission - government watchdog for sustainability
SOGE	Sustainable Operations on the Government Estate – government wide targets
SPRAM	Sustainable Procurement Risk Assessment Methodology

## Detailed DWP Carbon Reduction Delivery Plan 2010

### A. Spend to save energy initiatives.

#### A1. Lighting controls.

Introduction of automatic lighting controls to canteens, stairwells, security and reception areas, external areas, car parks, toilets, main office, back office and car park lighting.	Saving 6,548 tCO <sub>2</sub> per annum.	Commence early 2010 and complete late 2011.
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#### A2. Timer devices.

Installation of various timer devices to free standing electrical equipment, beverage boilers and under sink water heaters.	Saving 6,384 tCO <sub>2</sub> per annum.	Commence early 2010 and complete late 2011.
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#### A3. Inverters.

Install Power Saving Inverters across the estate where appropriate.	Saving 1,316 tCO <sub>2</sub> per annum.	Commence in 2011
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#### A4. Voltage optimisers.

Trialling Voltage Optimisation equipment on one site with potential to roll out if viable.	Saving 54 tCO <sub>2</sub> per annum at trial site.	Underway.
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#### A5. Heating zone controls.

Install heat zoning controls where appropriate.	Saving 351 tCO <sub>2</sub> per annum.	Commence early 2010. Complete late 2011.
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#### A6. Combined Heat and Power

Installing a Combined Heating and Power plant at Quarry House, Leeds.	Saving 2,121 tCO <sub>2</sub> per annum.	Installation during 2010.
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#### A7. Renewable and low carbon installations.

Identify further potential longer-term payback measures, such as solar, wind, CHP, ground source heat pumps, photovoltaic, hydro electric, bio-mass and other lower carbon and renewable alternatives.	To be developed.	Carbon Budget periods 1 & 2.
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**B. Business Travel Initiatives.****B1. Fleet - strategy & planning.**

Reduce average carbon emissions from fleet vehicles to below 120 g/km by implementing a new car list that will only include 'Eco' vehicles e.g. VW Blue Motion, Ford Econetic and the Toyota hybrid.

715 tCO<sub>2</sub>.

Early 2010 until 2014.

**B2. Fleet – demand management.**

Continue to reduce grey fleet miles by promoting use of OV's and PUS vehicles.

Saving 526 tCO<sub>2</sub>.

Commence in 2010 to 2012.

**B3. Fleet - strategy & planning.**

Maintain a watching brief on technical advances for fleet solutions, such as alternative fuels, hybrid and electric vehicles.

Not known at this time.

2010 - through budget periods 1 &amp; 2

**B4. Car hire – demand & supplier management.**

Further reduce size of hire vehicles requested by customers and encourage our car hire suppliers to provide us with vehicles with the lowest CO<sub>2</sub> output.

19 tCO<sub>2</sub>.

2010 - through budget periods 1 &amp; 2

**B5. Car hire – low emission vehicles**

Investigate potential to obtain low emission vehicles as standard at contract re-let.

Not Available

2012 onwards

**B6. Bus and coach hire**

Promote the use of larger vehicle when a number of staff are travelling to a similar destination

Not Available

2010 - through budget periods 1 &amp; 2

**B7. Rail**

Instigate negotiation to try and secure lower rail fares on some routes.

To be developed

2010 - through budget periods 1 &amp; 2

**B8. Air travel - routes**

Banning (conversion to rail) of certain air routes.

To be developed

Commence in 2010.

**B9. Air travel – financial incentive**

Examine potential to increase current offsetting levy to act as an effective disincentive to fly by making the cost of air travel comparable with rail travel.

15 tCO<sub>2</sub>.

2010

**B10. Taxi policy**

Reiterate the policy on taxi travel.	24 tCO <sub>2</sub> .	During 2010 and continuing
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**B11. Travel alternatives**

Encourage use of telekits and video conferencing both within the team and promotion to the businesses.	45 tCO <sub>2</sub> .	During 2010 and continuing
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**B12. Travel Alternatives - Jobcentre Plus**

Following a successful trial of video conferencing within a district, Jobcentre Plus aim to make video and audio conferencing the first choice for meetings.	Not quantifiable until complete.	During 2010 and continuing.
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**B13. Travel policy**

Revisit the existing Business Travel policy to identify any scope to incorporate further emission reductions.	Not quantifiable until complete.	Commencing 2010 through budget periods 1 & 2
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**B14. Expenses policy**

In conjunction with HR, revisit the expenses policies to examine potential conflict between expenses and encouraging reduction of emissions from travel - 'do our expenses policies encourage adverse behaviour?'	Not quantifiable until complete.	Commencing 2010 through budget periods 1 & 2
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**The following actions are yet to have CO<sub>2</sub> savings fully calculated.**

**C. Estate Management Activities.**

C1. Local management of disputes on temperature and promotion of energy efficiency, resulting in offices not being overheated/overcooled.

C2. Life Cycle and maintenance works to be completed to Good Industry Practice standards and, additionally, replacements to be made early using best available technology from energy efficiency perspective, using spend to save facility where appropriate.

C3. Bring forward refurbishments where possible for energy saving initiatives

C4. Work with Estates supplier's procurement team to ensure new energy efficient products are procured.

C5. Include insulation to undersides of ceilings when capital expenditure undertaken.

C6. Reduce Departmental Estate by improving efficient use of space in line with the Department's Estate Strategy. (Economic downturn has resulted in considerable acquisition of temporary space.)

- C7. Look at long term property strategy: potential for feasibility study across estate to consider low-carbon sites.
- C8. Ensure new builds, acquired space and refurbishments meet BREEAM standards.
- C9. Implement DWP's Head Office 'Working Without Walls' (open plan working) to increase space efficiency.
- C10. Engage key suppliers to identify and develop implementation of low carbon measures.
- C11. Engage staff particularly middle management to embrace RISE
- C12. Continue to implement the 'RISE' initiative (Re-launched Initiative for Saving Energy) across the estate.
- C13. Work with Carbon Trust to identify funding streams for longer term initiatives.
- C14. Discuss with suppliers ways of funding equipment upgrades and replacements, which use less energy and/or reduce emissions, using the shared savings mechanism and cost benefit analysis as an enabler.
- C15. In conjunction with HR, work to make the agile and home working policies robust and viable and conduct a campaign to encourage uptake.
- C16. Brigade staff into one area when working out of hours.

#### **D. Corporate IT.**

- D1. Introduce updated version of Night Watchman software and, following installation, investigate switching monitors to standby after 5 minutes of inactivity and removal of active screensavers.
- D2. Specify low power consumption CPUs and high efficiency Power Supply Units (80% conversion or better).
- D3. Better/faster infrastructure to support more home working (Existing infrastructure allows 3,000 home users to connect concurrently).
- D4. Apply Thin Client technology. PCs will not require a base unit and data will be processed at the data centres, not through individual terminals.
- D5. Consolidate Printers, following rollout of multi function devices and optimise power-saving sleep mode.

D6. Reduce cooling in data centres to appropriate levels, increase the ambient room temperature, and introduce more efficient cooling of local Comms Rooms.

D7. Identify and decommission servers and data disks that are running but not providing any services.

D8. Convert existing physical servers to 'virtual servers' – partition servers that run in parallel on the same hardware without any interference.

D9. Upgrade existing video conferencing and install kit at further sites.

D10. Implement the Local Service Integration Project for PDCS, which will provide a resilient IT platform (diary and referral management systems) aligned with business needs.

## **E. Procurement.**

E1. Revise Sustainable Procurement Risk Assessment Methodology (SPRAM) to strengthen the link between carbon and contract to identify carbon impacts and drive out reduction initiatives.

E2. Re-launch SPRAM with emphasis on its mandatory use within tender exercises and contract management.

E3. Work with Category Teams to identify areas with significant carbon impacts and appropriate mitigation actions.

E4. Raise supplier awareness of carbon issues and encourage action to deliver lower carbon contracts to DWP. (For existing suppliers with pre-2010 contracts and those wishing to tender.)

## **F. Human Resources.**

F1. In conjunction with Business Travel - Revisiting the expenses policies to see if there is conflict between expenses and encouraging reduction of emissions from travel - do our policies encourage adverse behaviour?

F2. In conjunction with Estates, Planning and Performance Management and Corporate IT, work to make the agile and home working policies robust and viable.

## **G. Data measurement.**

G1. Disaggregate the Departmental Carbon Budget to business level, to enable planning and monitoring of individual contributions to the overall target and demonstrate tangible progress to gain staff involvement.

G2. Develop detailed, integrated management information reports which allow us to monitor with increased accuracy the carbon performance of each part of our business and benchmark and compare performance.

G3. Develop agreed measures/metrics for estimating carbon savings, where currently none exist.

G4. Jobcentre Plus will assess the success of the Energy Pack (sent to Finance Business Partner to encourage energy saving steps across the business) in terms of increased engagement and reduced carbon.