



MANAGEMENT BOARD

Friday 11 May, 11am to 1pm in Room 1-09, Millbank House

Agenda

1. **Oral updates**
2. **House Committee agenda 22 May**
Oral update
3. **Corporate risk register** **MB/2012/49**
RESTRICTED ACCESS: MANAGEMENT
Memorandum by Rob Whiteway **49A**
4. **Risk reports:**
 - a. **Information** **MB/2012/50**
RESTRICTED ACCESS: MANAGEMENT
Memorandum by Rhodri Walters
 - b. **Facilities (ii) and (iii)** **MB/2012/51**
RESTRICTED ACCESS: MANAGEMENT
Memorandum by Carl Woodall
5. **Q4 Performance Report** **MB/2012/52**
RESTRICTED ACCESS: MANAGEMENT
Memorandum by Rob Whiteway
6. **Income generation business case [RESERVED]** **MB/2012/53**
RESTRICTED ACCESS: MANAGEMENT
Memorandum by Rob Whiteway **53A**
A further paper, MB/2012/53B, will be circulated on 8 May
7. **Environmental management** **MB/2012/54**
Memorandum by Rhodri Walters and Carl Woodall
8. **Property update [RESERVED]** **MB/2012/55**
RESTRICTED ACCESS: COMMERCIAL
Memorandum by Carl Woodall
9. **Board review of effectiveness** **MB/2012/56**
RESTRICTED ACCESS: MANAGEMENT
Memorandum by Rob Whiteway
10. **Any Other Business**

For formal decision:

11. **Draft Minutes of the meetings on 18 April**
RESTRICTED ACCESS: MANAGEMENT
[CONFIDENTIAL ANNEX RESERVED]



For information:

12. Catering and Retail Services: report on 2011/12

MB/2012/57

RESTRICTED ACCESS: COMMERCIAL

Memorandum by Jake Vaughan

13. Security and accessibility during the Olympics

MB/2012/58

RESTRICTED ACCESS: MANAGEMENT

Memorandum by David Leakey

Circulated electronically only (hard copies available on request):

Minutes of PEB on 19 March

Minutes of House of Commons Management Board on 15 March

Please note:

All offices have prepared local statements of internal control. These have been saved in SPIRE and a link will be emailed to all recipients of the Management Board circulation. Hard copies are available on request.



Environmental Management

Responsible Board Members Rhodri Walters, Reading Clerk
Carl Woodall, Director of Facilities
Paper prepared by Charlotte Simmonds, Head of Fire Safety & Environment
Date 20 April 2012

Summary: This paper updates the Board on recent environmental progress and seeks approval for specific environmental improvements in 2012/13.

Parliament's environmental performance impacts on the perception of Parliament and contributes to the Lords' strategic objectives two and four. This is reflected in the recent change in the House of Lords corporate risks to include a reference to environmental management.

Summary of actions requested: The Board is invited to:

- note 2011/12 environmental performance and progress;
- endorse proposals for:
 - environmental governance arrangements (paragraph 8)
 - provision of real time energy data on the intranet (9.1)
 - implementation of temperature thresholds and timings (9.2)
 - use of sensor controlled heating and lighting in the Palace Committee Rooms (9.3)
 - ceasing or restricting floodlighting for outbuildings (9.4)
 - changes to office waste collection (13)
 - mandating the purchase of recycled office paper (14)
 - publication of environmental information on the internet (16).
- recommend these proposals to the Administration & Works Committee and seek endorsement for those which affect Members (12.2, 12.3 and 16).

Consultation

1. The Reading Clerk and Director of Facilities from the Lords and the Director General of Facilities and Parliamentary Director of Estates from the Commons, and the Parliamentary Estates Board have been consulted on the paper.

Environmental performance and compliance

2. In March 2009 the Management Boards of both Houses approved a high level environmental strategy seeking to set the foundations for continuous environmental improvement delivering sustainable, social, environmental and financial, benefits to Parliament.
3. A joint policy statement and long term environmental targets, acknowledging EU, UK, Government and good practice targets, were subsequently approved

in December 2009 and endorsed by the House of Lords Administration and Works Committee and the House of Commons Commission thereafter.

4. To meet the long term targets the Environment team set annual targets, currently devised as a straight trajectory. End of year performance against the 2011/12 targets is presented below¹.

	2011/12 target	2011/12 performance	2020/21 target
Carbon emissions	-10%	-16% (saving £600,000)	-34%
Water use	-13%	-32% (saving £90,000)	-25%
Waste generated	-12%	-18% (saving £30,000)	-25%
Waste recycled	61%	53% (saving £0)	75%

- 4.1 Further work is to be undertaken in 2012/13 to re-profile the trajectory and re-evaluate the target for water consumption. End of year data will, again, be subject to independent validation and comparison with Government Estate performance.
5. In addition, Parliament is committed to maximising the volume of electricity provided from renewable sources, ensuring major Estates and ICT projects specify environmental requirements, achieving BREEAM² certification for major refurbishments and improving Display Energy Certificates (DEC) ratings in all buildings. In meeting these commitments in 2011/12 83% of electricity was sourced from renewable sources, all major Estates and ICT projects specified environmental requirements, Millbank House refurbishment attained a Very Good BREEAM rating and a comprehensive reduction of DEC ratings was achieved, as presented in Annex A.
6. A focus for 2011/12 has been a review of the application of and compliance with EU and UK environmental legislation. This has identified a significant volume of legislative requirements applicable to Parliament, as verified by Speaker's Counsel. To address this a compliance action plan is being implemented, with completion targeted for 2012/13.

Environmental governance

7. Internal audits of environmental management in 2007 and 2010 raised concerns with the level of senior management environmental engagement, recommending a sub-board environment committee. The Management Board sponsors of environmental management have agreed to implement alternative

¹ All relative to 2008/09 independently validated baseline year. RAG status: Red = not meeting annual target, performance worse than baseline year/not expected to meet long term target. Amber = not meeting annual target, performance better than baseline year/expected to meet long term target. Green = achieving annual target/expected to meet long term target.

² Building Research Establishment Environmental Assessment Methodology

arrangements that see responsibility for environmental management retained by the Management Boards without the introduction of a committee.

8. The alternative arrangements require the Management Boards to ensure adequate time is allocated to environmental management; receiving bi-annual environmental updates alongside continued monthly performance reporting, and supplementary papers as required. The proposed Management Board responsibilities are presented in Annex B.

Energy efficiency and carbon reduction

9. To date the carbon saving programme has deliberately focused on 'back room' improvements including adjustments to the building management system, lighting replacement, reduction of incoming energy wastage, insulation, solar panel trials and recommissioning boilers. In 2012/13 the Environment team is seeking to implement some changes that may be felt by Members and staff and requests the approval of the Boards to proceed with their implementation.

9.1 The mixed success of Energy Saving Week in 2011, despite comprehensive awareness raising communications, indicates that a more radical approach is required to successfully engender individuals to improve their own environmental performance at work. Environmental behaviour change programmes typically reduce carbon emissions by 10% and this is to be a deliverable in the specification for the development of a behaviour engagement programme at Parliament, expected to save approximately 1,875 tonnes of CO₂ (tCO₂) and £375,000 annually. The newly formed Carbon Management Association is keen for Parliament to implement carbon management awareness training and this shall be considered as part of the programme. In support of this, **approval is sought for the provision of real time energy performance data on the intranet to raise awareness of energy use.** Examples of real time data are presented in the screen grab in Annex C. This information will also be presented on the Members' Centre display screen in Portcullis House.

9.2 **Approval is sought for the implementation of temperature thresholds and timings.** Aligned with CIBSE³ guidelines to maintain temperatures of 18-21°C in winter and 22-25°C in summer (where feasible) and to provide these between 7am and 7pm or 1 hour after the rise of the House, whichever is later. This will be restricted to between 7am and 7pm for buildings accommodating occupants with working patterns not aligned with the business of the House – currently restricted to 14 Tothill Street only. These arrangements will seek to accommodate events and collection care requirements. They aim to prevent unnecessary and inefficient heating and cooling and resist unreasonable demands. This has no cost associated with implementation and is expected to save 650 tCO₂ and £80,000 annually. An equality

³ Chartered Institute of Building Services Engineers

impact analysis on this proposal has been conducted; Annex D provides details on equality relevance and mitigation.

- 9.3 It is proposed to address energy wastage from committee rooms through operation of sensors controlling heating and lighting in the Palace. A successful dummy trial in Committee Room 10 has confirmed the sensors' response to demand, and **roll out of motion sensors in the Palace Committee Rooms is requested following successful trial of a live system in Committee Room 10**. This is expected to cost £16,000 in 2012/13 and save 20 tCO₂ and £4,000 annually.
- 9.4 **Approval is sought for the cessation, or otherwise restriction, of floodlighting for Parliamentary outbuildings**. This has no cost associated with implementation and would, on an annual basis, save 29 tCO₂ and £5,750.

Waste management

10. Waste recycling is the sole Parliamentary environmental objective failing to meet its short term target; achieving a 53% recycling rate compared to the 2011/12 target of 61%. Work in 2011/12 to renegotiate and award the general waste management contract has saved approximately £125,000 and incentivised improved future waste management through implementation of gain-share arrangements for increased reuse and recycling. Implementation of the arrangements outlined below seeks to put performance back on track to achieve the 2012/13 target of a 63% recycling rate.
11. A trial of the collection of food waste from the Terrace Kitchen for anaerobic digestion is underway, with a view to rolling out food waste 'composting' across Parliament's catering facilities in 2012/13 following successful completion of the trial. This has no cost associated with implementation and is expected to increase recycling by 20% and return £30,000 annually.
12. Baronesses Jones of Whitchurch and Jenkin of Kennington, and Kerry McCarthy MP have approached Catering & Retail Services of each House and the Environment team to seek Parliament's participation in WRAP's Voluntary Agreement for the Hospitality and Food Service Sector launching in May 2012. The Agreement requires participating organisations to work towards targets for the prevention of food waste and increase in food and packaging waste recycling rates, which the catering services are already tackling. As a non-political voluntary agreement, the Director of Facilities (Lords) and Director General of Facilities (Commons) have jointly endorsed participation. The Committee is asked to note the participation of the two House administrations.
13. **It is proposed that changes are made to office waste collection arrangements to further increase recycling rates and address the existing confusing and inefficient arrangements in place**. The proposal is to replace the current two office bin system with one office bin for mixed recyclable (dry) waste supplemented with general (wet) waste bins in kitchen areas and further, to reduce the number of bins provided in multiple occupancy offices. This arrangement would apply to office accommodation for

House staff, Members and their staff across Parliament. New bins more suited to waste collection and labelled to aid segregation will be provided, with the existing bins themselves recycled. This is expected to increase recycling by 10% and return £15,000 annually, with additional financial savings resulting from a reduced number of bins requiring emptying and removal of the need to sort waste on site by cleaners.

Environmental procurement

14. In 2010/11 commitment was sought for the purchase of recycled paper for general office use. **We invite the Board to endorse the commitment to procure recycled paper for general office use.** This is expected to save 140 tCO₂ and £4,000 annually.
15. In 2012/13 work will take place to support PICT to develop their environmental baseline and with Procurement to ensure that environmental criteria are comprehensively included in the procurement lifecycle.

Raising external awareness

16. In March 2009 both Management Boards endorsed the commitment to communicate Parliament's environmental performance externally through contribution to the Commons' Environmental Audit Committee's Greening Government Inquiry, provision of performance data in end of year reports and development of internet pages. Publication of environmental data on the internet site, including real time energy consumption as presented in Annex C, is outstanding and it is proposed that this is undertaken in 2012/13 following appointment of the behavioural engagement contractors referred to in paragraph 9.1.

Financial and procurement implications

17. In summary the shared financial and procurement implications of the proposals laid out in this paper are:
 - governance: no financial or procurement implications;
 - energy efficiency and carbon reduction: Cost £41,000 in 2012/13 and save approximately £459,000 annually, with £175,000 budgeted for in 2012/13 to implement a behaviour engagement and change programme, including education and awareness raising to improve occupants' use of office services (for example heating and lighting). Procurement of equipment will be through existing suppliers and services through In-Tend with a tender exercise to ensure value for money;
 - waste management: Cost in 2012/13 to be determined and saving approximately £45,000 annually; and
 - procurement: Saving approximately £4,000 annually with no procurement implications.
18. The financial requirements highlighted above will be met from the Facilities Estates budget, shared 40:60 with the House of Commons.

Risk management

19. The proposals significantly contribute to reducing the risk of poor environmental performance affecting the reputation of Parliament. This is set out in the Facilities corporate risk, of which Carl Woodall is the risk owner.
20. Where the proposals have potential to disrupt business of the House, implementation of a pilot seeks to identify and resolve issues in advance of full roll out.

House of Commons implications

21. Parliamentary performance is a bicameral matter and approval from both Management Boards is required for implementation of the proposals.
22. The House of Commons is being consulted in parallel and the Management Board are due to receive a similar paper at their May 10 meeting.

Comparators

23. The proposals seek to implement good environmental practice as implemented by various public and private sector organisations.

20 April 2012

**Rhodri Walters
Carl Woodall
Charlotte Simmonds**

Annex A: Display Energy Certificate Ratings

Building	2009	2011
Palace of Westminster	F 146	E 124
Norman Shaw & Canon Row	F 147	E 120
Portcullis House	G 192	E 123
Fielden House	G 152	F 126
1 Parliament Street & Derby Gate	G 221	G 200
7 Millbank	G 251	G 224
6/7 Old Palace Yard	G 172	F 131
14 Tothill Street	N/A	E 107
Millbank House*	N/A	N/A

* The first DEC for Millbank House will be obtained in 2012/13

Annex B: Environmental Governance

The Management Boards of both Houses are responsible for the environmental governance of Parliament. In this capacity they shall:

- Endorse the Parliamentary environmental policy & strategy documents;
- Endorse Parliament's environment performance targets;
- Receive assurance of environmental strategy implementation, target delivery, legal compliance and risk management;
- Receive assurance of the environmental benefits of major proposals presented to the Boards;
- Take decisions on the application of environmental regulations not specifically applicable to Parliament;
- Endorse annual corporate environmental reports;
- Endorse major environmental works and communications programmes;
- Review and challenge environmental performance.

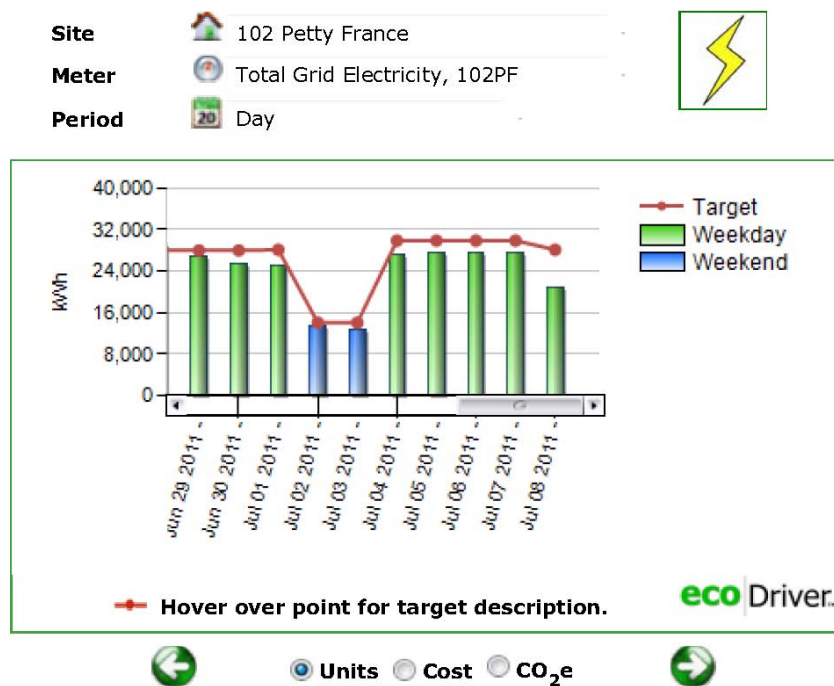
Reports shall be presented concurrently to the Boards twice per year, supplemented as required by individual papers. Environmental performance will continue to be reported to the Boards on a monthly basis.

Operational Estates and ICT environmental impacts are governed by PEB and PICTAB.

Staff input into Parliament's environmental strategy will be channelled through the bicameral Environmental Stakeholder Group.

Annex C: Live Energy Performance Display

Sample screen shot for Web Based Display



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Annex D: Equality Impact Analysis Relevance & Mitigation

Equality relevance and impact:

With the exception of implementation of temperature thresholds and timings the proposals contained within this paper have low equality relevance. The implementation of temperature thresholds and timings is deemed to have medium equality relevance due to its potential for negative impact on the protected groups of age and disability.

Evidence:

Extreme temperatures can lead to health problems and the chances of these problems are higher if people are vulnerable due to age, ill health or disability

(<http://www.nhs.uk/Livewell/winterhealth/Pages/KeepWarmKeepWell.aspx>)

Consultation and engagement:

Consultation and engagement with SHWS and ParliAble was initiated on 29 March 2012 to gain views on how the policy and proposed mitigation works for the affected protected groups. Responses received from SHWS 30 March 2012 and from ParliAble 20 April 2012, as presented in the Equality Analysis.

Mitigation:

Occupants of the Parliamentary Estate who are more vulnerable to temperature due to age, ill health or disability, with the support and endorsement of SHWS, will continue to have their individual needs accommodated e.g. through provision of portable heaters.

SHWS have endorsed this approach on the basis that office temperatures will be in excess of 16°C after the first hour (the HSE guidance) so there is no reason to expect any impact on health, and they are content to be consulted on individual cases regarding the provision of supplementary heaters needed on health grounds (not preference).

Government advice on maintaining comfort for people more vulnerable to temperature (as referenced on the Live Well web pages) include maintaining temperatures in winter between 18-21°C and at a minimum of 16°C, dressing appropriately and keeping active. The proposed temperatures are aligned with the recommended temperatures.

Conclusion:

The proposals and mitigation are robust from an equality perspective.