



**Metropolitan Police Authority**

**Finance and Resources Committee - 30 July 2009**

**IMPROVING THE HEALTH AND WELL-BEING OF POLICE OFFICERS,  
PCSOS AND POLICE STAFF**

**Report by the Director of Human Resources on behalf of the  
Commissioner**

**Summary**

This report outlines a proposal consisting of a four-part health and well-being initiative and modernisation of catering services. The initiative is designed to reduce absences, demonstrate a tangible commitment to welfare, maximise the deployment of MPS personnel, generate healthy eating options and modernise catering services to meet the needs of customers whilst also generating increased revenue

[REDACTED]

as well as considerable anticipated productivity gains in terms of reduced sickness and total officer and staff days saved.

**A. RECOMMENDATIONS – That members**

- 1. Agree to the proposed health and well-being initiative**

[REDACTED]

**B. SUPPORTING INFORMATION**

**Introduction**

- 1. [REDACTED]**

[REDACTED] This paper outlines a proposal consisting of a four-part health and well-being initiative. The initiative is designed to reduce absences, demonstrate a tangible commitment to welfare, maximise the deployment of MPS personnel, generate healthy eating options and modernise catering services to meet the needs of customers whilst also generating increased revenue.

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### Strategic Context

2. The availability and deployment of police officers, PCSOs and police staff is a key component in affording the Metropolitan Police Service (MPS) the best opportunity in delivering upon the promises made within the London Policing Pledge: The MPS promise, strategic outcomes, corporate objectives and maintaining operational resilience. Presence cannot be felt across London, performance cannot be outstanding, productivity cannot be high and professionalism cannot be achieved and be a cause of pride without a healthy and motivated workforce.
3. Within the recently published Policing and Crime Bill, the Government established one overarching target regarding public confidence. In addition, the Metropolitan Police Authority (MPA) has developed Met Forward, a strategic framework consisting of eight programmes, all designed to contribute to three key outcomes:
  - The fight crime and reduce criminality
  - To increase confidence in policing
  - To give better value for money
4. The MPA has made it clear under the Met People work programme of Met Forward that people are the most valuable resource. There is a clear commitment to support and value the workforce. In addition to focussing outwardly to deliver services to Londoners, it also makes clear that it is right that some effort is directed inwardly aimed at the organisations own people.
5. [REDACTED]

[REDACTED] . In addition, for

every day saved an extra 33,000 police officer days are put back in to the system for deployment. Proportional savings can also be made with respect of police staff, PCSOs and Traffic Wardens.

6. The purpose of this report is to outline a proposal designed to contribute to that desired inward look with a view to reducing absenteeism through delivering a health and well-being initiative and modernising catering services to meet the needs of customers. This is with a view to then making a tangible contribution to the success of outwardly focussed outcomes including a positive contribution to:
- Presence: More officers and staff available to deploy to serve the people of London
  - Productivity: Opportunity costs to be realised through driving down the cost of absenteeism and cashable savings through reducing the catering subsidy
  - Performance: Providing proactive HR and OH services to drive organisational performance and the opportunity to succeed
  - Professionalism: Offer professional HR services to enable officers and staff back to full duties and maximise their potential
  - Pride: Take pride in the fact the organisation is prepared to recognise the value of investment in the health and well-being of the police family with a view to driving improvement in the levels of safety and public confidence

### Proposal

7. In addition to existing services offered by Human Resources (including OH), it is proposed to run a four-part health and well-being initiative supplemented with modernising catering services. The four-part health and well being initiative is as follows:
- Part one in four stages:
    - Offer health screening to 16,000 MPS officers and staff
    - Provide advisory fit clubs taking the outcomes from health screening into account
    - Provide accessible and appropriately modest fitness gymnasiums within existing premises
    - Promote healthy eating options and modernised catering services
  - Part two:
    - Spend to save scheme - to restore officers and staff members to full duties more quickly
  - Part three:
    - Pilot a fast-track stress management advisory process with respect to all stress cases greater than three weeks in duration

- Part four:
  - Provide a monthly health and well-being forum

### **Part one**

8. The aims of the first part of the initiative is to offer health screens to 16,000 employees; identify overweight staff and provide them with the opportunity to lose weight and improve fitness levels. This will be achieved through offering a thirty minute confidential consultation with a health promotion practitioner including blood pressure checks, cardiac risk analysis, cholesterol and diabetes tests, fitness check and lifestyle analysis and weight, body mass index and a body fat percentage assessment. For men there will be an additional instruction session in testicular cancer and self examination. For women there will be an additional instruction session in breast cancer and self examination. A report summarising test results will be provided for each attendee together with a personalised set of recommendations.
9. Initial health screening will be built upon by offering advice on how to improve general health and fitness, productivity, morale and attendance levels through fit clubs. Such clubs would also be used to offer support to officers and staff through a twelve-month physical activity and weight loss programme. This will be achieved through providing accessible and appropriate fitness gymnasiums for MPS staff in all thirty two boroughs and within central HQ buildings. Each fitness gymnasium will be fitted with a variety of exercise equipment that enables a full strength and aerobic fitness training session to be undertaken.
10. A promotions campaign will run advertising and promoting available healthy eating options and modernised MPS catering services through posters, newsletters and literature. In addition, it is proposed to introduce a traffic light marking system that identifies high, medium and low fat foods. The views of employees using MPS restaurants will be canvassed to establish needs and wants.

### **Part two**

11. The aim of the second part of the initiative is the provision of spend to save schemes to restore officers and staff members to the full duties of their role. This will be achieved through providing fast track access to an external provider for low level, high impact surgical interventions to allow a return to work and full operational duties more quickly. Fast track access to cognitive behavioural therapy will be provided following successful assessment by the client. Finally MRI scans will be provided to assist with prognosis and treatment of individuals where waiting times on the NHS are in excess of ten weeks.

### Part three

12. The third part of the initiative is aimed at piloting a fast-track stress management process within all stress cases of longer than three weeks duration. Individuals would be seen by a dedicated medical officer who will provide immediate advice, liaise with primary carers and where necessary feed clients in to counselling or the psychological spend to save programme previously referred to within this paper. An evaluation of the process will be conducted after nine months to assess success of the pilot.

### Part four

13. The aim of the fourth part of the initiative is to provide a monthly health and well-being forum to run for the duration of the health promotion / campaign. The objective of such a forum would be to provide immediate advice and information on health, fitness and nutrition issues. This would be based on the same format as the existing HR forum.

### Modernising catering services

It is proposed to complement the health promotions, fitness clubs and fitness gymnasiums through modernising catering services.

15. 8 million meals are served per annum from various facilities. For a number of reasons, including the poor condition of the dining rooms, inadequate seating, the lack of modern servery equipment (e.g. modern chilled display cabinets for salads, bean to cup coffee machines), poor and inadequate vending facilities, an increasing number of MPS staff are choosing not to use the MPS catering facility. This is resulting in an increasing subsidy per head as fixed labour costs increase as a percentage to sales. To stem this decline and reduce the total subsidy there is a need to modernise the catering front counters and dining rooms over a 3 year period to enable the catering team to provide a modern offer in keeping with the competition on the high street. This will attract back lost custom and increase revenue resulting in the reduction of the total cost and therefore catering subsidy.
16. Within year 1, it is proposed that modern vending machines to include a beverage machine, a cold drinks machine and a snack merchandiser are installed in all locations. This will provide officers and staff with a food and beverage operation on a 24/7 basis.
17. The dining room and servery at NSY was last refurbished 17 years ago. It is a shoddy and poorly presented facility. There are large parts of the servery that are beyond repair and much of the remaining equipment is unable to provide a modern offer that customers rightly expect and it is

extraordinarily expensive and difficult to maintain. The dining room is in need of much improvement and does not provide customers with a conducive area to enjoy during rest periods. The facility is a long way from being at the level and service consistent with a contemporary employer. This is resulting in a large number of MPS staff and officers choosing not to use the restaurant at NSY. It is proposed that such areas are refurbished.

18. There is a need to measure and manage the catering business. The existing basic cash register provides adequate information for small locations but for the 12 key sites there is a need to capture sales data on customers spend and the goods that are being purchased. In addition there is a need to centrally manage key tariff items to ensure consistency across the estate. This investment proposes the provision of electronic point of sale (EPOS) in the 12 key sites. This will enable the business to measure results and therefore manage the business effectively and efficiently in a timely manner.
19. The main thing to say is that this provision simply upgrades. It does not create potential or high-end facilities. Simply it creates modern, clean and multi-functional facilities that are attractive and conducive to staff and foster good staff relations. Within years 2 and 3 it is proposed to upgrade dining rooms and servery counters in key locations, refurbish night kitchens and provide electronic point of sale (EPOS) in 12 key locations. There are 12 key stations/locations that require restaurant servery and dining room upgrades. This will provide officers and staff with a modern offer in a more relaxing environment and be capable of supporting increased officer participation. Some of these locations operate on a 24/7 basis and will be increasingly used up to and including the 2012 Olympics. They are;
  - Lambeth
  - Holborn
  - Cobalt Square
  - Croydon
  - Charing Cross
  - Wembley
  - ESB (does not require upgrade)
  - Belgravia
  - Edmonton
  - Paddington
  - Heathrow
  - Peel Centre
20. The final component relates to night cooking units. Many night kitchens are in a very poor state of repair. This investment will provide a station with a clean, up to date functional kitchen and with approval remove the need for a manned catering operation. The number of stations this arrangement could affect is estimated at 35 and would generate subsidy savings.

**Benefits Analysis**

21. The initiative will aim to deliver the following tangible benefits:

	<b>Description</b>	<b>Quantification</b>	<b>Target improvement anticipated</b>	<b>Timescale for delivery</b>
1.	Reduced sickness absence	Assessed through monthly performance figures	[REDACTED]	2011/12
2.	Increased police officer presence	[REDACTED]		2011/12
3.	Increased productivity	[REDACTED]		
.	Provision of modern serverys in restaurants that will allow officers and staff to eat healthier foods such as dishes cooked to order (eg;stir-frys), an extensive self help salad counter and made to order sandwich bar. In addition an all day Café will be available providing staff with a range of Coffees, Teas, Tisanes, Bakery and Patisserie goods. Items currently purchased outside MPS catering facilities.		[REDACTED]	2011/12

Table removed  
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Note:

1. In order to achieve this reduction in days and increase in productivity it is essential that the cost shown under financial implications are made available for the initial spend.
2. There are no savings shown for 2009/10 because these initiatives are unlikely to be introduced until the end of the current financial year because contract arrangements need to be put in place and there is also the need to consider the impact of the THR implementation.

**C. RACE AND EQUALITY IMPACT**

There are no potential race and equality issues.

**D. FINANCIAL IMPLICATIONS**

1. The estimated cost of this initiative over a five-year period broken down into its component parts is outlined within the table below. It is proposed that the 

Revenue investment profile:

Table removedXXXXXX

Capital investment profile:

Table removed XXXX



2. The impact of this investment on the earmarked reserve is summarised as follows:

	<b>Table removed XXXXXX</b>	
Opening balance		
Revenue		
Capital		
Total investment		
Closing balance		

[REDACTED]

3. The investment in catering facility is expected to deliver a reduction [REDACTED]

4. [REDACTED]. Whilst this is not being treated as a cashable saving, it will provide increased officer capacity across the Service.

**E. LEGAL IMPLICATIONS**

There is no tax liability with respect to the provision of health screens as it is an internal programme and there is a specific tax exemption for stress counselling. However, provision of health consultations is taxable particularly if such services are being provided by external provider. In addition surgical interventions are taxable unless the injury is related to an injury on duty.

[REDACTED]

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