

## MPS Sustainable Development Budget Submission 2008/09

### 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.

The GLA Budget guidance requires that business plans and budget submissions include of information and financial data around key strands of sustainable development:

- Equalities
- Environmental Management/Sustainability
- Health
- Social Inclusion.

### 2 MPS & Sustainable Development

The majority of activity carried out by the MPS falls under the umbrella of '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'<sup>1</sup>. This is underpinned by five shared principles of sustainable development:

- Living within environmental limits
- Sharing a strong, healthy, and just society
- Achieving a sustainable economy
- Using sound science responsibly
- Promoting good governance.

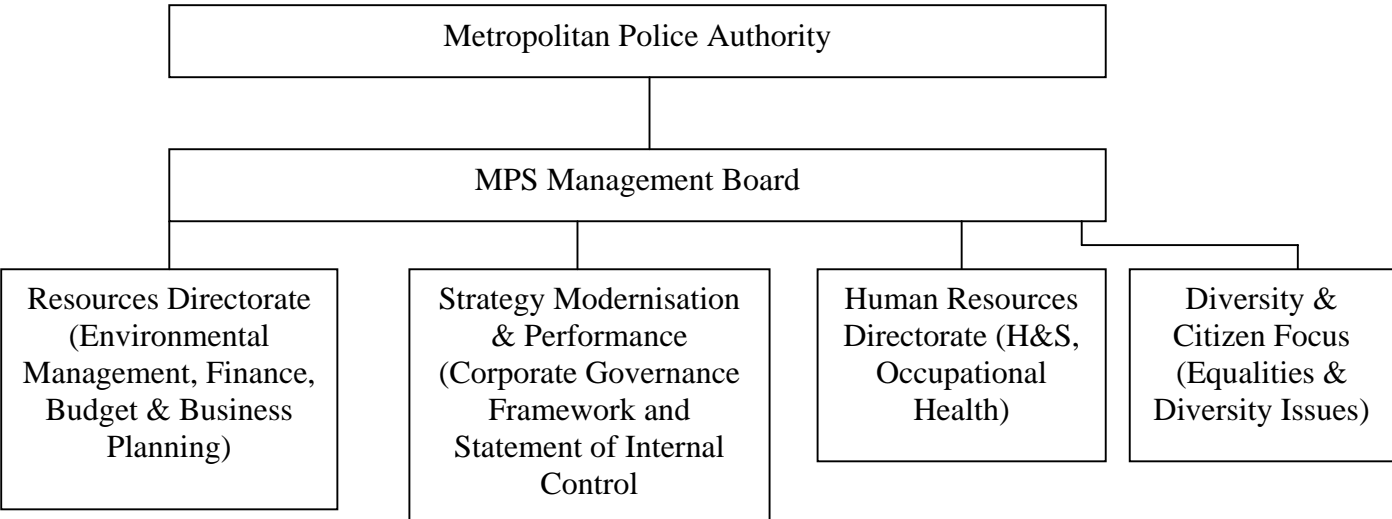
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<sup>1</sup> Brundtland 1988

The Greater London Authority Sustainable Development Policy Group (which includes representatives from all functional bodies) is currently working to revise the Mayor’s definition of Sustainable Development, and develop targets and key performance indicators as appropriate. The MPS would 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**

**Delivery of our equalities ambition**

To achieve the MPS vision of making London the safest major city in the world we are committed to ensuring that we have the trust, confidence and support of all of London’s diverse communities. Promoting equality and making it central to everything we do will greatly enhance our ability to meet the needs of all Londoners. There are many ways in which we are working to achieve this aim:

- The recently published MPA/MPS Engagement Strategy describes how we will engage with Londoners and use this information to shape and improve the services we provide. Our approach to engagement will help to ensure that the MPS understands what communities and individuals really need, and will open up decision making to all parts of the community. It will help us to ensure that the policing needs of London's diverse population are taken into account in the design of the services the MPS provides.
- Delivering this strategy and improving further our approach to community engagement is critical to ensuring that we provide a citizen focused policing service that is responsive and accessible to all the communities we serve.
- The MPS Equalities Scheme, based on extensive consultation, describes how we will continue to progress the equalities agenda. It provides a framework through which policies and procedures are assessed, reviewed and consulted on to ensure that we promote the positive aspects of the duties set out in law and ensure we do not discriminate on the basis of age, disability, gender, race, religious belief or faith or sexual orientation. The Scheme sets the standard for how people can expect to be treated, encompassing service delivery and employment practice issues. The Scheme is underpinned by an action plan that describes what we will do and the difference that this will make. It outlines the actions that we will take that are common across all strands of diversity (Age, Disability, Gender, Race, Religious Belief or Faith and Sexual Orientation) or specific to a particular strand.
- Our approach to undertaking equalities impact assessments continues to mature. It provides a key planning tool for identifying and assessing effective equality and diversity outcomes. Assessments are being undertaken for the strategic objectives and the results used to inform their development and the associated delivery plans.

The MPS continues to make progress on a wide range of diversity and equality issues, achieving improvements against a range of performance outcomes encompassing both service delivery and employment practices.

A good example of diversity initiatives within the MPS is the recruitment of special constables where, during the last two financial years, record numbers of special constables have been recruited from London's communities. The BME representation is 31%, significantly exceeding the BME Economically Active Population (EAP). Female strength stands at 32%.

A detailed review of progress has not been included within this submission, which is focused on our plans for the coming year.

## **Key Priorities and areas of specific emphasis for 2008-09**

The MPS has proposed a number of equalities priorities for 2008-09, these have been identified based on a number of factors including:

- The priorities outlined by the Mayor in the Budget guidance for 2008-09
- The objectives identified by Business Groups as part of the MPS business planning process
- Actions from the Equalities Scheme for delivery during 2008/09
- Recommendations within the GLA's draft Budget and Equalities Review.

The MPS will give specific emphasis to delivery in the following areas:

- a. To improve the quality of service provided to victims of hate crime, ensuring that a consistent and effective level of service is provided by all Community Safety Units to London's diverse communities
- b. To improve performance against rape through implementation of the joint HMIC/HMCPSP report 'Without Consent' and improving the detection and conviction rate for rape
- c. To improve performance against domestic violence, ensuring a consistent level of service across all communities and minimising any disproportionality issues
- d. Increase community trust and confidence in the police use of stop and search ensuring it is used fairly and proportionately
- e. Continuing our work to develop a workforce that reflects the diversity of London
- f. To improve the progression of women within the police service.

The next phase of the MPS business planning process will include work to develop plans by the appropriate business areas that will underpin the delivery of these objectives. This is enabling us to more effectively mainstream the development and delivery of equality objectives within our wider planning framework.

Six Diversity and Citizen Focus advisors have now been recruited to provide advise to OCU commanders and heads of Business Groups to provide a strategic lead on diversity and equality issues across all business areas of the MPS, helping to maintain and improve performance in these areas.

## **Governance**

The MPS Diversity Board maintains a strategic oversight of equality and diversity issues across the MPS. In particular, it will monitor the delivery of these key areas during 2008/09. A Programme Board for the MPS Equalities Scheme is being established which will report to the Diversity Board.

In many areas MPS Business Groups and Operational Command Units have established local boards to oversee diversity and equality issues within their business area. In addition a number of other internal and external forums exist that provide oversight of particular issues such as the MPA Domestic Violence Board, Stop and Search Review Board and MPA Equal Opportunities Board.

## Equalities related budget expenditure 2008/09

Expenditure Category	2008/09 Budget		
	Pay £000	Non Pay £000	Total £000
<b>Territorial Policing</b>			
Community service units	35,337	1,860	37,197
Liaison officers and miscellaneous equalities	8,331	438	8,769
Safer schools	13,416	706	14,122
Youth and Community Development	11,696	616	12,312
Homeless Project	678	36	714
Project Sapphire	18,952	998	19,950
Operation Jigsaw	0	0	0
Crime - racial and violent crime	3,807	200	4,007
<b>Subtotal</b>	<b>92,217</b>	<b>4,854</b>	<b>97,071</b>
<b>Specialist Crime Directorate</b>			
Operation Trident/Trafalgar	22,165	1,053	23,218
Cultural and community Resource Unit	265	19	284
Child abuse investigation	30,390	1,393	31,783
Operations Maxim and Reflex	2,723	342	3,065
Arrest referral scheme	0	0	0
Vulnerable & Intimidated Witness	0	0	0
Hate Crime / Vulnerable Communities	6,047	1,169	7,216
SCD Diversity Advisor	53	2	55
<b>Subtotal</b>	<b>61,643</b>	<b>3,978</b>	<b>65,621</b>
<b>Central Operations</b>			
Clubs and Vice Unit	5,683	166	5,849
Other staff	58	15	73
<b>Subtotal</b>	<b>5,741</b>	<b>181</b>	<b>5,922</b>
<b>Human Resources</b>			
Positive action team	1,116	17	1,133
Employee tribunal and grievance unit	386	5	391
Recruitment		3,406	3,406
Corporate positive action		595	595
Associations	222	257	479
<b>Subtotal</b>	<b>1,724</b>	<b>4,280</b>	<b>6,004</b>
<b>Diversity and Citizen Focus Directorate</b>			
Diversity, Strategy and Coordination	627	53	680
Diversity OCU and other DCFD units	3,217	733	3,951
Diversity Learning and Development Branch	1,030	305	1,335
Communities Together Strategic Engagement Team	1,387	275	1,662
Citizen Focus Programme Team	515	415	930
Corporate Independent Advisory Groups	0	120	120
<b>Subtotal</b>	<b>6,777</b>	<b>1,901</b>	<b>8,677</b>
<b>Other MPS Activities</b>			
Publicity campaigns	0	2,270	2,270
Other staff (Procurement element)	70		70
Buildings access		200	200
<b>Subtotal</b>	<b>70</b>	<b>2,470</b>	<b>2,540</b>
<b>Total</b>	<b>168,172</b>	<b>17,664</b>	<b>185,835</b>

## **3.2 Environmental Management**

Environmental sustainability is championed at a senior level by the Director of Strategic Finance (formerly Director of Resources), and is managed through the MPS Environmental Strategy and supporting Environmental Management Programme (EMP). The EMP contains targets and environmental key performance indicators, with performance reviewed quarterly by the MPS Environmental Strategy Steering Group and reported annually in the MPA Environment Report. A review against best practice in environmental reporting has been completed.

The work outlined in paragraph 3 is co-ordinated by the MPS Environment and Sustainability Manager (supported by an Environment Advisor and a Recycling Officer) within Property Services, who provide the corporate lead on all environmental sustainability issues. This includes all internal awareness, advice and external liaison such as responding to Mayor's questions and representation at Greater London Authority forums and Policy meetings.

### **Current Achievements**

Most significantly the MPS has:

- Agreed a £5.725 million Climate Change Action Plan to finance energy efficiency works to reduce MPS carbon emissions by 10% by 2010. Building energy consumption has decreased by 11% on 2005/06 (4% when adjusting for weather variations), which has resulted in a 7.5% decrease in building carbon emissions
- 128 hybrid vehicles in use in the fleet by close of 2006/07. A 34% increase on the previous year (134 to date). The vehicle fleet has decreased in size by 2.4% on 2005/06, and carbon emissions have stabilised (1.25% decrease on previous year)
- Fuel efficient driving has been promoted via presentations to all Borough Vehicle Driver Verifiers, Hendon Driving School and through participation in the TfL Capital Fuel Challenge
- Successfully implemented a recycling scheme at New Scotland Yard, and Cobalt Square. The MPS recycling level is 29% for 2006/07. An increase of 20% since 2005/06. The MPS Facilities Management Service includes targets to recycle 45% of its waste by 2010, and reduce waste generation by 25%
- The MPS has implemented and communicated carbon emissions 'offsetting' associated with air travel. Carbon emissions from air travel have decreased by 26% on 2005/06, mainly due to changing nature of overseas events. High emissions for 2005/06 were related to the Tsunami in Thailand and support provided by the MPS during the aftermath of the disaster
- Water consumption has decreased by 18.4% on 2005/06 due to voluntary participation in the hosepipe ban, works to leaking water mains and modernisation of toilets and shower facilities

- Entered into a partnership with TfL to carry out travel surveys for all MPS sites with over 200 occupants. A number of Sustainable Travel Plan initiatives have been implemented including the MPS becoming affiliate members of the London Cycling Campaign, implementing a car sharing database, setting up a Cycle User Group at Empress State and Scotland Yard, and a 'Bike to Work' scheme
- Signed up to the highest level, B2 of the Mayors Green Procurement Code. Participated in the leadership group review of the MGPC
- Implemented sustainable procurement evaluation of the MPS Facilities Management Service Contract, to include best practice environmental requirements, including sustainable waste and recycling service for the MPA estate
- Carried out a number of staff awareness promotions including Fairtrade Fortnight 2007, Environment Open day for 500 staff, Corporate Induction and a number of staff competitions
- Gathered case studies of partnership working to reduce environmental crime and clean up areas of London through Safer Neighbourhoods. 143 projects completed every week.

In addition, all new MPS developments are required to comply with MPS Environmental Design Guidance, which includes new planning requirements to ensure 10% (likely to be increased to 20%) of building energy is generated from on site renewable energy. The guidance has been developed on review of the Mayor's supplementary planning guidance and other best practice guidance in sustainable construction and development. The MPS Environment team advises project teams at inception, through planning approval and detailed design.

The MPS have integrated ground source heating and cooling, solar thermal hot water heating, and rain water harvesting as part of custody centre and patrol base designs. Based on initial feasibility this will provide between 40-60% energy from a renewable source, resulting in a CO2 reduction of between 19-31% and up to 90% of non-potable water demand depending on the scheme. However, it should be noted that the inclusion of sustainability features result in increased development costs of between 3-5% and this requirement is included within each business case.

The MPS continues to procure 100% electricity from renewable sources when it is available in the utility supply market. In 2006/07 green energy was not purchased as a result of the on-going negotiation of the utilities supply contract. This should be resolved for 2007/08, when the MPS will seek to procure 100% of its electricity from renewable sources through its new supplier. Purchase of renewable energy is viewed as a mitigation measure, with MPS carbon reduction measures and targets based on total emissions unadjusted for green energy purchase.

## **Key Priorities and areas of specific emphasis during 2008-09**

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

- Implementation of the Climate Change Action Plan to reduce carbon emissions by 10% by 2005/06
- Clinton Foundation Projects (subject to MPA approval)
- Participation in the Department for Transport (DfT) Low Carbon Vehicle Innovation Programme which seeks to increase the use of cleaner more sustainable vehicle technologies
- Continue to tackle environmental crime through the Safer Neighbourhoods initiative and Wildlife Crime officers
- Work with the GLA to seek sponsorship/funding to maintain posts within the MPS Wildlife Crime Unit for 2008/09
- Continue working in partnership with Transport for London through the Transport Occupational Command Unit
- Continued integration of sustainable design and construction into the estate renewal programme (design of new custody centres and patrol bases)
- Integration of environmental sustainability appraisal within MPA procedures
- Development of targets for the MPS Sustainable Travel Plan and associated initiatives to include promotion of operational cycle use as an effective patrol strategy as identified by the MPS Travel Survey
- 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.



## Environmental Sustainability Expenditure Analysis 2008-09 – Estimate

	No of Staff	2008/09 £000
<b>Sustainability Staff</b>		
Environment & Sustainability	2	150
Waste and Recycling officer	1	45
Energy Manager	1	60
Sustainability/Environmental consultancy		10
Part funding GLA Sustainable procurement unit		120
Climate Change Programme Manager	0.5	(see Climate Change)
Energy Engineer	0.5	(see Climate Change)
<b>Sustainability Awareness, Research &amp; Training</b>		
Environment open day		0
Awareness campaign materials		2
Register of environmental legislation		2
Consultancy		10
<b>Climate Change Action Plan (CCAP) - Building energy efficiency</b>		
CCAP (including Salix – Yr 2)		2,675
Energy, water benchmarking, CCAP programme costs		375
Energy/utilities management consultancy advice		100
Energy monitoring – Meter operator contract		75
Sustainable design - micro generation and renewables, rain water harvesting, and sustainable materials		3-5% of MPA development costs – figure is dependent on project programme and approvals
<b>Climate Change Mitigation</b>		
Air travel carbon offsetting		70
<b>Sustainable Travel Plan</b>		
London Cycling campaign		100 <sup>2</sup>
London Liftshare		3
		2
<b>Transport Fleet</b>		
Hydrogen trial vehicles		250
Hybrid lease vehicles		307
MPS bicycle purchase		123
Cycle training		40
<b>Waste and Recycling</b>		
Sustainable Waste Management Plan		60
Procurement of recycled products		2,800
Replacing paper with on line forms		1,730
<b>Water Efficiency</b>		
(see above sustainable design – includes rainwater harvesting systems and water efficient fittings)		
<b>Service Delivery</b>		
Safer Neighbourhoods, Community Payback & Safer Schools (Staff time)*	2	151
Wildlife Crime Unit	4	145

<sup>2</sup> Funded by Transport for London

	<b>No of Staff</b>	<b>2008/09 £000</b>
Antisocial Behaviour Unit	2	136
<b>Total*</b>		

\*This figure does not include overall budgets for the Safer Neighbourhood's Initiative, Antisocial Behaviour, Transport Operational Command Unit, and Safer Schools Partnership, which have key environmental and sustainability benefits, particularly tackling environmental crime. Budgets have been allocated by the MPA for the delivery of frontline policing and extended policing family. The overall work programme delivers significant social and environmental benefits which are not possible to cost separately. These initiatives meet objectives to support MPS policing, but have been highlighted here because of their significant environmental/sustainability benefits or emphasis.

### **3.3 Health**

The Health agenda is an emerging area of corporate reporting and budget preparation, but is already highly integrated with MPS initiatives and work programmes. The MPS is working towards a more formalised framework for data collection, and case study capture to report quantitative and qualitative key stakeholders. The MPS is committed to working with the MPA and GLA to evolve reporting on key areas for 2008/09.

#### **Health & Safety**

The management of health and safety is corporately driven through the MPA and MPS Strategic Health and Safety Policy. The thrust of this policy is to define and promote the management of health and safety as a “golden thread” through all MPS business activities. The overall aim of this safety management model is to promote a safe working environment, safer workforce and positive safety culture reducing accidents, associated extraction time and costs. This includes minimising the risk to the public through encouraging safer policing.

Safety advice and compliance auditing of the management system is provided by the HR Safety & Health Risk Management Team (SHRMT) and Property Services Compliance/Inspection Team.

Approximately 9,000 accidents affecting MPS personnel or on MPS premises are reported every year. A comparison of the period August 2005 – July 2006 against August 2006 – July 2007 indicates the following trend:

- Total accident rate fell by 2%
- Major accident rate increased by 20%
- Over three day accident rate fell by 6%

A new dynamic risk assessment training package for operational police officers and staff has been developed. The film ‘Red Mist’ has won national and international awards and is now utilised by numerous UK law enforcement agencies. A new corporate health and safety induction package (DVD ‘White Room’ and booklet ‘A Guide to Health and Safety’) has been introduced. Property Services Health and Safety team were recognised with a national safety award.

#### **Key areas of activity in relation to Health and Safety:**

MPA/MPS Health and Safety Policy: Implement the MPA/MPS Corporate Health and Safety Policy facilitating the promotion and development of effective health and safety risk management practices across the organisation.

MPS/MPA Assurance process: Develop an MPA/MPS annual health and safety assurance process

ACPO Strategy and Standard for Health and Safety: ACPO strategy for a healthy police service, and Application of the ACPO and Home Office benchmarking standards for Health and Safety.

## Occupational Health

A number of initiatives have been undertaken over the past three years to improve the health and well-being of MPS employees. This is reflected in reduced absence levels and a reduction in reported injuries. This has been achieved by measures such as a targeted approach to problem areas and proactive campaigns to address health issues such as cancer awareness, healthy eating, scanning, delivery of stress management tools and advice on how to avoid injury within the workplace.

A training package has been developed and implemented for all Authorised Firearms Officers (AFOs) aimed at destigmatising stress in the workplace and providing staff with some practical skills to identify and manage stress in colleagues. A separate support mechanism for AFOs who discharge a firearm, which results in an injury, has also been implemented.

## Mental Health

Mental Health and policing is an important area that the Commissioner is keen to develop. Commander Rod Jarman is leading the MPS in a wide-ranging programme of work that seeks to develop the police response to people with mental illness. This can range from investigating crimes against them, taking them to a place of safety or arrest and case disposal.

The MPS is committed to providing leadership and working with partner agencies to develop an effective, socially inclusive response to people with mental illness. This includes engaging with service users and partners, encouraging proper case disposal of mentally ill people who commit offences, sharing best practice, raising awareness, training and education and maintaining consultations.

## Youth Strategy

The MPS have focussed our work on the '*Every Child Matters*' delivery framework of the Children Act 2004, and with the national ACPO Strategy for Children and Young People. The 2004 Act was introduced to direct all key service providers working with young people to pool resources and collaborate on safeguarding the welfare of children and young people, using the philosophy '*Every Child Matters*'.

All public, private and voluntary sector agencies and organisations are now incorporating the five desirable outcomes below into their policies, plans and procedures.

1. **Being Healthy:** enjoying good physical and mental health and living a healthy lifestyle
2. **Staying safe:** being protected from harm and neglect
3. **Enjoying and achieving:** getting the most out of life and developing skills for adulthood
4. **Making a positive contribution:** being involved with the community and not engaging in anti-social or offending behaviour
5. **Economic wellbeing:** not being prevented by economic disadvantage from achieving their full potential in life.

Stress related absence is a major cause of long-term absence and a manager's tool-kit has been developed to assist all MPS managers to pro-actively prevent, recognise and address work-related stress within their staff. The package is currently being rolled-out across the MPS and has received positive feedback particularly from the police staff associations.

Activity in support of vulnerable groups, those groups of staff who work in particularly psychologically or physically demanding roles, has been reviewed. Some groups have been removed due to a review of need while others have been included following an assessment of their welfare requirements. The psychological groups tend to be those dealing with sexual offences, particularly those involving children. Both police staff and police officers are covered by this work.

### **Key priorities for 2008/09**

To work within the Home Office "Strategy for a Healthy Police Service 2007 –10. The targets to be achieved by 2010 are challenging but achievable.

Work is underway to improve operational resilience within the restricted duty officer group. The initial aim is to provide increased flexibility within this group of officers so that in the event of a major terrorist event in London, a proportion of restricted officers will be available for deployment in situations that will not exacerbate their current medical condition.

Work will also be undertaken to reduce the frequency and extent of recuperative duties within the MPS, thereby improving the number of officers available for full operational policing.

### **3.4 Social Inclusion**

Social inclusion is integral to MPS values and working practices and is embedded across the organisation. Social inclusion is evident in London-wide initiatives such as Safer Neighbourhoods, Community Engagement and Youth strategies, and in MPS policies across Equalities, Diversity, Health and Environmental fields.

The MPS and MPA are working together to improve social inclusion across London's communities. The MPS works closely with partners such as local authorities, education, health, probation and other services to tackle issues of importance to local communities. Local Strategic Partnerships (LSPs) are intended to strengthen the commitment of these agencies to work together.

#### **Safer Neighbourhoods Programme Initiatives**

The Safer Neighbourhoods programme aims to involve local people in solving problems that enhance their locality and quality of life. Local PCSO's form a core element of Safer Neighbourhood beat teams, whilst the Met Volunteer programme encourages local citizens to contribute a broad range of skills and experience to local policing whilst promoting social cohesion.

## **MSC Recruitment**

The MPS aims to attract a significant number of Special Constables during 2007/08 to add to the record number in place at the end of 2006/07. The target is to have 6000 Special Constables in place by 2010/11, which will allow for two years' accreditation in lone patrolling to meet requirements for London Olympics in 2012. The MPS has set an ambitious target of 4000 by September 2008.

The benefits are clear, delivering a dedicated force of Special Constables who form part of both the police and public and private sector workforces. This strong partnership is very well equipped to tackle local crime, disorder and other priorities. Some key employer benefits include a potential for workplace crime reduction, significant staff personal development without the direct training costs for the business, an increase in team productivity through a greater sense of security and a key enhancement of the employers Corporate Social Responsibility portfolio.

Employees gain and develop valuable transferable skills. These skills are brought back into the workplace and can help to improve employee performance and possibly promotional prospects. In addition, there may be a positive impact on the employee's personal life. Recruits often feel that they making a positive contribution in the fight against crime on the street, in their workplace, and beyond.

Work is currently underway to develop a community-specific engagement model with the intention of recruiting from those communities that are least represented in the MPS. This work with the Directorate of Citizen Focus and Diversity follows borough based community work focusing on research, undertaken by the University of Lancashire, into the perceptions of some of the least represented communities. This will include implementation of the MPS Engagement Plan.

## **COVE Programme**

The Commission on Vulnerable Employment (COVE) works to develop socially inclusive recruitment practices across the MPS. As a result the MPS's the culture and working practices are being changed, impacting upon organisational inclusion and cohesiveness, and on delivery of policing services in relation to particularly vulnerable, marginalised groups.

The MPS provides two perspectives on diversity and vulnerable employment - as an employer and as an agency of law enforcement. The MPS recruits by focusing on organisational demands and using recruitment to enhance operational capability. To help tackle, for example, human trafficking by criminal networks, we focus on those communities with relevant knowledge and skills to combat this – recruiting vulnerable workers and improving operational capability simultaneously.

## **Met Volunteer Programme**

The Met Volunteer Programme (MVP) provides volunteers to support the Metropolitan Police Service in making London the safest capital city in the world. It was established in 2001 with the aim of increasing contact between local communities and the police, building upon Safer Neighbourhoods to improve the service the PS gives to the public.

The MVP currently operates across London, through a network of Borough-based MVP Managers with a Central Team based in TPHQ. The role of the Borough MVP Manager is to recruit volunteers and place them in a mutually productive role.

People volunteer with the MPS for many reasons, for instance:

- They want to give something back to the community
- They want to assist the police but are unable to commit to full time hours
- They have skills & experience, that they want to put to use for the police
- They have spare time (they may be retired or have children who have recently left home) which they want to put to valuable use.

The mission of the MVP is to be the best volunteer programme in the public sector, and the MVP Central Team and the Borough MVP Managers are working closely to fulfil that objective. The MVP has been described by Volunteering England, as *"The best volunteer programme of its kind in the public sector"*.

This year the MVP's key focus will be to build upon the good work that volunteers are already doing with Safer Neighbourhood teams across the Metropolitan Boroughs. The MVP has now set up a dedicated website especially designed to help Safer Neighbourhood Teams access volunteering resources.

## **SN4P Youth Project**

Safer Neighbourhoods for People (SN4P) Is a youth engagement project that encourages young people to engage, through photographs of places where they feel either safe or unsafe, and work with their local Safer Neighbourhoods Team to address their concerns.

Feedback suggests that In London, where almost a quarter of the population is under 18, young people often feel alienated from the democratic system and from formal consultation. Personal Safety is a major concern, yet young people are frequently engaged only as the cause of issues, rather than working to their needs.

For example, 8-17 years old feature significantly as both victims and perpetrators of robbery, with a high proportion of these offences committed by youth on youth. The SN4P project involves local children and young people walking their area, taking photographs of objects and places that make them feel either safe or unsafe and affect how they feel about their local neighbourhood. These photos are then used to initiate discussion between children and young people, their Safer Neighbourhoods Team and their neighbourhood panel, about how to work together to make the area a safer and better environment to live in.

## **Kickz (football) Programme**

Launched in April 2006 by the Prime Minister, the Kickz football programme is a joint initiative between the football industry and the Police, supported by, amongst others, the Government's Respect Task Force, DCMS, Department of Health and the national volunteering charity 'v'. These bodies work together to deliver a youth social inclusion project across London. The project name, 'Kickz (Goals thru football)' was designed and chosen by young people following a consultation event.

Local schemes are delivered by top professional football clubs working in the heart of harder to reach or disadvantaged estates or wards. Target areas are identified through local steering groups, whose members include the local police and local authority leads for youth, education, housing, anti-social behaviour, youth offending. The target age range is 13 to 18 year olds.

The project aims to create safer, stronger and more respectful communities through the development of young people's potential. The major objectives are to engage young people in constructive activities linked to the Every Child Matters framework, to break down barriers between the police and young people, to reduce crime and anti-social behaviour, to create routes into education, training and employment, to encourage volunteering, and to increase young people's interest in, and connections with, the professional game.

There are currently twenty five projects running nationally with seventeen premier league and 8 football league clubs taking part. These extend from Newcastle in the northeast to Portsmouth on the South coast. All twelve London based clubs are involved and are delivering a total of 17 schemes across 12 Boroughs.

Initial reports indicate that the projects are having a positive impact on local crime and anti-social behaviour. The MPA and The Football Foundation have recently committed a total of £6m to roll the project out across all 32 boroughs in London with 2 schemes per borough for the next 3 years. (A further sum of money has been committed to also expand the project nationally).

## **SNAC Project**

The Safer Neighbourhoods Competition (SNAC) initiative, based on a successful Manchester scheme, was launched by Hammersmith & Fulham Police in 2006. SNAC is a competition open to all young people who attend a school or youth group in the borough. The idea is that young people, in age ranges 5-10, 11-14 and 15-19, identify Community Safety issues within their local neighbourhoods, and then identify and implement workable solutions that will make their area a cleaner and safer place to be. The young people are supported by the Police's Safer Neighbourhoods Teams (SNTs) but the ideas and projects are their own.

SN4P (safer neighbourhoods for people) is a project which has been rolled out in one safer Neighbourhood ward in every borough, where young people are encouraged to use disposable cameras to photograph areas which cause them worry or fear, to target safer neighbourhood action such as clean up activities or community payback.



## **Community or Police Cards (CoP)**

CoP is a partnership project involving young people, Youth Service and Outreach workers, the Education Service, RBK Housing, The Chessington SNT & Neighbourhood Panel, and the ASBO Co-ordinator from RBK.

The Chessington Safer Neighbourhoods team developed this initiative after identifying the issue of young people and anti-social behaviour as the number one area of concern for ward residents and local businesses. The aim was to break the cycle of youths joining gangs and becoming involved in anti-social behaviour at an early age. The CoP Cards project sought to improve youth engagement with local police by encouraging participation in partnership activities.

Every eleven-year-old school pupil in the Chessington area was given a CoP Card and set the task of collecting photo stickers depicting the local Safer Neighbourhoods team. This could be accomplished by proving that they belonged to a club, sports team or library. To assist them, a website provided information on local youth activities. The class with the most stickers won a prize.

The main objectives of the project are :

- To improve youth engagement and familiarisation with local Police to address youth “alienation” issue
- To encourage participation in “out of school hours” youth activities
- To break the cycle of youths involved in ASB at an earlier age

The success of this initiative has seen a reduction in the number of new, younger members joining gangs from a total of 67 youths to just 15 from the targeted age group.

## **Capital Clean Up**

The MPS Safer Neighbourhoods Teams have been strongly involved in the first year of the Capital Clean Up campaign which ran from March to June 2007. The campaign which is run by the Capital Standards Programme and EnCams aims to build on the Prime Minister’s aims in the ‘London’s Challenge for 2012 - Building on Success’ document, which includes organising a 100 day clean up campaign to improve standards of local environmental quality across London.

## **Community Payback**

Community Payback in London forms part of the Safer Neighbourhood’s Programme and is a partnership between London Probation, the Metropolitan Police Service and local authorities. Community Payback enables the unpaid work done by offenders in London to receive public recognition, and allows the public to contribute ideas as to which work projects are undertaken. It is critical that Community Payback hours are used effectively both as a punishment, and to help rehabilitate offenders. There are approximately 143 Community Payback projects running across London each week and many have a direct benefit to the environment.

## **Restorative Justice**

Restorative Justice is an 'umbrella' term which describes any activity that attempts to restore any imbalance created by inappropriate behaviour or an event. It can be for youths, adults or groups, and is victim and offender focused.

In most cases the phrase Restorative Justice (or 'RJ') is used to refer to a means of problem solving that involves all stakeholders - the victim, the offender and the community. While this is best done by some form of communication between all the parties the essence of most RJ is that those who cause or who are affected by the problem actually meet.

The communication between the parties can, at a minimum, be done by 'shuttle mediation'. On other occasions the best option is face-to-face. These are often called a family conference involving the victim with supporters, offender and supporters and community representatives. In general, if one of the three elements: victim / offender / community are not involved it is not restorative.

RJ can be used for crime, complaints, internal grievances and community disputes. Restorative Justice is not a panacea for all police problems but a tool in our toolbox. In some cases it is the right tool to 'close' the incident for victims and reduce re-offending.

## **Community Faith Work**

It is the responsibility of all Safer Neighbourhood Teams to get to know community groups on their ward and work with them to make their area safer. Faith groups make up a large proportion of the community and often have their own community-focused agendas. 'Faith in the Neighbourhood' is a multi-faith initiative, which aims to develop communication that is positive and relevant and encourages a good working relationship between all faith groups and the police.

- Regular face-to-face communication between all local faith groups and Safer Neighbourhood Teams
- Regular communication provided by local Safer Neighbourhood Teams that is relevant for individual faiths
- Communication which respects all faiths and recognizes the needs of the different faith communities

As we further develop our strategic and business planning processes we will work to ensure that all London-wide initiatives such as Safer Neighbourhoods, Community Engagement and Youth strategies, and MPS initiatives across Equalities, Diversity, Health, Social Inclusion and the Environment, are embedded across the organisation.