

**Metropolitan Police Service
Sustainable Development Budget
Return
September 2006**

Summary for Management Board

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1 Introduction

Sustainable development is seen by the GLA as creating a better quality of life for people, both now and in the future, setting a context within which the Mayor's objectives of economic development, social inclusion, and environmental improvement need to be achieved in a balanced manner over the long term. Before budget proposals are issued for consultation in December, it is intended that the Mayor should be adequately informed of how these issues will be delivered, the approach to taking them forward in terms of service plans, targets and programmes, and of any material budget and resource issues.

In assessing how the budget and planning process delivers sustainable development, the GLA will take account of the following:

- The balancing of the economic, social and environmental objectives required under the GLA Act; not pursuing any one element at the expense of others.
- Prioritising projects and programmes that deliver integrated economic, social and environmental benefits at the same time.
- Mechanisms in place that demonstrate that sustainability is being mainstreamed e.g. sustainability appraisal, sustainable procurement and staff inductions.
- Reporting on sustainability indicators, which are being finalised by the GLA Sustainable Development Policy Team.

As a result, the GLA Budget guidance has requested the inclusion of information and financial data around three key strands of sustainable development:

- Equalities
- Environmental Management
- Health

Detailed information on each strand is available from the following documents:

- Annex B: MPS Environmental Strategy Objectives & Targets, and associated spend
- Annex C: MPA Environment Report 2005-06 – Progress on previous years targets
- Annex D: MPS Equalities Priorities and Budget 2007/08

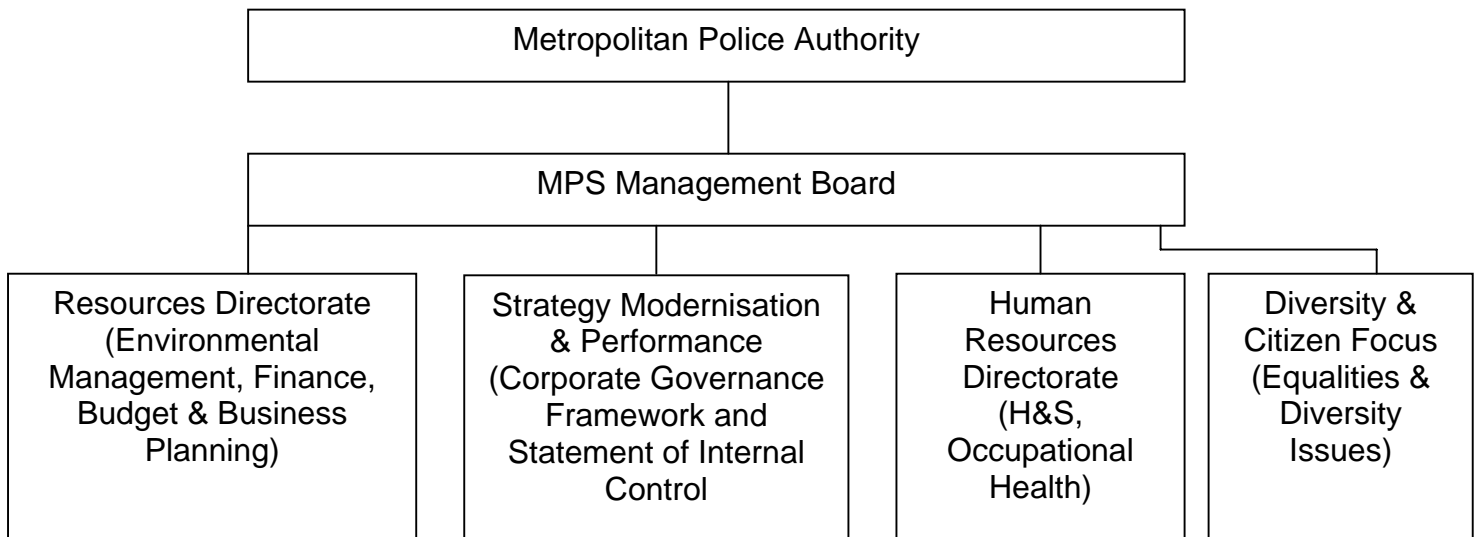
2 MPS & Sustainable Development

The majority of activity carried out by the MPS falls under the umbrella of the term 'sustainable development'. It is generally accepted that sustainable development comprises of a mix of social, environmental and economic progress – 'development which meets the needs of present generations without compromising the needs of future generations'¹. The MPS would

¹ Brundtland 1988

regard a large number of its activities and functions, as having a direct contribution to the quality of life of Londoner's and indeed our mission 'working together for a safer London' is an integral part of sustainable development. In addition, the MPS has a corporate social responsibility to ensure that key sustainable development issues such as environmental management, equalities and diversity, health & safety and health are monitored and managed. The MPS has developed a Corporate Governance Framework which reports progress in an 'Annual Statement of Internal Control' which incorporates these themes as well as issues such as change management, citizen focus and people management. Fig 2.1 provides a simplified overview of how the MPS manages sustainable development issues.

Fig 2.1: MPS Management of Sustainable Development Issues



3 Sustainable Development Progress, Plans & Budget

A summary of progress and plans for 2007/08 on each key sustainable development strand is provided below:

3.1 Equalities

Current Achievements

Progress made by the MPS on equalities issues during 2005/06 and plans for 2006/07 were presented to MPA Equal Opportunities & Diversity Board in July. This report highlighted a number of key areas of work that are being progressed by the MPS. The report updated members on progress in the following areas: Community Engagement, the implementation of the MPS Race and Diversity Learning and Development Programme, the development and implementation of the MPS Equalities Scheme, progress on recommendations from the Morris/CRE/Ghaffur/Taylor report, the modernisation programme for police training and progress on implementing

the recommendations in the London Domestic Violence Strategy. It also described MPS progress and plans in response to recommendations from the previous GLA Budget and Equalities report (for example plans for reducing hate crime). In many areas work will continue beyond the current year into 2007/08.

Key Priorities and areas of specific emphasis during 2007-08

Based on the equality related priorities outlined in the Mayor's budget guidance for 2007-08 and following discussions with MPA officers some initial areas of emphasis for the coming year have been identified. Further development to this list is likely to take place over the coming months, for example a GLA/MPS Budget and Equalities meeting will be held in late August. Areas of particular emphasis for 2007/08 include:

- Addressing the disproportional effects of stop and search.
- Improving performance against rape through delivery of the recommendations from the rape review
- Procurement - increasing supplier diversity and improving fair employment
- Creating a workforce that reflects the diversity of London, specifically the recruitment of Muslim police officers, PCSOs and police staff
- Improving the progression of women within the police service

Total Budget = £196 million

3.2 Environmental Management

The MPS Environment & Sustainability Team co-ordinates and monitors the delivery of the MPS Environmental Strategy 2005-10 through the Environmental Strategy Steering Group (ESSG). The Director of Resources champions the Environment Strategy at Management Board and senior members of MPS staff, who report progress quarterly at the ESSG, have responsibility for delivering the environmental strategic objectives. The role of the MPA is to monitor and support the delivery of the Environmental Strategy.

Current Achievements

In 2005/06 the Environment Team reviewed MPA/S reporting on environmental management to ensure it complies with international best practice standards and meets the needs of developing sustainability indicators being led by the GLA. The report contains progress against targets, key environmental impact data and case studies of best practice. Most significantly the MPS has:

- Gathered case studies of partnership working to reduce environmental crime and clean up areas of London through Safer Neighbourhoods;
- Rolled out 93 hybrid cars for use by Safer Neighbourhoods Teams;
- Successfully implemented a recycling scheme at one of our flagship buildings including the roll out of a no personal bin policy. Average recycling levels for 2005/06 were 47%;
- Carried out the MPS corporate travel survey at five MPS HQ sites and the Corporate Travel Plan is in development. A number of initiatives have

been implemented including the MPS becoming affiliate members of the London Cycling Campaign, implementing a car sharing database and setting up a Cycle User Group at one of our largest sites;

- Signed up to the highest level, B2 of the Mayors Green Procurement Code. The MPS increased spend on recycled products by 170% on the previous year including horse bedding, furniture and stationery;
- Developed a Sustainable Procurement Policy and evaluation process; and
- Carried out a number of staff awareness promotions including Fairtrade Fortnight 2006.

More recently, the MPS has reviewed and amended its business case guidelines for new projects to Investment Board to include consideration of environmental sustainability issues as well as equalities and health and safety. The Environment & Sustainability team will provide advice to business units on how to assess sustainability impact and suitable remedial action to mitigate negative impacts where they cannot be avoided. In addition, budget for recycling has been allocated to the Environment & Sustainability Team and a waste management and recycling officer is being appointed to drive forward the achievement of targets. Investment board have approved a revolving fund mechanism of £375,000 to ring fence savings from energy efficiency projects to fund the implementation of further energy efficiency projects. In addition, there is significant work being undertaken to ensure that the estate renewal programme is sustainable and that energy efficiency is built into the refurbishment programme. Further details are provided in Appendix B. Implementation of a carbon emission offsetting scheme for MPS official air travel has been agreed and charges will be paid from Occupational Command Unit air travel budgets. In addition, Specialist Crime Directorate has allocated a 'one off' fund of £20,000 to progress the Wildlife Crime Unit objectives for 2006-07. A budget for subsequent years has not been identified. Previous recommendations from the GLA have indicated that a ring-fenced budget should be provided by the MPS.

Key Priorities and areas of specific emphasis during 2007-08

For 2007-08 the MPS intends to prioritise the following in line with the Environmental Strategy objectives:

- Continue to tackle environmental crime through the Safer Neighbourhoods initiative and Wildlife Crime officers;
- Continue working in partnership with Transport for London through the Transport Occupational Command Unit;
- Integration of sustainable design into the estate renewal programme (design of new custody centres and patrol bases);
- Integration of sustainability into the new MPS Facilities Management Service;
- The implementation of a bespoke benchmarking for energy efficiency of police buildings and monitoring improvements through the refurbishment programme;
- Publication, implementation, and promotion of the MPS Green Travel plan and associated initiatives to include promotion of operational cycle use as an effective patrol strategy;

- Implementation of offsetting MPS air travel CO₂ emissions. Business units will be charged to offset air mileage in line with the 'polluter pays' principle;
- Implementation of the cycle to work salary sacrifice scheme;
- The trial of 4 Hydrogen vehicles in partnership with Transport for London and the Hydrogen Partnership;
- Monitoring of CO₂ emissions associated with MPS hire vehicles;
- Continue trials with hybrid technology for non-response cars and evaluate their whole life cost and fuel economy;
- Continuing roll out development of environmental/sustainability awareness programmes for MPS staff including the MPS wide Environment Open Day;
- Sustainable procurement through implementation of supplier evaluation and contract review;
- Sharing of best practice and raising awareness internally and externally of best practice work of safer neighbourhood teams in improving the sustainability of London through environmental visual audits, clean up action and partnership activities.

Total Budget for Environmental Management = £24 million

This figure does not include overall budgets for the Safer Neighbourhood's Initiative, Transport Operational Command Unit, and Safer Schools Partnership as environmental work forms part of the overall work programme which delivers a number of social and environmental benefits which are not possible to cost. It should be noted that these funds are drawn from a number of budgets allocated by the MPA for the delivery of services and frontline policing. These initiatives meet a number of objectives to support MPS policing, but have been highlighted because of their significant environmental benefits or emphasis. The figures provided show how the activities under the Environmental Strategy are funded or how existing funds support its delivery.

3.3 Health

Health & Safety

Current Achievements

Health and safety is corporately driven through the Commissioner and MPA strategic health and safety policy. The MPS Safety and Health Risk Management Team (SHRMT) provide the corporate lead under this document. This team is made up of 19 police staff consisting of specialist senior safety advisors, safety advisors and support staff with an annual running cost of £1.4 million less corporate sponsored training. The overall thrust of this service is to promote a safe working environment, safer workforce and positive safety culture reducing accidents, associated loss time and costs. This includes minimising the risk to the public through encouraging safer policing.

Aside from the moral and legal obligation to meet health and safety requirements, headline costs to the organisation include 37,000 days lost

through loss time accidents and £553,000 for employer liability claims for FY 04/05 (the latter figure does not include accidents to third parties, members of the public and road traffic accidents). The Home Office are currently developing standards for Health & Safety management for police forces, which will facilitate a framework for comparison.

The Campaign for 2006 is a poster campaign addressing slips, trips and falls. This campaign is in line with national initiatives to reduce the number of slip, trips and falls in the workplace.

Saving can also be made by the correct interpretation and implementation of health and safety requirements. For example in 2005 a £800,000 saving was made by avoiding the purchase of unnecessary equipment that was reported to be required for H&S compliance.

Support and advice from the SHRMT is available to via a 24hr on call service. In addition to routine on call, the team is available to support major operations/ incidents and was deployed to support major policing operations following the Asian tsunami and the London bombing on 7/7.

Key Priorities and areas of specific emphasis during 2007-08

- Specific accident reduction targets have been agreed by MPS Management Board/MPA for 2006-07. Future targets are agreed later financial year after performance review of the previous year.
- A programme of improved health & Safety Training framework has been developed
- To develop an enhanced major incident support capability.
- Ongoing programme of audits for OCUs.
- Complete the roll out of defibrillators to areas where officer safety training is provided

Total Budget for Safety & Risk Management Team = £1.4 million

In addition, each occupational command unit funds Health & Safety staff and activities at a local level as required. This is not collated centrally and is not included in the above figure.

Occupational Health

Current Achievements

The MPS has implemented a number of initiatives to reduce employee sickness and improve employee health and well-being. The MPS has internal targets to reduce officer sickness to 8 per annum and 9 days for police staff. Occupational Health (OH) has contributed to the strategic work looking at PCSO issues. Areas identified for improvement have included revised recruitment standards and improvements in training, deployment, tasking and supervision. Anecdotally there is evidence to suggest that these improvements have led to reduced absence levels for those joining the MPS after the change date of March 2005. Work is in hand to try and evidence the

benefits of these changes in relation to absence levels. The MPS has:

- Developed improved compliance models with Group Business Managers.
- Worked with Police Advisory Board to change Police Regulations that work against the attendance management policy.
- Revised action plans implemented for PCSOs and Traffic Wardens.

The MPS has provided surgical and psychological medical services for officers £190,000 to enabled them to recover to full health and return to work.

The 2005/6 MPS health promotion has assessed 20,000 members of staff will have been seen at a cost of approximately £22 per officer. Initial findings indicate that 50% of attendees have been found to have raised cholesterol levels and 25% have borderline or raised blood pressure. These are hidden risk factors that if identified early can significantly reduce the risk of developing heart disease or stroke.

The cost of the promotion (£440,000) has been met from the Home Office's final year's funding under the four year National Strategy for a Healthier Workforce. In the absence of funding being made available for 2006/7, no further health promotion work will be undertaken, although it may prove possible to undertake localised promotional work in response to specific problems. Occupational Health also carries out preventative and monitoring hearing checks where high risk activities are identified. For example around 2000 officers will have been tested prior to this years Notting Hill carnival.

Key Priorities and areas of specific emphasis during 2007-08

The MPS has an objective to reduce the average sickness rate for police officers to an average of 6.5 days per officer and police staff and PCSOs to an average of 9 days per member by 31st March 2007.

A training package is being developed for all Authorised Firearms Officers (AFOs), aimed at destigmatising stress and providing the knowledge and practical skills to deal with their own stress and to recognise stress in colleagues has been launched. This product will be used for the basis for other stress management development for other groups of staff.

A managers' tool-kit is being developed to provide MPS managers with practical advice and guidance to manage in such a way as to proactively prevent, recognise and address work-related stressing their staff. The tool-kit is being launched in Sept 2006. The MPS are looking to broaden the delivery of this training to other categories of staff in 2007.

Total budget for OH = £4.9 million

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