



Historic Royal Palaces is the charity that looks after:

**Tower of London**  
**Hampton Court Palace**  
**Banqueting House**  
**Kensington Palace**  
**Kew Palace**  
**Hillsborough Castle**

We help everyone explore the story of how monarchs and people have shaped society, in some of the greatest palaces ever built.

We raise all our own funds and depend on the support of our visitors, members, donors, sponsors and volunteers.

## Sustainability Strategy

2018 - 2023



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**Introduction by the CEO**

At Historic Royal Palaces we exist for tomorrow, not just for yesterday. Our job is to give the palaces, their environments and our organisation a future as valuable as it’s past.

Much of our work contributes significantly to understanding and solving the sustainability challenges faced by society as a whole, we explain the bigger picture, and then encourage people to make their own discoveries. In addition, we have a responsibility to ensure that all our palaces their contents and the environments they inhabit are conserved to the standard they deserve.

Enhancing these positive impacts does not give us an excuse to ignore the direct negative impacts of our own operations. HRP is committed to making a positive impact through environmental sustainability performance. We must challenge ourselves to find new ways to do our work and recognise that it will take time and resources to fulfil.

This new approach resonates with HRP’s guiding principles and provides a focus for action and decision-making within all the directorates of this organisation. This will mean that the way we deliver some activities will need to be different, but it will bring long-term benefits and savings to the organisation and protect HRP’s reputational risk.

We will endeavour to benchmark our performance against peer institutions where we can and continually review our performance against targets through the performance & development review process within HRP.

I fully support our environmental sustainability vision and call upon all members of HRP to play their part in achieving the aims and ambitions set out in this Sustainability Strategy.

Chief Executive  
Historic Royal Palaces

## **Sustainability Strategy Executive Summary**

### **Our Approach**

Our vision is that HRP is committed to making a positive impact through sustainability performance. HRP have for many years reported on its sustainability performance and has maintained a good level of improvement despite the many challenges for heritage buildings and their environments.

In order to deliver our further sustainability aspirations; beginning in 2018, HRP will focus on five pillars of sustainability issues and objectives over the next five years. Each pillar is underpinned by sustainability factors that help us measure and manage our performance. In addition to the strategy objectives, detailed work plans will be set up by each of the business owners with actions and timelines.

The sustainability group will meet regularly and use a formal, structured approach to manage sustainability. Using data and stakeholder feedback, we determine our priority topics, common objectives and performance indicators. We will regularly track and disclose our progress, assess issues and repeat the cycle.

In addition to the five core pillars of sustainability there are also business owners for reporting and communication. It is vital that we have the right sustainability data to report which will be part of each pillars goals and objectives. It is also vital that we are engaging the various internal and external stakeholders with a Communication and Public Engagement strategy.

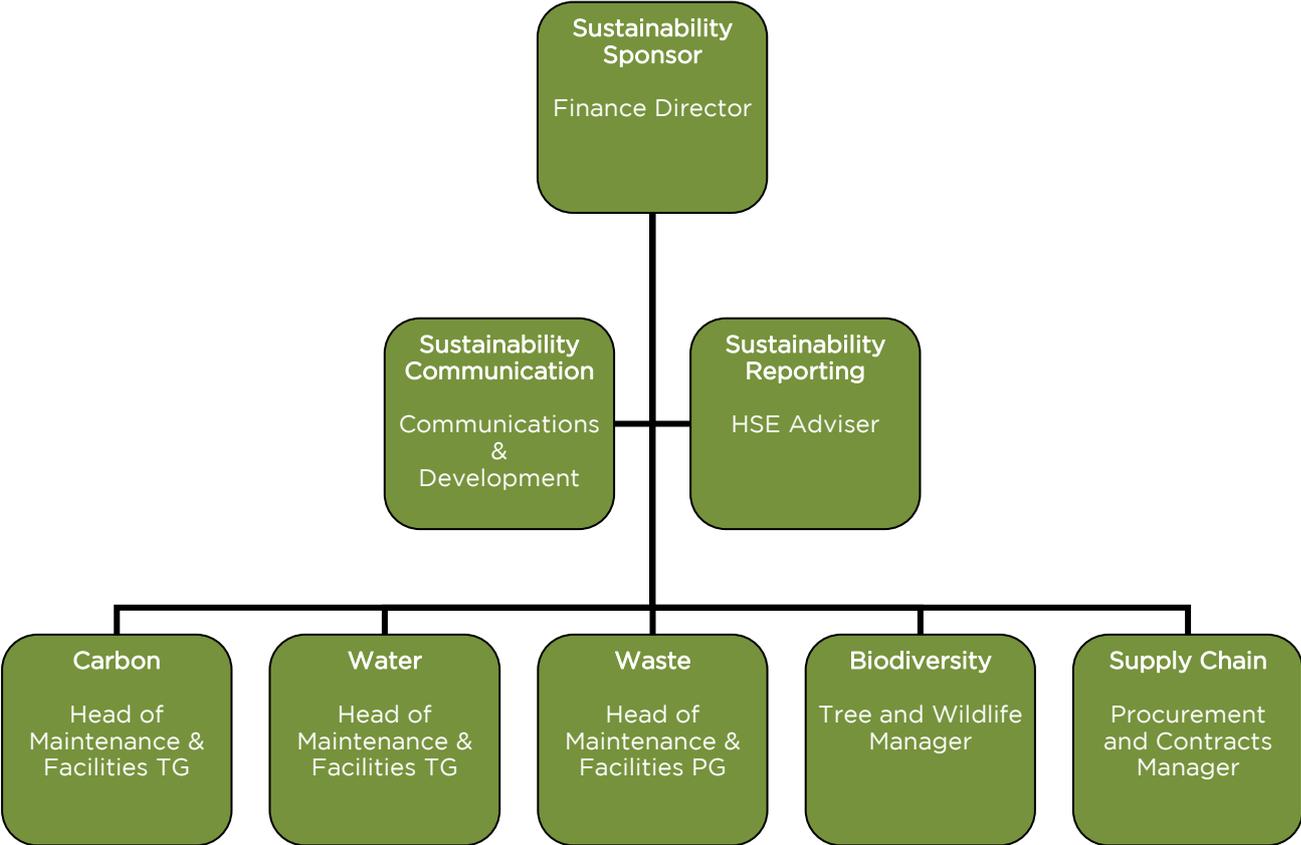
As members of the Fit for the Future network we link up with more than 80 of the UK's largest charities and land-owning organisations to tackle the impacts of climate change and rising energy costs. In the spirit of sharing and collaboration, members swap information about their organisation's sustainability projects, and work together to find the best solutions to environmental challenges.

These shared values are the essence of our sustainability strategy and will lead HRP to new opportunities for a more sustainable future.

### **The Five Pillars of Sustainability are:**

1. Carbon
2. Water
3. Waste
4. Biodiversity
5. Supply Chain

**Organisation Business Owners**



## Carbon

Climate change is recognised to be mainly due to greenhouse gas emissions resulting from combustion of fossil fuels for energy use. Decisions at a local level have a large influence on the need for energy, and ultimately on the scale of eventual climate change effect. HRP aspire to reduce our carbon footprint every year, largely through reducing our energy consumption

For heritage buildings, there is often a conflict between energy targets and the heritage requirements. The balance between these would be established in consultation with Historic England and planning/building control on a building-by-building basis. HRP would seek to meet energy targets unless there is clear advice that the heritage aspects cannot be accommodated and alternative mitigation is not practical and cost-effective. In this case we would seek a responsibly balanced solution.

## Energy Efficiency

Currently all energy is purchased via the Office of Government Commerce. This is something that has been reviewed in the past and will continue to be monitored by the procurement department to ensure the best deal is achieved by HRP.

Feasibility and costs of green energy will be reviewed on an annual basis

A programme of sub-metering will identify the areas where we need to recharge utilities bills. This will create more incentive for licensees to be energy efficient.

Building projects should have energy saving initiatives within their business case documentation. The starting point is actual usage and the aim for at least a 10% reduction in usage once the project is complete.

Energy usage reports and targets will be reviewed on a quarterly basis with the operational heads at the Fire, Health, Safety and Environment meetings and biannually at the Sustainability Group meetings.

The use of Energy storage systems, also known as batteries or thermal stores, which allow you to capture heat or electricity when it is readily available, typically from a renewables system will be reviewed. The energy storage system can reduce our fuel bills and carbon emissions.

## Renewable Energy

Active renewable energy systems will be reviewed annually as to their suitability and cost effectiveness for HRP.

These include:

- solar panels;
- solar hot water collectors;
- wind-generated electricity;
- hydro power systems
- combined heat & power (CHP);
- combined cooling, heating & power (CCHP); and
- energy supply companies (ESCOs).

Annual targets for overall energy consumption reduction will set in the Sustainability report each year.

## Water

HRP seeks to reduce its consumption every year. However, we are mindful that the organisations activities and portfolio grow each year. We will look to include specific measures and water economy features to enable water consumption to be reduced within our portfolio.

**Building Projects** - Our project business case documentation will specifically require the consideration of water saving, recycling and supply options. When conducting building projects HRP will employ good practice in water consumption. The feasibility of a range of water conservation and management options will be considered as part of design process and be documented.

**Gardens and Estates** - We will look at the feasibility of wastewater reuse or water reclamation, converting wastewater into water that can be reused for other purposes within the estate.

The Gardens & Estates Managers will monitor and keep records daily of any volumes of water abstracted from a surface source (such as a river, stream, canal or an underground source). HRP will not seek under licence to abstract more than the permitted amount. The Gardens & Estates Managers will seek agreement from the Environment Agency to abstract water during severe drought conditions.

**Reduced Demand** - Various water efficiency measures can be implemented through all departments to reduce demand for mains water consumption. These include:

- Identifying and eliminating wastage (such as leaks)
- Identifying inefficient processes such as continual spray devices (e.g. irrigation and Tapestry Wash)
- Implementing procedural changes, such as cleaning plant areas with brooms rather than water.
- Reviewing processes and plant machinery, for their water efficiency.
- Reusing wastewater. As well as saving on mains water, this option may improve the reliability of supply, whilst reducing trade waste charges and associated environmental risks
- Utilities should strive for universal metering.
- Ensuring that fire hydrants are tamper proof and are only used for the purpose they are designed for.
- Replace worn out plumbing fixtures, appliances and equipment with water-saving models.
- Minimizing the water used in space cooling equipment in accordance with manufacturer's recommendations.
- Shut off cooling units when not needed
- 3 yearly water pressure tests to be done at each site

Water usage reports and targets will be reviewed on a quarterly basis with the operational heads at the Fire, Health, Safety and Environment meetings and biannually at the Sustainability Group meetings. Targets for overall water consumption reduction will be set in the sustainability report each year.

## Waste

HRP in conjunction with our cleaning contractors ensure that we are zero to landfill and we are committed to improve further by following the waste hierarchy across all our activities. We do this by analysing our products and packaging and where possible use less material in design and manufacture as part of our Supply Chain pillar of sustainability. Re-using and recycling products where possible and other means of recovery where recycling is not an option.

The challenge we face is that as we grow and we encourage more visitors to our sites, our waste also increases and has gone up year on year.

Maximising reuse and recycling in all our waste streams will support other objectives in this strategy, including a reduction in CO2 emissions. Our Strategic objective is to reduce waste from contracts and increase recycling opportunities for all our sites.

We will achieve this by establishing recycling targets within our construction, catering and cleaning contracts.

We must also measure rates of waste and recycling by site, then establish a baseline and increase reuse and recycling rates for waste.

To achieve this HRP will have a clear waste bin strategy at each site to help both employees and visitors segregate their waste in the most effective way.

In public areas the introduction of a simple two-streamed waste bin system for general and dry mixed recycling will improve recycling rates.

Cardboard from all sites will be baled and recycled separately at bailers at the Tower of London and the Central Retail Warehouse, where possible.

Our catering concession have committed to reduction of food and packaging waste and have signed up to the Waste Resource Action Programme (WRAP).

In addition to this they have subsequently launched a waste aware campaign, where sites weigh their food waste on a daily basis and report back centrally. This encourages waste reduction and the segregated food waste will be sent to the process of anaerobic digestion which provides a source of renewable energy and a further by-product of the process is bio fertiliser.

## Biodiversity

The main aim of biodiversity conservation is to ensure that all life forms prosper through sympathetic, sustainable management. Underpinning this is recognition of the need to consider the conservation of biological diversity in all that we do within the gardens, estate, landscape and the built environment at HRP.

Biodiversity is a prime natural asset for HRP and everyone involved in the various sites, including staff, contractors, volunteers or visitors should be encouraged to work together to conserve and enhance the rich diversity of habitats and species.

To achieve this HRP will expand its five-year biodiversity strategy plan to include all sites.

Property	Biodiversity Strategy		Phase 1 Habitat Survey		Phase 2 Habitat Survey	
	Needed	Done	Needed	Done	Needed	Done
<b>Hampton Court Palace</b>	Yes	Yes	Yes	Yes	Yes	Yes
<b>Kensington Palace</b>	Yes	No	Yes	No	Yes	No
<b>Kew Palace</b>	Yes	No	Yes	No	Yes	No
<b>Tower of London</b>	Yes	No	Yes	No	Yes	No
<b>Banqueting House</b>	Yes	No	No	No	No	No
<b>Hillsborough Castle</b>	Yes	No	Yes	No	Yes	No

This strategy records the current site knowledge and outlines a forward-looking program toward conserving biodiversity. This strategy provides a review of the main ecological character areas relating to the sites, assessments of ecological significance and vulnerability; a list of strategy policies to ensure the protection and improvement of each ecological character area and statements of significance to define positive and negative practices for each ecological character area.

The expectation is that the Biodiversity Strategies will be completed by the end of 2018/19. The phase 1 habitat surveys by 2019/20 and phase 2 habitat surveys by 2020/21.

## Supply Chain

Sustainable procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but to society and the economy, while minimising damage to the environment.

We will achieve this in a five-step process:

1. Develop a **HRP Procurement Sustainability Policy** to be extended across all procurement activity within HRP.
2. Set clear priorities and supplier code of conduct in the **HRP Supplier Manual** across all our buying functions
3. Ensure all staff have the necessary professional skills and resources to support efficient sustainable procurement. This includes providing the appropriate tools, training and information for contract managers to enforce policy and standards.
4. Focus on a “whole life costing” methodology for procurement, monitor and reduce packaging waste, reuse products where possible. Where HRP can’t reduce or reuse, use products that can be easily recycled. Eliminate all unnecessary single use plastic.
5. HRP’s Catering Concession will have a clear catering sustainability strategy which includes targets on packaging, the trial and use of compostable food packaging, use of commercial composters, and food from sustainable sources where possible.

## Sustainability Communication and Reporting

### Communication

It is vital that the Sustainability Strategy is communicated to staff, visitors, members, trustees, suppliers and sponsors to ensure that its benefits can be achieved and shared.

We will achieve this in the following ways:

1. Align with Communications and Development to ensure all messaging (internal and external) is consistent and within the HRP brand guidelines.
2. Use digital channels effectively and appropriately, and including the HRP intranet and website to share the strategy. The communication process should avoid print materials (except for those employees without access to PC's). Use multiple channels and consider the most effective channel when communicating with the various stakeholders.
3. Show progress. Provide routine updates for employees showcasing HRP's results. Keeping employees informed enables them to be involved in sustainability discussions and planning. Make it easy for employees to find updates, changes and new information.
4. Recognise engagement and creativity. Showcase departments that take particular interest in Sustainability with case studies on the intranet.
5. Inspire knowledge sharing between peer directorates and departments to generate enthusiasm. Recognise the champions and thought-leaders that take an active interest in sustainability and provide them opportunities to lead with training and support.
6. Integrate sustainability into a career path from the probation period onwards. Provide meaningful incentives to encourage interest, participation and feedback.

### Reporting

HRP will produce a Sustainability Report each calendar year in accordance with the Government Financial Reporting Manual. HRP will also provide a section in the HRP Annual Report covering their performance on sustainability during the year.

The five pillars of HRP's Sustainability Strategy are the areas that we are required to report on and cover:

1. **Carbon** - Greenhouse gas emissions Scope 1, 2 & 3 and expenditure
2. **Water** - Report on estates water consumption in cubic metres and expenditure
3. **Waste** - Waste minimisation & management report includes expenditure, total waste, recycled, incinerated and sent to landfill
4. **Biodiversity** - biodiversity action plans and the organisations performance against them
5. **Supply Chain** - Report on sustainable procurement and how HRP have embedded sustainability into their procurement practices

This strategy and the annual sustainability report will be published as public facing information in PDF or web page format, not a printed document.

## Our Goals and Measurable Progress

Sustainability Pillar	Factor	Goal	Target Date
Carbon	Purchase of Green Energy	Look at feasibility on an annual basis	2018-2023
	Sub-metering	A programme of sub-metering will identify the areas where we need to recharge utilities bills and target efficiencies.	2019
	Building projects	Energy saving initiatives will be built into business case documentation.	2019
	Energy usage	Reports and targets will be reviewed on a quarterly basis with the operational heads at each site	2018
	Energy storage systems	Review the use of energy storage systems, typically from a renewables system	2021
	Renewable Energy	Review renewable energy systems annually for suitability and cost effectiveness to HRP.	2018-2023
	Annual targets	Set annual targets for overall energy consumption reduction	2018-19
	Tracking Progress	Set up detailed work plan for Carbon objectives	2018
Water	Building Projects	Business case documentation will specifically require the consideration of water saving, recycling and supply options	2019
	Gardens & Estates	A feasibility study of wastewater reuse or water reclamation, within the HRP estate.	2021
	Gardens & Estates	Monitor and keep records daily of any volumes of water abstracted from a surface source and add to the quarterly water usage report	2019
	Reduced Demand	Review all water efficiency measures and implement through all departments to reduce demand for mains water consumption.	2021
	Water Usage	Reports and targets will be reviewed on a quarterly basis with the operational heads at each site	2018
	Tracking Progress	Set up detailed work plan for water objectives	2018

Sustainability Pillar	Factor	Goal	Target Date
Waste	Landfill Waste	Ensure that HRP remain zero to landfill and we are committed to following the waste hierarchy across all our activities.	2019
	Maximising reuse and recycling	Establish recycling targets within our construction, catering and cleaning contracts.	2023
	Maximising reuse and recycling	Measure rates of waste and recycling by site, establish a baseline and increase reuse and recycling rates for waste.	2022
	Maximising reuse and recycling	Cardboard from all sites will be baled and recycled separately in bailers	2019
	Packaging & Food Waste	HRP catering concessions must all follow the same programmes to reduce food and packaging waste.	2019
	Tracking Progress	Set up detailed work plan for waste objectives	2018
Biodiversity	Biodiversity Strategy Plan	HRP will expand its five-year biodiversity strategy plan to include all sites.	2019
	Phase 1 Habitat Surveys	HRP will expand its Phase 1 habitat surveys to include all applicable sites.	2021
	Phase 2 Habitat Surveys	HRP will expand its Phase 2 habitat surveys to include all applicable sites.	2022
	Tracking Progress	Set up detailed work plan for Biodiversity objectives	2018
Supply Chain	Sustainable Procurement	Develop a HRP Procurement Sustainability Policy across all procurement activity within HRP.	2019
	Sustainable Procurement	Set clear priorities in the HRP Supplier Manual to extend across all HRP's buying functions	2020
	Sustainable Procurement	Ensure all procurement staff have the necessary professional skills and resources.	2019
	Packaging	Focus on a "whole life costing" methodology for procurement.	2022
	Packaging	Eliminate all unnecessary single use plastic.	2023
	Packaging	HRP's Catering Concessions to trial the use of compostable food packaging and use of commercial composters.	2020
	Sustainable Procurement	HRP's Catering Concessions will purchase food from sustainable sources where possible.	2019
	Tracking Progress	Set up detailed work plan for Supply Chain objectives	2018