



## MANAGEMENT BOARD

11 May, 10am to 12noon in Committee Room G

### Agenda

1. **The Maintenance Challenge**  
Presentation by Mel Barlex  
**A vision for refurbishing Parliament's Buildings** MB/2011/51, 51A  
*RESTRICTED ACCESS: MANAGEMENT* and 51B  
Memorandum by John Borley  
**Accommodation: Strategic Property Review** MB/2011/52  
*RESTRICTED ACCESS: COMMERCIAL*  
Memorandum by Fiona Smith
2. **Oral Updates** MB/2011/53
3. **Corporate Risk Register at 5 May**  
*RESTRICTED ACCESS: SECURITY*
4. **House Committee meeting on 24 May**
5. **Risk Report: Millbank House** MB/2011/54  
*RESTRICTED ACCESS: COMMERCIAL*  
Memorandum by Carl Woodall  
**Accommodation: Strategic Principles and Plan** MB/2011/55  
*RESTRICTED ACCESS: MANAGEMENT*  
Memorandum by Carl Woodall
6. **Review of the structure of the House of Lords  
administration and the operation of the  
Management Board** MB/2011/56, 56A  
*RESTRICTED ACCESS: MANAGEMENT* and 56B  
Memorandum by David Beamish

For formal decision/information:

7. **Draft Minutes of the Meeting on 7 April**
8. **Minutes of the Audit Committee on 28 April**  
*RESTRICTED ACCESS: PRIVILEGE*
9. **Minutes of PICTAB on 6 April**  
*RESTRICTED ACCESS: MANAGEMENT*
10. **Minutes of the Health and Safety Committee on 3  
May**
11. **Minutes of the House of Commons Management  
Board on 24 March**

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|--|---------------------------|
| <b>12. Disclosure of salary, pension and compensation information in 2010/11 Resource Accounts</b><br><i>RESTRICTED ACCESS: MANAGEMENT</i><br>Memorandum by Andrew Makower | <b>MB/2011/57</b>         |
| <b>13. Operator Bureau: procurement</b><br><i>RESTRICTED ACCESS: COMMERCIAL</i><br>Memorandum by Andrew McHattie   | <b>MB/2011/58</b>         |
| <b>14. House of Lords Health &amp; Safety Policy</b><br>Memorandum by Simon Burton   | <b>MB/2011/59</b>         |
| <b>15. Catering &amp; Retail Services Profitability Sub-Group: Quarterly Report</b><br><i>RESTRICTED ACCESS: MANAGEMENT</i><br>Memorandum by Andrew Makower                | <b>MB/2011/60 and 60A</b> |
| <b>16. 2012 Diamond Jubilee and Olympic Games</b><br>Memorandum by David Leakey  | <b>MB/2011/61</b>         |
| <b>17. Progress against business plan 2010/11</b><br><i>RESTRICTED ACCESS: MANAGEMENT</i><br>Memorandum by Simon Blackburn   | <b>MB/2011/62</b>         |
| <b>18. Any Other Business</b>  |                           |



## Health and Safety Policy

*Responsible Board Member(s)* Simon Burton  
*Paper prepared by* Simon Burton and Marianne McDougall, Head of Safety and Wellbeing Service  
*Date* 4 May

*Summary of actions requested:*

- Adopt revised Health and Safety Policy

### The revised Health and Safety Policy

1. The two Houses have their own Health and Safety policies. Our policy was last formally adopted in 1999. The bicameral Safety Health and Wellbeing Service has been working on a new single policy for the two Houses which I have adapted to fit the management circumstances of the Lords. This revised policy has been considered twice by the Health and Safety Committee and has been approved by that Committee for adoption by the Board. Adopting the revised policy will deliver a recommendation of the forthcoming Internal Audit review of Legal Compliance. The Commons adopted their revised policy in April this year.
2. **The Board is invited to adopt a revised Health and Safety Policy** (see Annex). Any drafting comments should be emailed to me by 13 May.

### Financial implications and communications

3. The adoption of the new policy has no financial implications. The policy will be sent to the Trade Unions and placed on the Intranet once supporting material is available. A message will be sent to staff via Red Carpet News. The policy will appear in the 2012 Staff Handbook. A briefing on Health and Safety issues for senior managers will be organised before the summer recess.

4 May 2011

Simon Burton

**ANNEX**

**House of Lords Health and Safety Policy**

**(11 May 2011)**

This Health and Safety Policy Statement is the lead document for Health and Safety in the House of Lords. All other health and safety documents at a corporate or departmental level will match or exceed the principles set out here. All people who work in or with the House of Lords Administration and those who use its services are encouraged to read this policy and to consider how they can contribute to achieving its aims.

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## I OUR HEALTH AND SAFETY POLICY

The House of Lords Administration wants to provide a healthy and safe working environment and that people who work in the House of Lords or come to visit are not harmed. We will do all we can to ensure the health and safety of our staff and any other people who are directly affected by our work. Most importantly, we will try to ensure that work demands do not exceed your capabilities to carry out the work, without undue risk to yourself or others.

It is the policy of the House of Lords Administration that we act in accordance with all safety legislation, even though not all of it strictly applies to Parliament.

Health and safety risks need to be identified and managed. This means that your managers will be able to:

- tell you about the risks and give you the most suitable information and training so that you can do job, or visit, without coming to any harm;
- give you the proper equipment to protect you, and to help you work safely;
- consult widely on health, safety and welfare issues, with Trade Union representatives as well as all staff; and
- regularly review and improve our arrangements for managing risks including providing assurance on those internal controls in place to manage them.

This health and safety policy explains the various responsibilities of people who work in the House and also the arrangements that are in place to make sure the policy works. You can get more information on the health and safety pages of our intranet, where you can also find out more details on the arrangements for putting the safety policy into practice.

The success of this policy relies on your support, involvement and cooperation. This means we need everyone, including Members of the House of Lords, consultants and contractors, to work together to implement and improve our health and safety arrangements.

If you have any questions about this policy please email [SHWSadmin@parliament.uk](mailto:SHWSadmin@parliament.uk)

Signed on behalf of the House of Lords  
by the Clerk of the Parliaments

Date

## 2 PEOPLE AND THEIR RESPONSIBILITIES

### 2.1 Everyone

Every person who works for the House of Lords Administration in any capacity is responsible for promoting good health and safety practices and preventing work-related injuries and ill health. Intentionally disregarding, misusing or interfering with anything provided for health, safety or welfare purposes is a disciplinary matter.

Regardless of your position, you are responsible for:

- ensuring your actions and decisions contribute towards a healthy and safe work environment;
- helping the Administration to achieve its health and safety policy objectives and maintaining its standards;
- following precautions, systems and processes relevant to your work;
- raising with your line manager any problems or concerns which you can't solve;
- reporting all work-related injuries, ill-health and other incidents, including near misses; and
- complying with your legal duties.

If you or your colleagues are unsure of your responsibilities, you need to speak with your line manager or local safety co-ordinator. If they can't help, please contact the Safety, Health and Wellbeing Service ([SHWSadmin@parliament.uk](mailto:SHWSadmin@parliament.uk))

### 2.2 Management and Delivery Functions

As well as the general responsibilities which apply to everyone, certain groups of people have other specific duties.

All senior staff and managers have a duty to ensure the health and safety of:

- those who report to them; and
- those who may be affected by our activities.

Health and safety duties, and the necessary authority and resources to discharge them, are delegated down the line management structure as appropriate. The following parts of this section outline the general responsibilities of the various management levels: each section has further and relevant information available on the health and safety pages of the intranet.

Everyone is responsible for making sure that their work is done properly. If you have doubts about the safety of any arrangements, you should not start your work until you have sought advice. If work has already started, then it should be suspended until you have the appropriate reassurances.

**2.2.1 The Clerk of the Parliaments** is responsible for ensuring that the Administration fulfils its health and safety responsibilities and that there are adequate resources to do so. He has delegated authority for the day-to-day management of safety and health related issues to Heads of Office, who must make sure the safety policy is put into practice in their Offices and Departments.

The health and safety policy will be updated as necessary by the Head of Safety, Health and Wellbeing, under the guidance of the Health and Safety Committee, and in consultation with staff, management and TUS.

**2.2.2 The Management Board** is responsible for ensuring the Administration delivers its health and safety policy and complies with its legal duties. They will:

- provide active and visible leadership for health and safety within the Administration;
- consider any health and safety implications of Board decisions and ensure that they reflect the safety policy;
- monitor and review health and safety performance at least annually; and
- allocate adequate resources for health and safety purposes.

The Management Board has nominated a member (currently the Director of Human Resources) with specific responsibility for health and safety. This person is responsible for championing health and safety matters on behalf of the Board.

In addition, the Director-General of Human Resources and Change in the House of Commons has special responsibility for providing a professional, in-house safety and occupational health service. The Director General of Facilities in the House of Commons has specific responsibility for ensuring that both Houses have adequate arrangements in place to control premises-related risk e.g. fire, asbestos, safety of water systems and plant, gas and electrical installations.

**2.2.3 Heads of Office:** In addition to any duties they may have as Management Board Members, Heads of Office must provide the leadership needed to put our health and safety policy into practice. They are responsible for the effective management of work related risk under their workgroup's control, including the implementation of the Administration's health and safety policy, plans and supporting arrangements.

Accordingly, Heads of Office will:

- make sure risks are effectively managed within their Offices and Departments and that the demands placed upon staff by their work does not exceed their capabilities;
- provide appropriate support for their line managers on health and safety issues;
- make sure that sufficient time and finances are allocated to assess and manage risks to their staff;

- appoint sufficient safety co-ordinators to assist them in their duties<sup>1</sup> and ensure that these people have enough time to do this work;
- nominate a representative or representatives to the House of Lords Health and Safety committee;
- regularly review their own Department's health and safety performance; and
- produce an annual safety report to the Clerk of the Parliaments containing an assurance that work related risks have been identified and that they are being appropriately managed within their Department.

**2.2.5 Team Leaders, Line Managers and supervisors:** are individually responsible for managing all health and safety related to work under their control, and must make sure that doing so is of equal importance to other management functions. More information is available on the intranet to explain what team leaders, line managers and supervisors need to do to make sure their staff and contractors can work safely but this includes making sure that:

- work-related risks have been assessed and risks are controlled;
- staff have appropriate training to help them do their job safely and understand how to work safely;
- staff have the right equipment to do their job properly; and
- people know what to do if there is an emergency and how to report an accident.

Line Managers must also keep their managers and Head of Office informed of safety related issues and make sure that they and their staff have sufficient resources to appropriately manage any work related risks.

**2.2.6 Departmental Safety Co-ordinators** must be appointed by each Head of Office and nominated as the departmental or office representative or representatives on the Health and Safety Committee. Co-ordinators must be given sufficient time to carry out their tasks; the extent of their duties must be agreed with their manager and included in their job description. Where there is more than one Co-ordinator in an office or department they must work together to ensure a consistent approach.

Safety co-ordinators do not need an in-depth knowledge of safety issues and will not be expected to conduct safety advisory tasks, unless they are appropriately trained and experienced.

The health and safety intranet pages give more information on the role of the co-ordinators i.e.

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<sup>1</sup> The number and competency of co-ordinators will depend on the level and nature of associated risk, but they must be able to fulfil the duties described in section 2.2.6



- how they can assist their Head of Office in implementing the House of Lords Health and Safety Policy and their Department's Safety Action Plan;
- how they can consult and inform staff in their department on safety related issues; and
- what advice and guidance they may be asked to give their Head of Office.

**2.2.7 Head of Safety, Health and Wellbeing** and his/her staff act as the House's competent persons<sup>2</sup>. The postholder acts as the point of contact between the Administration and the Health and Safety Executive and is responsible for ensuring that his/her team;

- provides advice on strategic and operational safety issues, including guidance to staff on day to day safety issues;
- sets up consistent occupational health and safety standards;
- develops and recommends policies and procedures in line with best practice and helps managers to improve safe working procedures;
- reviews and updates the safety policy;
- provides advice, guidance and support as required and on consideration of the risk arising from any workplace activities; and
- ensures that the health and safety policy is closely linked to the wider risk management policy of the Administration<sup>3</sup> and that its application contributes to the overall management of risks across the Administration.

**2.2.8 The Fire Safety Manager** and deputy in the Department of Facilities (Commons) act as the House's competent fire safety persons as delegated by the Clerk of the Parliaments. The post holders act as the point of contact between the House and the Fire Section/Fire Brigade, London Fire and Emergency Planning Authority and the Chief Fire and Rescue Adviser. They are responsible for the planning, discharge and monitoring of the fire strategy for both Houses and providing competent advice.

The fire safety manual sets out Parliament's fire safety commitments (including fire precautions, dealing with fire incidents, fire drills, training and incident evacuation) and the arrangements for meeting those commitments. It is authorised by the Clerk of the House and Clerk of the Parliaments and is overseen by the Fire Safety Committee. The manual consists of the Fire Safety Policy Statement, Fire Safety Management Strategy, Schedule of Premises and Location of Muster Points.<sup>4</sup>

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<sup>2</sup> Appointed under the provisions of section 7 of the Management of Health and Safety at Work Regulations.

<sup>3</sup> INSERT LINK TO HOL RISK MANAGEMENT POLICY

<sup>4</sup> <http://intranet.parliament.uk/intranet/evacuation-emergencies/assets/Fire-Safety-Manual.pdf>

### **2.3 Trade Union Safety Representatives**

Trade Unions recognised by the House will appoint their own Safety Representatives<sup>5</sup>. They must notify the House (via the SHWS) of the names of these representatives and the list will be published on the SHWS website. These representatives have the right to:

- represent employees in discussions with the employer on health, safety or welfare and in discussions with HSE;
- investigate hazards and dangerous occurrences or complaints;
- have relevant training;
- carry out workplace inspections and scrutinize relevant documents;
- attend safety committee meetings;
- be informed and consulted about matters that have health, safety or welfare implications; and
- support in terms of time, facilities and recognition as partners in better health, safety and welfare.

### **2.4 Contractors**

Many contractors work on the Parliamentary Estate, either as a permanent presence or as part of a temporary or short term contract. All contractors must comply with the Administration's safety procedures and ensure that their activities do not put anyone else working on the Estate at risk. Detail of safety procedures is given on the intranet.

Specific safety precautions required to control risk will form part of the relevant contract and contractors must ensure that adequate and sufficient safe working systems, method statements and permit to work arrangements are in place, as appropriate, for the relevant works or projects. These documents must be available for inspection by the House authorities.

### **2.5 Health and Safety Support**

Although health and safety is a management responsibility of equal importance to other business undertakings, various workgroups and individuals work for the House of Lords Administration to help achieve its health and safety objectives. They identify the common health and safety issues that exist across the Administration; recommend appropriate risk management solutions; and communicate with Offices and Departments as appropriate.

**2.5.1 Safety, Health and Wellbeing Service** gives professional advice and assistance on matters relating to health, safety and welfare at work across both Houses of Parliament. This includes:

- provision of advice on safety, health and wellbeing matters,

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<sup>5</sup> Following the provisions of the Safety Representatives and Safety Committee Regulations

- assistance with production of safety documentation, such as the development of safety policies and risk assessments,
- keeping up to date on developments in health and safety legislation and practice,
- monitoring the implementation of health and safety policy,
- acting as the formal point of contact between the HSE and staff of the House,
- liaising with specialists in or outside the House, where necessary,
- receiving accident and incident reports, investigating as appropriate, compiling and analysing accident and incident data and reporting accidents to the appropriate enforcing authority as required by legislation,
- liaising with recognised trade unions and their appointed workplace representatives on issues relating to the health and safety of their members, and
- publicising occupational health and safety information, policies and guidance

**2.5.2 Facilities and Estates Teams (in the House of Commons Department of Facilities (PED and Accommodation Services))** are responsible for effectively managing all health and safety matters associated with:

- the physical structure, support services and working environment of the Houses of Parliament, including shared parts of the Parliamentary estate e.g. roadways, paths, steps and car parks,
- work that is covered by CDM regulations,
- plant rooms,
- fire risk assessments and physical fire safety precautions, via the fire safety manager.

**2.5.3 The Fire Safety Manager** and the deputy are responsible for the day to day management of fire safety within the Estate as delegated by the Clerk of the Parliaments, via the Director General of Facilities (Commons). They are responsible for the planning, discharge and monitoring of the fire strategy for both Houses and providing competent advice. More detail is given in the Fire Safety Manual.

**2.5.4 Trade Union Side** formally represents the health and safety interests of all House of Lords staff (i.e. members and non-members). This critical role is performed by trained safety representatives who are appointed by the Trade Union side. They have a right to carry out certain functions in relation to health and safety and are consulted when safety policies are developed or revised.

#### **2.5.5 The Health and Safety Committee**

The House of Lords' Health and Safety Committee is chaired by an official appointed by the Director of Human Resources. It considers and makes recommendations on any strategic matters connected with health and safety which may affect those who work in or visit the House of Lords. The objectives, constitution, procedure and functions for the committee

can be found on the intranet, [*and in the Staff Handbook – link to be inserted to 2011 version in May*]

**2.5.6** The **Fire Safety Committee** is chaired by the Parliamentary Director of Estates and reports to the House of Lords Management Board via the Parliamentary Estates Board. It aims to ensure that the fire safety precautions throughout the Parliamentary Estate conform to the highest professional standards and by doing so support the Clerks of both Houses as "responsible persons" under the Regulatory Reform (Fire Safety) Order 2005.

**2.5.7 Local Health and Safety Committees:** where appropriate, an individual Office or Department may set up its own safety committee, to discuss and action operational issues. A representative from this committee (usually a safety co-ordinator) will attend the House of Lords Health and Safety Committee.

**2.5.8 The Whitley Committee** receives an annual report on the health and safety performance of the House.

### 3 PUTTING THE POLICY INTO PRACTICE

Establishing a policy is a key part of managing health and safety, but it is equally important to make sure that it is put into practice.

We are responsible for the health and safety of everyone affected by our business - this includes employees, subcontractors, visitors, Peers and Members of both Houses, customers and the visiting public.

The House of Lords safety policy explains our commitment to managing health and safety and also how we are organised – in other words, who is responsible for doing what. To perform health and safety duties properly requires necessary authority and resources. All our safety policies make it clear that this is delegated down the line management structure but *responsibility remains with the person making the delegation.*

#### 3.1 The Principles of our Arrangements

Risk assessment and management is fundamental to the way we manage health and safety at the House of Lords. We are committed to the Health and Safety Executive's *sensible risk management* agenda as follows.

Sensible risk management **is** about:

- ✓ Ensuring that workers and the public are properly protected.
- ✓ Providing overall benefit to society by balancing benefits and risks, with a focus on reducing real risks – both those which arise more often and those with serious consequences.
- ✓ Enabling innovation and learning, not stifling them.

- ✓ Ensuring that those who create risks manage them responsibly and understand that failure to manage real risks responsibly is likely to lead to robust action.
- ✓ Enabling individuals to understand that as well as the right to protection, they also have to exercise responsibility.

Sensible risk management **is not** about:

- ✗ Creating a totally risk free society.
- ✗ Generating useless paperwork mountains.
- ✗ Scaring people by exaggerating or publicising trivial risks.
- ✗ Stopping important recreational and learning activities for individuals where the risks are managed.
- ✗ Reducing protection of people from risks that cause real harm and suffering.

### **3.2 Implementing the Policy**

This policy is the lead document for occupational health and safety in the House of Lords. All other health and safety documents at corporate or departmental level will match or exceed its principles.

This policy is supported by other corporate health and safety policies which explain common standards, systems, processes and improvement plans that apply across the Lords for various specific topics. The list is wide ranging and covers subjects such as hazardous substances, safe lifting, stress and wellbeing, personal protective equipment and asbestos etc.

Additionally, Departments and Offices may provide written guidance to help managers effectively define and communicate local procedures related to the workgroups activities and functions. Departments and Offices are responsible for making these arrangements accessible to their staff, by the most appropriate means of communication for their circumstances.

The arrangements for implementing the various policies are given in the Staff Handbook and are regularly reviewed and updated, if necessary. **Information Sheets** are also available which provide easy to read guides on workplace risks and control measures.

### **3.3 Performance Standards**

We need to be assured that, throughout the House, arrangements to control health and safety risks are in place and operate effectively. If we don't do this in a meaningful way, there will be no reliable information to inform managers how well the health and safety risks are controlled.

Performance standards will be agreed with the Health and Safety Committee to help the Administration measure the effectiveness of its health and safety management system. Up to date information will be available on the SHWS intranet pages but in general they will involve

- *reviewing operational arrangements locally:* Offices and Departments should regularly audit and inspect working areas. Trade Union safety representatives should be invited to attend these audits and inspections and, where appropriate, the findings should be discussed in local safety committees.
- *performance at the organisational level :* The Safety, Health and Wellbeing team will make use of audits and statistics to ensure that there is a consistency in our risk management arrangements. This information will also allow comparison with sector or industry standards and best practice.



## 2012 – Diamond Jubilee and Olympic Games

Responsible Board Member(s) David Leakey  
Paper prepared by David Leakey, BRRG

Date 5 May 2011

1. I attach a self explanatory Paper on 2012 for the Management Board's consideration. The action for the Board is succinctly described in Paragraph 2 of the Paper.
2. It may be helpful for the Lords Management Board to know that the Commons Management Board has already considered the paper (on 28 April) and agreed:
  - the proposed terms of reference and membership of the 2012 Project Board, with the proviso that there should be two Government representatives (Cabinet Office and DCMS), and that the Board should receive regular reports on progress;
  - that a take note paper should be submitted to the Commission.
3. Additionally, points made in discussion by the Commons Management Board included:
  - The business managers needed to be approached as soon as possible to ensure the Houses rose before the Olympics began.
  - The Leader of the House of Commons was engaged and was shortly to write to DCMS about the need for access to Parliament during the Games.
  - The House should not be distracted from its own "business as usual" by an additional programme of 2012-related activities, but instead focus on what it would be doing anyway, and factor the Olympics into its normal planning.
  - Member engagement was vital. A note paper should be submitted to the House of Commons Commission to remind them of what had been agreed already (e.g. by the Administration Committee in relation to the Cultural Olympiad) and to update them on what was going to happen
  - The Member Advisory Board on the Cultural Olympiad was giving reassurance to the Administration Committee and the Commission. It could be extended to cover the entire Olympics.
  - Health and safety needed to be covered by the Project Board, either as a separate work stream or under one of the others.
  - Works projects also needed to be integrated and an official had been identified to do that work.
  - It was essential for the Government to be represented on the proposed 2012 Project Board.
  - The Management Board should receive regular updates from the Project Board on its progress so that it could identify interdependencies and act as a failsafe. Heads of Department should be invited to the Project Board if there were any major issues before it.

## MANAGEMENT BOARDS

### 2012 – Diamond Jubilee and Olympic Games

*Paper from the Business Risk and Resilience Group*

#### **Purpose**

1. This paper:
  - a. presents the emerging facts about the Diamond Jubilee, Olympic and Paralympic Games and the likely impact of them on Parliament;
  - b. notes some of the management issues that need to be addressed; and
  - c. proposes a mechanism to help with handling these issues.

#### **Action for the Boards**

2. The Boards are asked to:
  - a. note the emerging information relating to the 2012 events;
  - b. note the possible impacts on the working of Parliament;
  - c. give a steer on their strategic priorities for Parliament in respect of the 2012 events (para 7); and
  - d. endorse the establishment, and terms of reference, of the 2012 Project Board (para 10).

#### **2012: key information**

3. The key dates for the period are as follows:
  - Diamond Jubilee Westminster Hall ceremony: March
  - London marathon: 22 April
  - State Opening (date TBC)
  - Diamond Jubilee River Pageant on the Thames (a thousand boats): 3 June
  - Cultural Olympiad London Festival: 21 June to 9 September 2012
  - Olympic Games: Wednesday 25 July to Sunday 12 August
  - Paralympic Games: Monday 27 August to Sunday 9 September
  - Commonwealth Youth Parliament: September.
4. The most significant events are those relating to the Olympics. About nine million tickets are likely to be sold for the Olympics and Paralympics. More information about Olympic events are included at Annex A.

#### **Likely impacts on Parliament**

5. The Olympics will affect Westminster in general and Parliament in particular in several ways. These include transport disruption, physical access and security. There will be impacts on the works programme and implications for HR policy. In addition, Parliament is involved in the Cultural Olympiad, for which a programme is already being developed. More information about possible impacts is included in Annex A. The proposed 2012 Project Board will seek to address these through different work streams (see paragraphs 8-10 below and Annex B).

#### **The Management Boards' priorities**

6. The 2012 events, especially the Olympics and Paralympics, present significant challenges to Parliament but also could provide opportunities for showcasing Parliament at a time when many thousands of people will be visiting London (ODA estimate £1.2 billion will be generated from tourism during the Games). The summer



of 2012 will sharpen the terms of the familiar debate about balancing the security of the Palace, and those who work there, with a desire to make the building as open and welcoming to visitors as possible. Parliament is already involved with the Cultural Olympiad (see Annex C for more details). What is the appetite of the Boards for using 2012 as an opportunity to capitalise on the events to increase the visibility of Parliament and engagement with UK and overseas visitors? Do the Boards wish instead to make security/business as usual the overriding priority? What is their view of the risks (including reputational risks) and benefits of different approaches? How should Members and Peers be informed/consulted about 2012 events?

- 7. The Boards are invited to give an initial steer as to their strategic intent for 2012.**

**2012 Project Board – membership and terms of reference**

8. In discussing the likely issues arising from the 2012 events, BRRG recognised that the implications go much wider than business continuity. BRRG concluded that it would be helpful to both Houses to have a single group to monitor all the major events in 2012 and their impact on Parliament, and help maintain access, to minimise disruption and to ensure the coordination of policies of both Houses of Parliament.
9. The proposed 2012 Project Board membership and associated work streams are included at Annex B.
- 10. The Boards are invited to endorse the terms of reference and membership of the 2012 Project Board.**

Jill Pay  
Chair, BRRG

## **ANNEX A: OLYMPICS - IMPACTS AND ISSUES FOR PARLIAMENT**

This annex sets out in more detail some of the main impacts for Westminster and Parliament of the Olympics – both physical impacts, such as disruption to public transport, and policy issues, such as HR and public engagement. It is not intended to be exhaustive, but is intended to stimulate further thinking, including by the 2012 Project Board.

### **Transport/physical access**

- *Events* Several events will take place in Westminster: beach volleyball on Horse Guards Parade 0900 to 23.50 on most days between Saturday 28 July and Thursday 9 August (up to 15,000 people are expected to attend each day); cycling and walking races and the Marathon will be routed down Abingdon Street on various weekends between 28 July and 5 August. There will be increased pedestrian flows in and around Parliament Square and congestion at Westminster Underground Station as a result of the events.
- *Road transport:* The Olympic Route Network and Paralympic Route Network will operate from Monday 16 July to Sunday 12 August and 29 August to 9 September respectively. They include Whitehall, Bridge Street and Victoria Embankment where lanes will be reserved for Olympic traffic only at certain times. This will cause congestion and delays for vehicle access to the estate (including for the OSCC). There are also to be road closures for the Marathons and several other road races on dates which are yet to be confirmed. Access for Members, Peers, House staff and delivery vehicles will be disrupted. (Note: Transport for London are aware of the requirement to maintain access to Parliament and are coming in to meet with officials in May.)
- *Public transport:* There will be significant additional pressure on public transport, especially on the Jubilee Line. Public transport will be busy at all times during the day, not just the rush hour. For instance, the Olympic Delivery Authority has estimated that, if no action is taken (e.g. reducing the number of commuters), journeys on the Jubilee Line will take up to an hour longer than usual. The underground system may operate 24/7 throughout the main games.
- *Access:* Effects on ensuring business as usual access for Members, Peers and staff (policy decisions needed on what levels of access can/should be maintained).

### **Security**

- Police and security officer manning levels throughout the Olympic period (there may be an issue about how the extent to which specialist police resources are stretched)
- Protection of river front.

### **Estates/works, etc**

- Impact on summer recess works programme (limitations on “front facing” works, access for vehicles, disruption to public transport affecting availability of staff, etc).

### **Public engagement/Cultural Olympiad**

- Cultural Olympiad: Parliament’s contribution has already been agreed (see Annex C) and will involve performances and art installations within and outside the Palace.
- Additional demand for tours of Parliament; possibly extended opening hours to meet demand?
- Possibilities for additional income generation?

- Likely demand for VIP access, including Heads of State (special tours, possibly at short notice)
- Media management, including requests to film before Olympics and requests to use live link facilities within the precincts during the Games; possible interface with London media centre at One Great George Street; possible requests for use of Abingdon Green.

### **Communications**

- An Olympics/2012 communication programme will be needed to inform Members, Peers and staff about the implications of the 2012 events. Targeted communications will be needed for Members, Peers, their staff and staff of both Houses, using established channels
- Briefings for senior leaders and managers will be needed, e.g. on HR issues.

### **HR policy issues**

- Nominations/notifications to staff who need to attend for duty during the Olympics, arrangements for annual leave in lieu, etc
- Possible increase in requests for annual leave during Olympic period
- Policy on Olympic volunteering (now issued by both Houses)
- Possible increased need for/requests for home working (dependency on remote access will increase) or more flexible working hours. Staff may wish to avoid overcrowded Tube trains and as noted above the ODA is urging central London employers to reduce the number of workers coming into London to alleviate congestion on public transport
- Possible requirement for senior managers to be present and available to deal with increased visitor numbers, security, VIP visitors, etc.
- Staff and Members wishing to watch events from viewpoints in the Palace (policy has been agreed on this for the 2011 Royal Wedding).

## **ANNEX B: 2012 PROJECT BOARD (PB2012)**

In view of the number of major external events in 2012, including the Olympics and the Diamond Jubilee, which may have an impact on the two Houses of Parliament, and the number of associated internal events, it was proposed at the BRRG on 14 March to establish a 2012 Project Board (PB2012).

### **Terms of Reference**

The purpose of the PB2012 is to monitor all the major external and internal events in 2012 and their impact on Parliament in order to maintain access, to minimise disruption and to ensure the coordination, coherence and delivery of the policies and plans of both Houses of Parliament.

PB2012 will report to the BRRG or the respective Management Boards as appropriate.

PB2012 will act as a central point to gather and disseminate to the House services information about 2012 events and how they may affect their work, and to coordinate and advise on plans and issues related to 2012 events together with their consequences for Parliament.

### **Core Membership**

Black Rod (Chair)  
SAA  
Head of OCE, House of Commons  
Facilities Department, House of Commons  
Facilities Department, House of Lords  
Cabinet Office representative  
DCMS Representative  
Business Resilience Coordinator, OCE  
House of Lords Clerk (Secretary)

### **Work Streams**

A number of themes and work streams suggest themselves. The initial list below may need to be expanded. The leader of each of these should expect to attend PB2012 Meetings when relevant issues are being discussed, if not already a core member. The proposed work stream and theme leaders are:

- Diamond Jubilee – Black Rod (David Leakey)
- Cultural Olympiad – SAA (Jill Pay)
- HR – Alison Macdonald and Jonathan Seller
- Olympic Events – Mark Harvey
- Security and accessibility (TFL and route congestion/closures, etc) – DSAA (Mike Naworynsky)
- VIP Visits – Yeoman Usher (Ted Lloyd-Jukes)
- Visitors – Rachael Baldwin
- Media – Benet Hiscock (HoL) and Liz Parratt (HoC)
- Internal communications – Marianne Cwynarski (HoC) and Alison Couch (HoL)

### **PB 2012 Meetings**

Initially, meetings should be held monthly and then as required. Work Stream leaders will convene their own groups to ensure all internal and external stakeholders are involved as appropriate.

## **ANNEX C: PARLIAMENT AND THE CULTURAL OLYMPIAD**

*(From the Parliament website)*

Parliament is making its own contribution to the Cultural Olympiad by developing a unique cultural programme to take place over the summer of 2012. Over the next few months we will be revealing the line up of work and performances which will be on show in Westminster Hall during 2012, so we will be keeping you posted about how to participate and see the programme!

### **Westminster Hall**

The Project: the 'Arts in Parliament' programme is now in full development and will include showcases from artists and arts organisations from around the UK. The curated programme of projects and original work will fuse arts, heritage and media and will be Parliament's signature cultural programme inspired by 2012's Cultural Olympiad. There will be lots of opportunities during the programme to get involved and to see some of the exciting performances and projects which have been inspired by the themes and values of the London 2012 games.

### **Get involved**

The "Arts in Parliament" programme is a fantastic opportunity to highlight exciting and cultural projects across the regions and nations of the UK. The programme will bring the most innovative and engaging of those projects here to Westminster Hall during the summer of 2012. Whether you're an artist, arts organisation or a group interested in performance and a broad range of art forms, we would like to hear from you.

You may currently be working on projects for the Cultural Olympiad or maybe you are an artist who would be interested in an opportunity to create new work through Parliament's programme? If so please get in touch at [culturalolympiad@parliament.uk](mailto:culturalolympiad@parliament.uk)

See:

<http://www.london2012.com/news/2010/07/cultural-olympiad-campaign-discovering-places-launched-a.php>

### **Discovering Places in Parliament**

On 21 July 2010 representatives of the London Organising Committee of the Olympic Games (LOCOG) and the Heritage Alliance launched the London 2012 Cultural Olympiad Discovering Places campaign at the Houses of Parliament, a world heritage site. Parliament took part in Discovering Places in summer 2010 through a series of tours designed to show visitors something new or unexpected about Parliament. See:

<http://www.parliament.uk/get-involved/cultural-olympiad/discovering-places/>