

Subject: Pilot Environmental Management System projects
Date of Meeting: 22 October 2010
Report of: Acting Director of Strategy & Governance
Contact Officer: Name: Mita Patel Tel: 29-3332
E-mail: mita.patel@brighton-hove.gov.uk
Key Decision: No
Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This report is an update on the implementation of an Environmental Management System (EMS) as a pilot into two service areas of the council. This pilot initiative was agreed upon at Sustainability Cabinet Committee in March 2009.
- 1.2 The implementation of an EMS provides data needed for producing the councils Environmental Footprint as required through the Annual Report and Summary of Accounts. The EMS will also serve to support new Government requirements for “increased accountability of public spending” and “better use of existing public buildings, land and capital investment in public building projects” as set out in the draft structural reform plan of the Dept. for Communities & Local Government¹. New measures for this are set to be in place by July 2011.
- 1.3 Furthermore, it will aid delivery and performance management of the council’s 10:10 and Carbon Reduction Commitment as well as of the city’s Climate Change Action Plan. It will also provide a framework for structuring a more formal programme for staff awareness, engagement and training on sustainability in relevant departments and buildings.
- 1.4 The pilot project was to enable evidence to be gathered for subsequent roll-out of EMSs into other relevant service areas across the organisation. It can also now inform the Intelligent Commissioning process.

2. RECOMMENDATIONS:

- 2.1 That the Cabinet Committee notes the progress made within the relevant services in which the EMS has been piloted so far, and approves it as a business case for implementation of an EMS into other suitable service areas of the council portfolio.

¹ <http://www.number10.gov.uk/wp-content/uploads/srp-dclg.pdf>

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 An Environmental Management System (EMS) is a mechanism for managing numerous and complex environmental issues in a systematic way. EMSs are used to help organisations to improve the management of their activities that impact on the environment and to demonstrate to others sound environmental management.
- 3.2 Since Sustainability Cabinet Committee approved to an EMS pilot in March 2009, a decision was made by TMT for two pilot projects to be undertaken – one for venues & events, and the other with fleet.

Venues, Outdoor Events and Hove Town Hall

- 3.3 The EMS for venues and outdoor events focused on both our venues - the Brighton Centre and Hove Centre (the operation and administration of indoor events held in these venues), and all our outdoor events.

The EMS would, amongst other things, be focusing on environmental performance of the physical building that Hove Centre is accommodated within. Therefore it was decided very early on that it would make sense, for environmental management purposes, for inclusion of the whole of Hove Town Hall - so including the civic, office side of the building, into the scope as well.

- 3.4 Following consideration of the different options it was decided that the best EMS option was ISO 14001². This internationally recognised standard, demonstrates high environmental standards and requires evidence for improving on environmental performance where implemented.
- 3.5 The new British Standard BS 8901³ (Sustainability Management System for events) was also chosen for achieving environmental standards for all our indoor and outdoor events.

BS 8901, while compatible with the ISO 14001 standard, addresses the wider scope of sustainability rather than just environmental impacts (for a full definition of both standards see Appendix 1).

However, since BS 8901 can apply to just one event, and the scope can leave out essential corporate activities, it is considered to be a far more comprehensive, reliable and robust approach to combine the two standards.

² ISO 14001 is an international standard specification for an EMS. It allows an organisation to take a systematic approach to the evaluation of how its activities, products and services interact with the environment and to control those activities to ensure that established environmental objectives and target are met.

³ BS 8901 is the new British Standard (September 2009) which has been developed specifically for the events industry with a purpose of helping the industry to operate in a more sustainable manner. The standard defines the requirements for a sustainability event management system to ensure an enduring and balanced approach to economic activity, environmental responsibility and social progress relating to events. It requires organisations to identify and understand the effects that their activities have on the environment, on society and on the economy both within the organisation and the wider economy; and put measures in place to minimise the negative effects.

- 3.6 As this pilot was cross-departmental it required the input, commitment, responsibility, and joint-working from a variety of relevant teams from across the council including venues, outdoor events, premises & facilities, and sustainability (taking a more coordinating role) whose enthusiasm and willingness to take this on was key to its success.
- 3.7 Due to the current lack of specialist knowledge and expertise in-house on EMS as well as limited resources for preparing the relevant service areas for EMS certification, it was agreed by all teams involved to bring in expertise and support from Brighton based eco-consultants EcoEvents. This local business specialises in the environmental sustainability of the events industry and has specialist expertise in improving environmental performance in organisations and in implementing EMS. Their partnership approach meant exceptional value for money was achieved for their £9,000 contract, with much more work and support provided than was contracted for. The Sustainability Team has now recruited – within its existing budget – to provide this kind of EMS expertise in-house in future.
- 3.8 The additional need for using EcoEvents during the pilot stage was for delivering learning and in building capacity amongst relevant managers and their staff to support them in taking responsibility for managing the EMS over the longer term. The one-to-one support EcoEvents has been able to provide to individual teams and services during the pilot phase has enabled the development of systems that have been tailored to meet the specific nature and operations of each department.
- 3.9 Additionally, a total of £6000 has also been paid (from existing budgets of teams involved in the EMS) to independent auditing company AJA Registrars Ltd. The fee includes registration fees for the audits undertaken and consequent certification received to date, but also for on-going annual audits for the following two years. Again, this fee from AJA over the 3 years was found to be competitive compared to quotes we had received from other auditing companies.

EMS progress and milestones to date

- 3.10 The pilot EMS timelines was structured as follows:
- *March 2009* – Sustainability Cabinet Committee approved pilot EMS project
 - *April – August 2009* – identification of service areas for piloting EMS.
 - *September - December 2009* – discussions between Sustainability Team and managers from Venues & Events to discuss, agree and commit to implementation plan and resources required.
 - *January – July 2010* – development and preparation of relevant services areas for EMS certification. This was supported by EcoEvents. This included a preparatory audit and the first of two of the two-part audit.
 - *August 2010* – Venues, Events & HTH are successfully certificated following second audit.

Key outcomes & experiences

- 3.11 Brighton & Hove City Council has achieved the prestigious ISO 14001 certificate as well as the cutting edge BS 8901, driving maximum benefit to the Council as well as externally in terms of position in the marketplace and reputation with stakeholders (see section 3.15). Moreover, the council is the first Local Authority

to achieve the combined ISO 14001 and BS 8901 through a UKAS⁴ accredited Certification Body which has significant PR value to further develop our identity as a leading Local Authority.

3.12 Opportunities from the EMS began to materialise from the very outset of the development process. Key benefits already recognised include:

- A partnership approach which has supported greater inter-departmental working required for ensuring an EMS is successfully managed and maintained
- Ensured compliance with environmental legislation
- Demonstration of leadership both internally and externally
- Environmental benefits (e.g. waste and energy reduction)
- Financial benefits (e.g. reduced resource consumption)
- Positive publicity and a new marketing tool for our venues & events / council
- The production of a council-wide Environmental Policy (Appendix 2)
- The first Local Authority in the country to have certification for both ISO 14001 and BS 8901 bolted together.

3.13 **How EMS has helped identify and manage risks (including legal compliance issues)**

High risks identified for ongoing measuring and management include legal compliance issues (Display Energy Certificates, spillage control and waste management and disposal). All personnel are now aware of their legal responsibilities e.g. with regards to hazardous waste (this also included other central council departments e.g. ICT where awareness was found to be lacking).

Legislation updates are now being monitored and communicated through the EMS to enable training as necessary and ongoing compliance.

3.14 **Aspects and Impacts**

Significant aspects have now been identified (energy, waste, water, legal compliance, procurement etc.) and these are now being measured and managed through the system to achieve set objectives and targets. This will enable verifiable and reliable performance for reporting to Cabinet, Government and other national and local stakeholders.

3.15 **Internal communications**

The EMS pilot has resulted in:

- Increased inter-team, inter-divisional and inter-directorate collaborative working leading to increased efficiencies, pooling of resources and expertise, increased reduction of risk, and team benefits through 'being able to put faces to names' (as was enabled during the first steering meeting).
- A council-wide effect through involvement of key central services (e.g. Procurement and Human Resources (HR)). HR are now working more closely with the Sustainability Team to integrate sustainability and environmental management communications and goals through HR systems and key documents - which will further initiate a culturally progressive change towards EMS objectives.

⁴ The United Kingdom Accreditation Service is the sole national accreditation body recognised by government to assess, against internationally agreed standards, organisations that provide certification, testing, inspection and calibration services.

- All EMS related communications and updates are now available on the Wave⁵ (the council's intranet). The content for these pages is managed & regularly updated by the Sustainability Team and is used to provide transparency to the processes and developments being initiated through the EMS.

3.16 **City-wide communications** (external communications)

This has already been achieved through new collaborative working with the Seafront Community (including Madeira Drive Traders).

Press & PR

3.17 Significant achievements here will drive many benefits to the city as well as BHCC. We have already been featured in the national publication Stand Out magazine (Appendix 3) (a publication for the events industry), but further exposure to our achievements is being publicised in more publications over the coming months.

3.18 There is also going to be an official ceremony & press release for celebrating the success of our certification. This is likely to be held in Brighton Centre over the coming month, when the certificates will be officially handed over and hung in the newly refurbished public reception area. Similar certificates will also be hung in Kings House reception and in the public foyer area of Hove Town Hall.

Evidence of benefits & opportunities from individuals departments and services

3.19 **Brighton Centre**

The Brighton Centre has experienced significant opportunities from the work being undertaken through the EMS to date. These have been detailed in Appendix 4.

Hove Town Hall

The Environment Champions (council staff championing sustainability) based in Hove Town Hall have been brought together to support the EMS and to provide regular communications to and from on environmental matters with the Facilities & Premises, Energy & Water, and Sustainability teams. This active staff group provides opportunities for actively engaging staff at the ground level in HTH in fostering practices for supporting good environmental management in the building and supporting for feeding this into the EMS.

Events

Background information - There are 19 outdoor spaces in the city that are licensed under the 2003 Licensing Act. These include areas of the seafront, Hove Lawns, Madeira Drive and the Old Steine to public parks and other open spaces. In any one calendar year there are over 300 events that take place

⁵ <http://wave.brighton-hove.gov.uk/ourcouncil/sustainability/Pages/SustainabilityManagementSystem.aspx>

ranging from a family picnic in a park to major events like Pride and the Brighton Marathon.

The outdoor events management team will ensure that BS 8901 a Sustainable Management System for events is integrated in to the lifecycle of each outdoor event where relevant.

The outdoor events team will also ensure that all communication received relating to sustainability is responded to and that all sustainability related incidents are recorded and suitable corrective and preventative actions are implemented. For outdoor events this will mean close liaison with event organisers to make sure that they are complying with the information they have provided in their event method statement as to how they will be addressing various sustainability issues relating to their event.

Facilities & Premises

Quote below provided by Kate Briscoe, Facilities & Premises Manager, Brighton & Hove City Council

“The EMS has provided a fine analysis of our established waste management procedures and has already revealed further potential for efficiency and sustainability. Many thousands of pounds of council waste spending have been uncovered outside of established corporate contracts and those clients have already been contacted and will hopefully join the corporate contract to ensure that all waste data is captured and contributes to the genuine overall council waste figures; which previously were only based on operations within the Cox contract.

The EMS has also assisted us to focus on storing waste transfer notes in an easy to access, managed system. It has encouraged us to explore further whether all waste provision can be captured under the main corporate contract, such as skip supply”.

Fleet update

3.20 Following initial meeting with the fleet manager and other relevant teams responsible for work-based travel, it was decided not to pursue with implementing an EMS for fleet at this time. This was due to the following:

White fleet – The council’s own vehicle fleet:

- Has now been identified as part of the Value for Money programme which it now reports in to;
- The priority has been to draft fleet replacement programmes which deliver financial and carbon savings

Grey fleet – This is the other area identified within the fleet remit and refers specifically to ‘*miles driven for work purposes, in vehicles owned by employees*’. The decision taken at the time was not to include grey fleet, due to a number of issues with the accuracy and consistency of the current data available relating to mileage, and the difficulty in obtaining an accurate baseline. These inconsistencies together with a comprehensive set of recommendations are instead being considered by the VFM team with Finance shortly.

Relevant National Indicators (NIs) from the Local Area Agreement 2008-11 (LAA)

- 3.21 Relevant NIs that have been selected within Brighton & Hove's LAA that an EMS would support are:
- ✓ NI 185 - CO2 reduction from local authority (council) operations.
- 3.22 Other National Indicators we chose to track our performance are:
- ✓ NI 194 – Air Quality - % reduction in NOx & primary PM10 emissions through local authority's estate and operations.
 - ✓ NI 197 – Improved local biodiversity – proportion of Local Wildlife Sites⁶ where positive conservation management has been or being implemented.

New Government priorities and the move to Localism

- 3.23 The drive for to roll out EMS is consistent with the Coalition Government's requirements for "increased accountability of public spending" and "better use of existing public buildings, land and capital investment in public building projects" as set out in the draft structural reform plan of the Dept. for Communities & Local Government¹. New measures for this are set to be in place by July 2011.
- 3.24 There is a need to ensure the local environmental priorities as set out in the city's Sustainable Community Strategy in the 'Living within environmental limits and enhancing the environment' and the 'Waste, recycling and street cleanliness' sections are supported. These locally identified priorities will become ever more important with the government's move towards increased localism.

Next steps

- 3.25 The proposed next steps would be:
- For an EMS specialist, within existing resources, to begin work, based within the Sustainability Team – this recruitment has been successful.
 - To continue work in the relevant services where the EMS has been implemented, to ensure certification is maintained and to ensure environmental performance is improved upon year on year.
 - To identify and begin working in implementing EMSs into other relevant service areas across the council. This will involve the Sustainability Team:
 - identifying relevant services areas that could benefit most from EMS.
 - developing business cases for this.
 - bringing recommendations for a targeted work programme for implementing EMS into one or more proposed service areas to future Sustainability Cabinet Committee meetings
 - Working with these service areas to identify resources required, roles and responsibilities for managing EMS.

4. CONSULTATION

- 4.1 Consultation has taken place with the Council's Performance Improvement Team as well as with all teams involved in the EMS Venues & Events pilot, including

⁶ <http://www.number10.gov.uk/wp-content/uploads/srp-dclg.pdf>

the Events Team, Venues, Premises and Facilities, Health & Safety, Legal, Energy & Water Team, Procurement, Sustainability, and Communications.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 Implementation of an Environment Management System will require resources to be identified within existing budgets. The recruitment of EMS specialists will be met from existing revenue budgets along with the cost of certification. Any financial benefits as a result of reduced resources consumption or other ongoing savings will be identified and reported as the project progresses.

Finance Officer Consulted: Rob Allen

Date: 08/09/10

Legal Implications:

- 5.2 Legal compliance is a fundamental part of any environmental management system. The council's legal team has advised the Sustainability Team on the options for –
- (i) communicating relevant legislative developments to those teams who subscribe to EMS, and
 - (ii) ensuring compliance with existing and new legal obligations

Lawyer Consulted:

Oliver Dixon

Date: 11/10/10

Equalities Implications:

- 5.3 If formal EMS is introduced across the council this would address equalities issues in the following ways:
- Provide access to the public on the council environmental performance
 - Provide a framework for active involvement of all council staff from all areas of the council in working to improve the council's environmental performance

If adopted right across council services an Equalities Impact Assessment may well be required.

Sustainability Implications:

- 5.4 A certified environmental management system from an accredited body provides a comprehensive framework for achieving corporate sustainability objectives and targets in services and operations where it has been implemented. It provides accuracy of information and accountability towards sustainability and for managing and improving the council's environmental performance in these areas. Furthermore, it supports delivery of the councils Carbon Management Programme, Sustainable Procurement Code of Practise as well as the city's Climate Change Action Plan, and the sustainability targets set out in the city's Community Strategy.

Crime & Disorder Implications:

5.5 N/A

Risk & Opportunity Management Implications:

5.6 One of the key reasons for having an EMS in place is to reduce significant financial, service and reputational risks associated with non compliance to key environmental regulations. The Corporate Risk Register already recognises Corporate Risk 17 “Investing in the City’s Sustainable Future”. The introduction of an EMS could contribute to progression of actions to address this Corporate Risk.

Corporate / Citywide Implications:

5.7 The EMS demonstrates city council leadership and commitment towards sustainable development and in achieving improving environmental performance. The systematic nature of EMS lends itself to application in the commissioning process.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

6.1 An evaluation of all alternative options was considered during the research stages of this pilot to ensure that the best approach was selected for this pilot.

6.2 The alternative for the recommendations for this report is for no formal environmental management system, including any external verification of environmental management and performance to be extended into any new service area. The responsibility of ensuring that environmental legalisation is being upheld as well as identifying financial savings through improved energy and waste management, for instance, would also be left to the discretion, knowledge and awareness of individual managers. This may prevent any underlying weaknesses from being uncovered.

7. REASONS FOR REPORT RECOMMENDATIONS

7.1 A drive for efficiency and Value for Money coupled with new environmental performance requirements in the UoR assessment mean that a more comprehensive and accountable environmental management approach is required.

7.2 Implementation of a formal EMS through the approach outlined in this paper now provides comprehensive knowledge, management and continued improvement of the council’s environmental performance in the relevant service areas where it has been successfully implemented. Furthermore, it supports our goal for ‘performing well’

SUPPORTING DOCUMENTATION

Appendices:

1. Summary explanation of both ISO 14001 & BS 8901 standards
2. Brighton & Hove City Council Environmental Policy
3. Stand Out magazine article
4. Feedback from Brighton Centre, Debbie Matthews, Sales Manager, Brighton Centre

Documents in Members' Rooms

None

Background Documents

None