

Communities, Equalities and People Committee – 2nd September 2010

Appendix A - MPS Corporate Social Responsibility Strategy

Foreword

I am pleased to introduce the first Corporate Social Responsibility (CSR) Strategy for the Metropolitan Police Service for 2010 to 2013. This Strategy supports our Diversity & Equality Strategy that commits to delivering fair and responsive policing services alongside a diverse working culture and builds upon the achievements of the previous Environmental Strategy, thus bringing environmental performance management into a framework with other existing plans, programmes and activities across the Service. Examples of these include the Met Volunteers Programme that encourages closer relationships between the community and MPS and our Responsible Procurement Plan that drives sustained employment opportunities in our supply chain.

The Strategy has objectives in four priority areas, aimed at embedding sustainability in all of our activities.

Having a Corporate Social Responsibility Strategy is a logical next step for the Service and it will become a natural part of our corporate planning and performance management framework. It acts as an organisational 'conscience' and barometer of how we are delivering on our corporate objectives whilst balancing environmental, social and ethical issues.

Our CSR mission is ambitious: "To deliver effective policing for the diverse communities of London through the responsible and sustainable management of all our resources." I am a firm believer that operating sustainably is essential to delivering a successful policing service - we have a responsibility to the people who live, work and visit London to boost our positive impacts while managing our negative impacts on the environment, local communities and economy. In doing so, we continue to earn our licence to operate whilst delivering efficiency savings. Meeting this responsibility means promoting and supporting an organisational culture where the instinctive course of action is the responsible course of action and we will report on our progress each year.

Tim Godwin
Deputy Commissioner
Metropolitan Police Service

About Corporate Social Responsibility

The terms Corporate Responsibility (CR), Corporate Social Responsibility (CSR) and Sustainable Development (SD) are all used by business and organisations to describe a broad agenda of issues that government, law and society require organisations to consider as part of their core business, to influence strategic thinking, planning and corporate reporting.

At a high level, these “issues” can be categorised under three ‘pillars’ of sustainability: environment, society and economy. In order to conduct business in a sustainable manner, these three themes- both singularly and in totality - must be given due consideration during corporate decision making so that, as an organisation, we can make informed decisions about the CSR/sustainability impact(s) of our actions. (Fig.1):

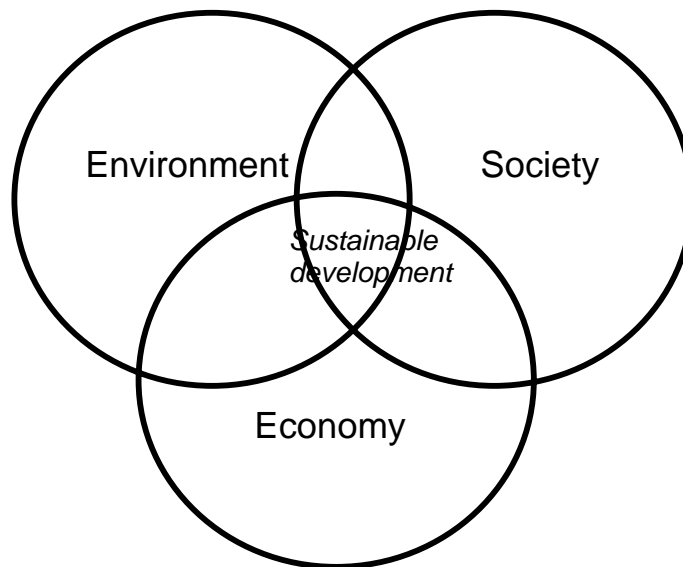


Fig 1: Themes of Sustainable Development

Generally speaking Corporate Social Responsibility is the act of an organisation ensuring it is a sustainable and responsible; being a "good corporate citizen". The European Commission defines CSR as the "voluntary social and environmental practices of business, linked to their core activities, which go beyond companies' existing legal obligations". The World Business Council for sustainable development similarly states, "Corporate (social) responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large."

Therefore a Corporate Social Responsibility strategy confirms an organisation's commitment to being responsible and sustainable and to managing its practices in order to balance environmental, social, ethical and economic considerations.

Introduction to the MPS

The Metropolitan Police Service's role in society brings unique responsibilities, and unique opportunities. The Metropolitan Police Service (MPS) employs more than 33,000 officers together with about 14,200 police staff, 270 traffic wardens and 4,700 Police Community Support Officers. The MPS is also supported by more than 2,500 volunteer police officers in the Metropolitan Special Constabulary (MSC) and its Employer Supported Policing programme¹. As a major organisation managing a £3.6 billion budget² to provide policing services for an area of 620 square miles and a population of 7.2 million, the MPS is duty-bound to operate in a responsible, sustainable and transparent manner.

Our overall organisational mission is 'to make London the safest major city in the world'. Each year we review the long-term policing priorities of the MPS, the requirements of external stakeholders, our strategic outcomes and how we intend to meet, measure and monitor our success. This is described in a publicly available, annually-updated publication, "Policing London Business Plan". The MPS works across boundaries, bringing different groups and teams together with a shared focus of delivering our strategic outcomes and supporting our corporate objectives:

STRATEGIC THEMES	STRATEGIC OUTCOMES
<ul style="list-style-type: none">• Confidence• Safety	<ul style="list-style-type: none">- Convincing communities we are on their side- Reducing crime and catching criminals- Being intolerant of violence- Delivering security on our streets
<ul style="list-style-type: none">• Improvement	<ul style="list-style-type: none">- Providing the right service at the right price

Our organisational values and behaviours direct and define *how* we - everyone at the MPS - must work. They provide clarity to both MPS employees and the general public about what is, and is not, acceptable and productive behaviour within our organisation. They provide parameters of behaviour that, when aspired to, will deliver quality service improvements as well as improving team working.

Our Values

We will be proud to deliver quality policing. There is no greater priority.

We will build trust by listening and responding.

Our Behaviours

Put the needs of individuals and communities first. Be helpful and attentive. Make the best use of our resources.

Be accessible and approachable. Build relationships. Encourage others to

¹ Taken from 08/09 MPA/MPS Annual Report

² 2010-13 Policing Plan

We will respect and support each other and work as part of a team.

We will learn from experience and find ways to be even better.

challenge and get involved.

Work to bring people together. Trust and value the contribution everyone makes.

Be prepared to do things differently. Challenge how we work. Share experiences and ideas.

These values and behaviours are encapsulated in the Commissioner's 5Ps, which clearly set out *how* we must go about delivering on our strategic priorities of safety and confidence.

The Commissioner's 5 Ps

Presence focuses on us being visible to people and having a positive impact with what we do. We will increase people's safety and improve public confidence through our visibility, appearance and impact on the lives of those who ask for our help, both victims and witnesses of crime, and by robustly impacting upon the lives of people committing crime.

Performance recognises that it is right that we should have a performance culture. We are paid to perform. We must concentrate on the right priorities – priorities that reflect what our communities want.

Productivity means we must increase our productivity, making economic sense; deliver on all our priorities in what may be a declining budgetary situation; use our resources more flexibly than we have done in the past including identifying and eliminating waste and be smarter around attracting new income.

Professionalism focuses on taking personal responsibility for our actions, learning lessons, challenging poor performance and promoting good governance and diversity.

Pride is an outcome for all of the P's. It means being proud to work for the Met; proud of our badge, our uniform and looking smart. The public should be able to feel proud of what we do on their behalf.

In summary the MPS's mission is 'to make London the safest major city in the world'. What needs to be done and how we work as an organisation to deliver that mission over the medium-term can be summarised as follows:

To deliver **SAFETY** and **CONFIDENCE**:

Our **PRESENCE** must be felt across London

Our **PERFORMANCE** must be outstanding

Our **PRODUCTIVITY** must be high, and
Our **PROFESSIONALISM** must be the cause for
PRIDE

In that context, the Corporate Social Responsibility Strategy can be illustrated as shown in the model *Fig 2* below.

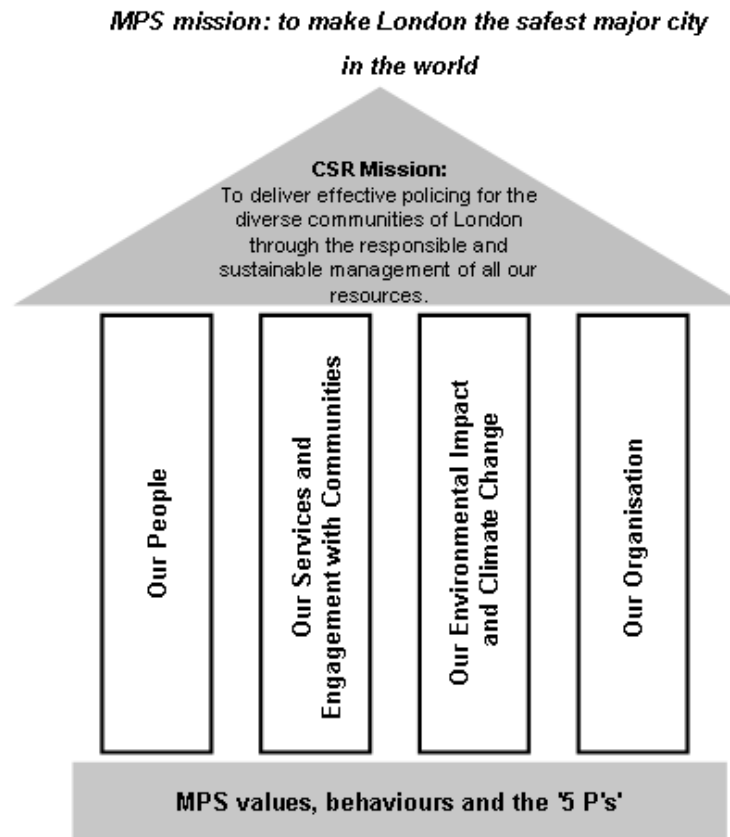


Fig 2: Model of CSR Strategy and MPS mission, values and behaviours and the Commissioner's 5 P's.

The MPS Corporate Social Responsibility Strategy

The MPS has developed a CSR Strategy for 2010 to 2013 that reflects current corporate objectives and the expectations of the public and communities, our employees, our partners, the MPA and other significant stakeholders. It supports and links to existing, relevant organisational strategies, policies and plans in a framework that allows us to better-performance manage and report on our environmental, social and economic impacts. It applies to the whole of the MPS organisation.

This strategy confirms our corporate responsibility to ensure that key CSR/sustainable development issues are managed within our organisation, to ensure

the long term sustainability of policing. The MPS also recognises that by managing and improving the social, environmental and economic impacts of our day to day operations, there is opportunity to increase public confidence and satisfaction, prevent and reduce crime, disorder and vulnerability, increase safety and security, improve quality of service, and be efficient and effective.

The Service also recognises that its officers and staff make a significant contribution in terms of their own time and resources in supporting and engaging in voluntary and charitable works. The MPS will continue to provide an environment in which such activity is encouraged and supported.

Our Mission

To deliver effective policing for the diverse communities of London through the responsible and sustainable management of all our resources.

Four Priority Areas/Themes

To turn our CSR mission into reality, we believe we need to focus deliver objectives in four priority areas:

1. Our People
2. Our Services and Engagement with Communities
3. Our Environmental Impact and Climate Change
4. Our Organisation

The priority areas provide a means of grouping our objectives under themes. The way these priority corporate social responsibility areas map to the traditional three 'pillars' of sustainability is illustrated in Fig. 3 below.

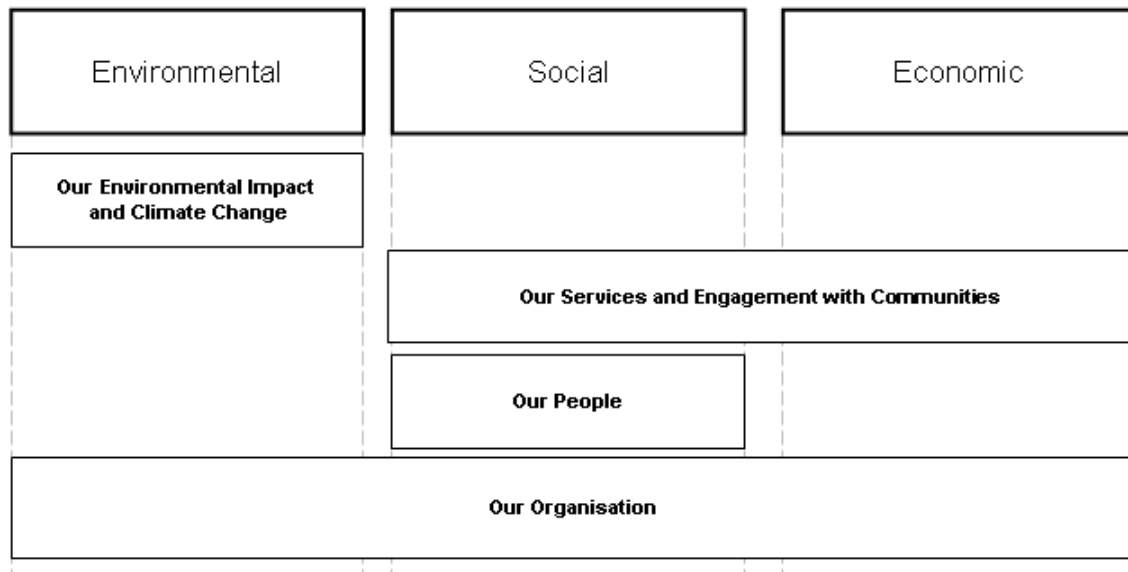


Fig 3: Mapping of MPS Priority Areas to the CSR 'Pillars'.

We have developed strategic objectives across these four priority areas; there are both 'regular' CSR objectives that one might expect from any responsible organisation around, for example, waste management or carbon emissions. Additionally there are CSR objectives that reflect the unique nature and impact of our core business - policing. Many of the objectives reflect existing organisational strategies, objectives or policies. Use of these recognises that the MPS is not starting CSR from a 'blank sheet'; rather the organisation has already been managing its environmental, social and economic impacts in different ways and to varying degrees, just never before pulled together under one cohesive CSR strategy framework.

Each year, an annual implementation plan for each priority area will be developed to deliver the corporate responsibility strategy and ultimately realise our mission. Performance targets and indicators (KPIs) measure our progress. We take care to utilise existing, relevant implementation/action plans and performance management measures to avoid adding an extra, unnecessary layer of governance to the parts of our organisation that already manage MPS environmental, social or economic impacts.

The structure of the CSR strategy and its implementation is described in *Fig 4* below:

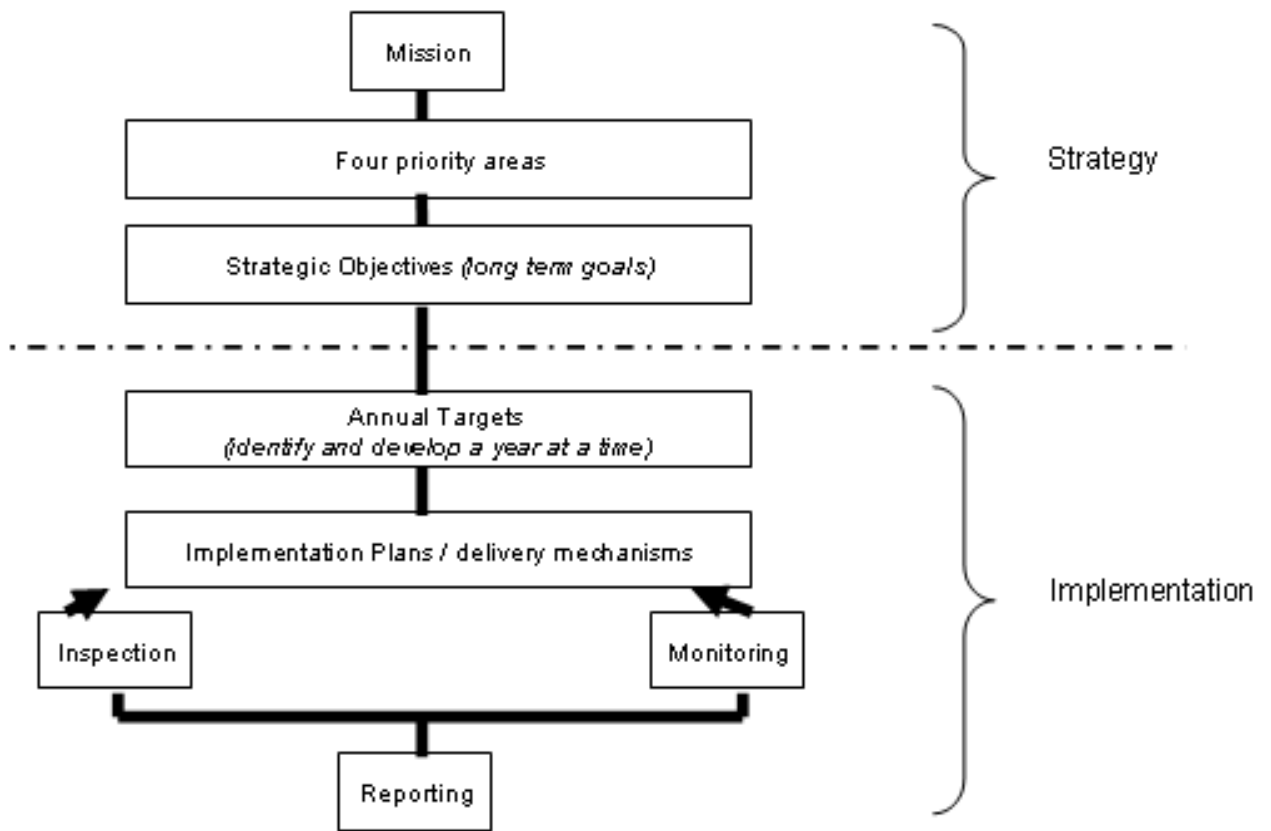


Fig 4: Structure of MPS CSR Strategy and Implementation

CSR strategic objectives

Our CSR strategic objectives are as follows:

Priority 1: Our People

Developing a talented and diverse workforce that enhances our ability to serve London effectively and respectfully.

OBJECTIVE
a. Ensure high standards of health, safety and wellbeing for our people.
b. Develop a workforce and working culture that demonstrates respect, openness and fairness, and encourages diversity and equality.
c. Recruit, employ and reward based on the highest standards of merit, integrity, honesty and respect for diversity.
d. Build and foster an environment where our people can excel in their performance and can learn and develop in order to deliver a high quality of service to colleagues and the community.

Priority 2. Our Services and Engagement with Communities

Making a positive social, environmental, and economic difference to London's diverse communities through effective community engagement, delivery of policing activities and improving partnership working at all levels.

OBJECTIVE
a. Build public confidence in the policing of London through improving engagement with our diverse communities.
b. Increase public safety by improving our service delivery in identified critical performance areas.
c. Work with partners to support and contribute to community projects that benefit Londoners - particularly around crime reduction and prevention - led by individuals, statutory, voluntary or third sector organisations.
d. Engage with vulnerable groups in our communities, such as young people, both to keep them safe from harm and to reduce the risk that they become involved in crime
e. Realise a positive impact upon local and national economies through the disbursement of proceeds of crime and our service delivery/crime prevention activities.
f. Provide sustainable employment opportunities and support local/national economies through our procurement spend and supply chain.

Priority 3. Our Environmental Impact and Climate Change

Minimise the negative impacts of our activities on the environment and reduce the effects of climate change whilst furthering our positive impacts

OBJECTIVE
a. Manage our direct and indirect carbon emissions to reduce our impact upon climate change.
b. Manage waste sustainably by adopting the waste hierarchy (reducing, reusing and recycling waste prior to disposal) through our policing operations and management of our estate.
c. Support and enhance biodiversity and local environmental quality by tackling environmental crime and anti-social behaviour, enforcing wildlife legislation and delivering initiatives to prevent wildlife crime.
d. Purchase sustainable products and services, and where appropriate develop and actively encourage our suppliers and their supply chains to do the same.

Priority 4. Our Organisation

Delivering an open and efficient service, demonstrating accountability, transparency, value for money and sustainability to the public.

OBJECTIVE
a. Deliver a policing service that treats all members of the public fairly and with dignity and respect.
b. Ensure Londoners have a representative voice in setting policing priorities and feeding back on their service experience.
c. Drive and maintain the highest standards of accountability, scrutiny, transparency and reporting, to assure the public on the quality of our organisational management.
d. Discharge our fiduciary duty through the efficient, ethical and transparent management and use of all resources entrusted to us, delivering value for money to the public.
e. Plan, deliver and operate a sustainable, adaptable estate that meets the needs of our people, communities and the environment.
f. Positively influence suppliers to demonstrate high social and ethical standards and where appropriate, require the same from their supply chains.
g. Support London’s vision to deliver “the first sustainable Olympic and Paralympic Games” by implementing a sustainability management system (in line with BS 8901) for MPS activities that support the delivery of the 2012 Games.

Corporate Social Responsibility Governance

Corporate Social Responsibility at the MPS is governed at the highest level through the Management Board. The Management Board scrutinises CSR performance via corporate social responsibility performance reports (by exception) on a quarterly or half-yearly basis to ensure that the Strategy drives sustainability improvements

across the organisation, in line with corporate objectives. The MPA will also receive an annual corporate responsibility performance report.

Lower-level, day-to-day governance of Corporate Social Responsibility continues to be delivered through the relevant existing governance arrangements across business groups - recognising that the MPS already has mechanisms in place that manage our environmental, social and economic considerations. At the onset of the CSR Strategy, there is no foreseen plan to have an additional CSR working group or 'steering group'; however the requirement for any changes to governance will be regularly monitored.

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