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Summary	This document reports on the progress of strategic targets set for the financial year 2001/02, and sets strategic targets for the financial year 2002/03.
Branch / OCU	Property Services (Policy, Strategy and Compliance Group)
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THE METROPOLITAN POLICE AUTHORITY'S ENVIRONMENTAL PROGRESS REPORT

Issued July 2003



**METROPOLITAN
POLICE**

Working for a safer London

MPA
Metropolitan Police Authority



This July 2003 edition of the Environmental Progress Report reports on the financial year 2001/02, and sets strategic targets for the financial year 2002/03.

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Environmental Champion's Statement



It gives me great pleasure to present the new style Metropolitan Police Authority's (MPA) Environmental Progress Report.

We have split the traditional MPA Environmental Strategy and Progress Report (MPA ESPR) into two documents, this Annual MPA Environmental Progress Report and the MPA Environmental Strategy.

This document reports on progress on the strategic targets set for the 2001/02 financial year in the current MPA Environmental Strategy and Progress Report, and sets future strategic targets.

The aim of this document is to provide you with a year-on-year comparison of our Environmental Performance.

This document focuses on the areas where the MPA has the greatest impact on the environment: the consumption of raw materials and natural resources, atmospheric pollution, social issues such as litter and graffiti and wildlife crime.

The new MPA Environmental Strategy will focus on social as well as environmental issues, and will be published five yearly commencing in 2004 when a review of the current environmental strategy has been completed.

The decision to split the strategy from the report recognised the recommendations of an Internal Audit Report in that the current MPA ESPR was attempting to fulfill too many different reporting requirements and that the strategy itself spanned a significantly longer period than a year.

Open environmental reporting demonstrates a commitment to good environmental practice, helps to raise the awareness of staff and, together with our 'Environmental Policy', is the foundation on which we are building our environmental management system.

The Metropolitan Police Service (MPS) Intranet site contains the MPA Environmental Strategy and Progress Report, this document, an environmental news page, environmental tips and an environmental awareness training module. It is proposed that the MPA's Environmental Strategy and the Environmental Progress Report will be placed on the MPS Internet site.

For the first time the MPA will be publishing an Environmental Information Leaflet, available from front offices in police stations and public libraries. It will contain the MPA environmental policy, highlights of the MPA Environmental Progress Report and detail where further environmental information is available.

Highlights of this report include:

- Total Carbon Dioxide (CO₂) emissions 124,330 tonnes a reduction of 4.8% on the previous year.
- Total energy costs have increased by 5.8% on the previous year.
- Energy consumption per square metre increased by 2.55%.
- CO₂ emissions from energy consumption fell by 1.1% on the previous year.
- CO₂ emissions from the transport fleet fell by 7.5% on the previous year.
- Achievement of the strategic target to reduce water consumption by 25% from the 1996/97 baseline by 2001/02.
- General waste and clinical waste production continued to rise.

The increased use of energy and the increased volume of waste generated reflect the challenge facing us as we strive to improve our environmental performance against the background of increased numbers of staff and the more intensive use of our facilities.

We hope you enjoy reading our environmental progress report and would be grateful for any comments you may have. For that purpose we have enclosed a feedback form at the back of this document.

A handwritten signature in black ink that reads "Keith Luck". The signature is written in a cursive style with a horizontal line underneath the name.

Keith Luck
Director of Resources
Metropolitan Police Service

July 2003

1.0 Overall Performance

This section lists the Metropolitan Police Authority's (MPA) overall environmental performance data for 2001/02, showing year on year comparison where possible.

1.1 Energy

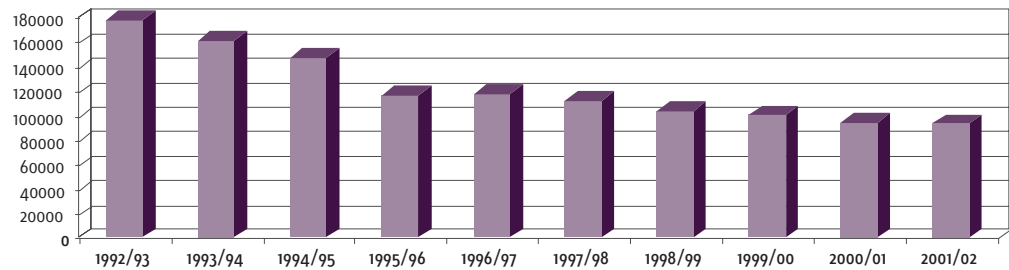
The efficient use of energy is of national interest. In 1990 the Government identified energy efficiency as the cheapest and quickest way of abating global warming. Property Services Policy, Strategy and Compliance Group carries out the established corporate policy on behalf of the MPA. It identifies and implements cost effective energy efficiency measures; makes specific proposals for the installation of new energy saving systems; monitors energy consumption; and ensures that energy is purchased at the most advantageous price.

Electricity, gas and oil are consumed in MPA buildings in the ratios of 41:51:8 respectively.

During 2001/02 power stations emitted over 56,000 tonnes of carbon dioxide (CO₂) by burning fossil fuels to generate the electricity to meet the MPA demands.

Actual CO₂ emissions from energy consumption fell by 1.1% on the previous year. In recognition of the need to continue this reduction, the MPA will become a signatory to the second 'Making a Corporate Commitment' campaign (MACC2) run by the Department of the Environment, Food and Rural Affairs (DEFRA). This will commit the MPA to reducing CO₂ emissions due to energy consumption by 5%, 3% and 2% over a three year period commencing April 2002.

Approximate CO₂ emissions, Tonnes, from Electricity, Gas and Oil used, based on the current Government figures 1992/93 - 2001/02



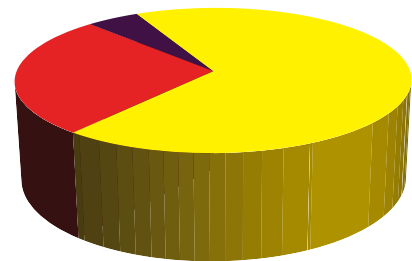
The cost of the MPA's energy consumption for the year 2001/02 was £7.547m, an increase of 5.8% on the previous year (or 5.54% per m²). This increase was largely due to the introduction of the Climate Change Levy for non-renewable energy supplies, which raised costs by approximately 10%, but was partially offset against reductions in contract rates for gas and electricity.

Note

1. The 1998/01 energy data has been audited and the figures corrected.
2. Unfortunately variability in conversion factors makes year-on-year comparison unreliable.

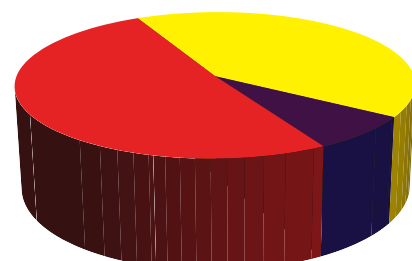
Total Energy Cost 2001/02

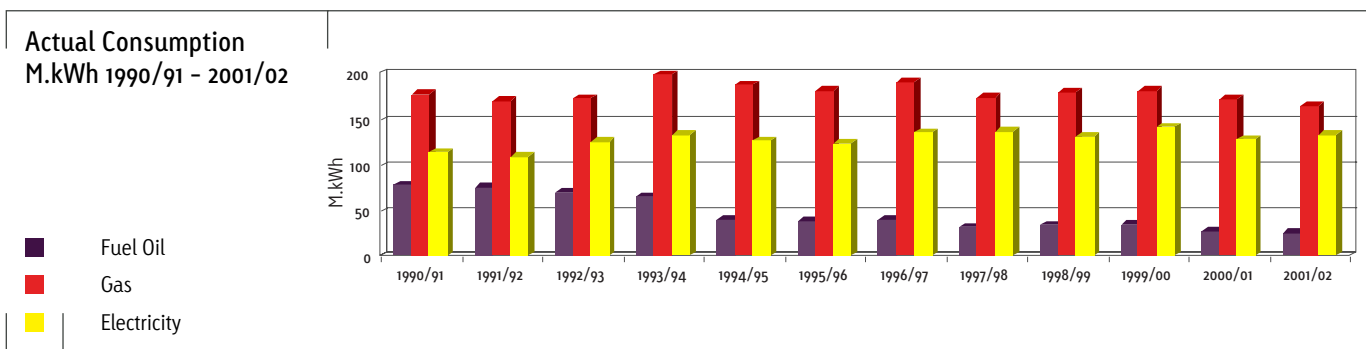
■ Fuel Oil	£0.367m
■ Gas	£2.029m
■ Electricity	£5.151m
 Total	£7.547m



Total Energy Consumption 2001/2002

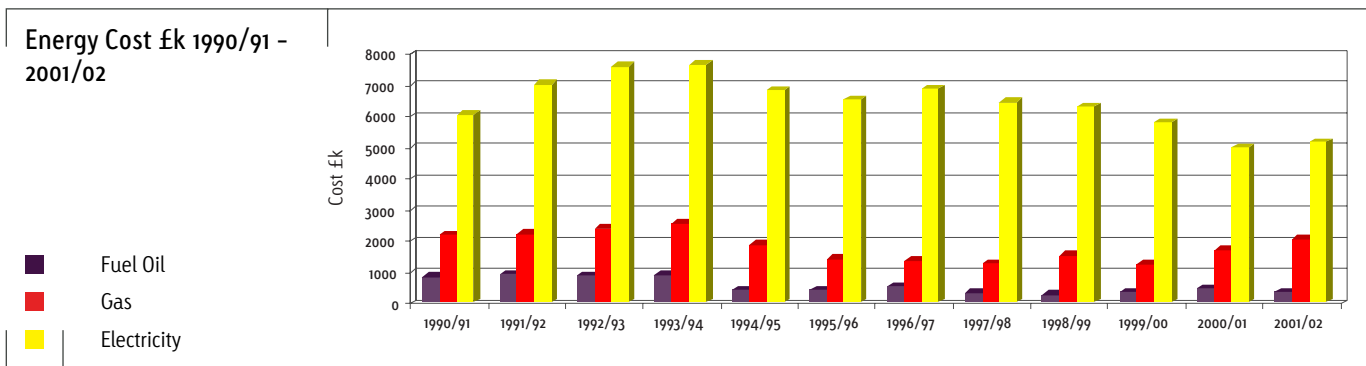
■ Fuel Oil	25.06 M.kWh
■ Gas	163.52 M.kWh
■ Electricity	132.45 M.kWh
 Total	321.03 M.kWh



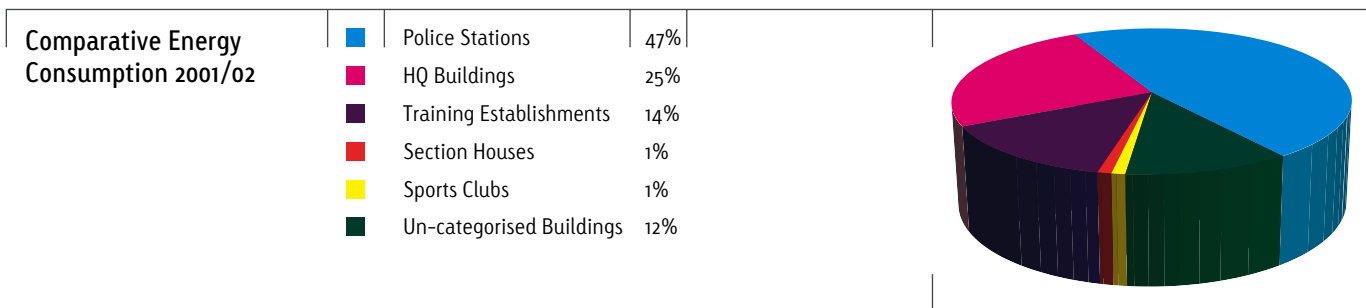


When normalised for weather and estate changes, energy consumption increased by 2.55% per m². This was due to an increase in staff numbers of 4.7% and increased intensity of estate use.

Note: 1. The 2000/01 energy data has been audited and the figures corrected.



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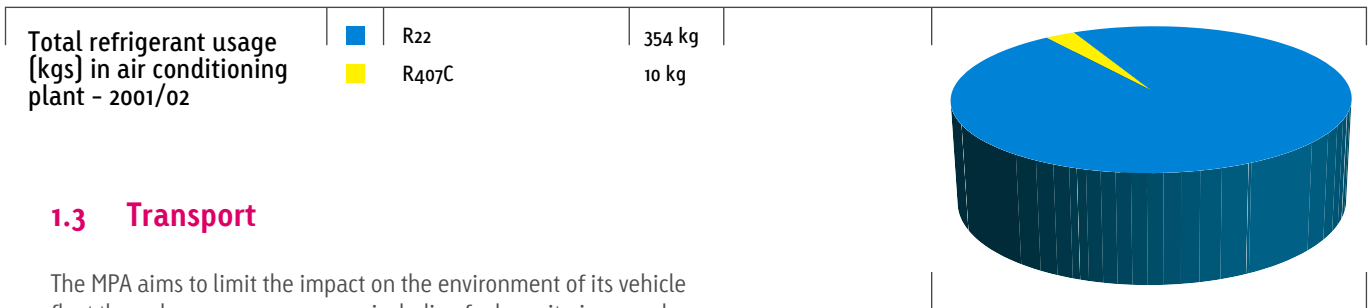
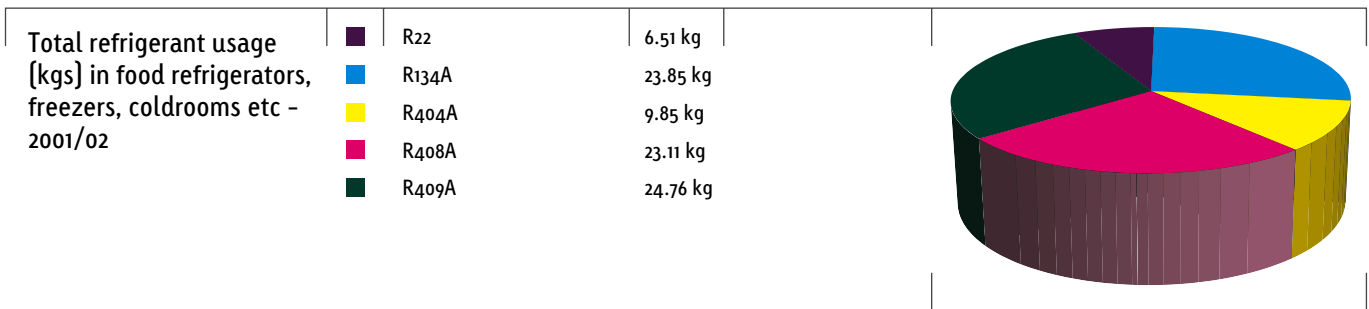
Comparative Energy Costs	1998/99	1999/00	2000/01	2001/02
	£m	£m	£m	£m
Police Stations	4.15	3.71	3.53	3.62
HQ Buildings	1.44	1.26	1.73	1.92
Training Establishments	0.88	0.84	0.92	0.97
Section Houses	0.21	0.17	0.14	0.08
Sport Clubs	0.01	0.01	0.01	0.06
Uncategorised Buildings	1.39	1.36	0.73	0.90
Total	8.08	7.35	7.06	7.55



1.2 Refrigeration

Hydrochlorofluorocarbons (HCFCs) and Hydrofluorocarbons (HFCs) are currently used in MPA refrigeration systems for air conditioning plant, chilled food stores, refrigerated display cabinets and domestic refrigerators.

The graphs below show the refrigerant usage for 2001/02.

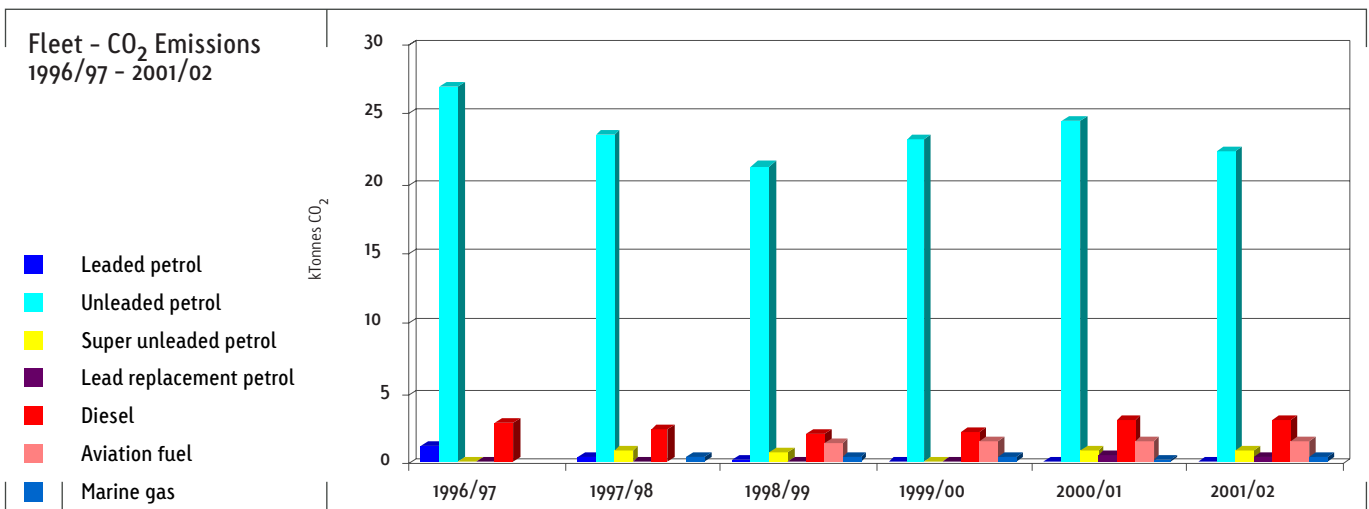


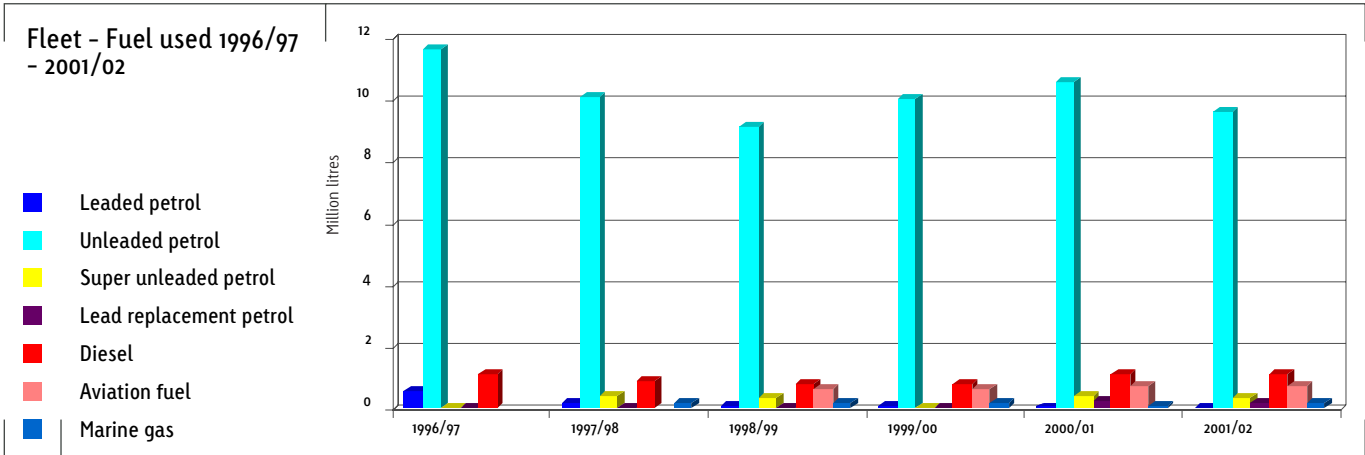
1.3 Transport

The MPA aims to limit the impact on the environment of its vehicle fleet through numerous measures including fuel monitoring, regular servicing and vehicle specification.

The MPA has a fleet of 3,835 road vehicles, 21 boats and 3 helicopters.

Below are details of the fuel used and the CO₂ produced by this fleet. Initially the graphs showed data for road vehicles, data for boats was added in 1997/98 and data for helicopters was added in 1998/99.





1.4 Waste

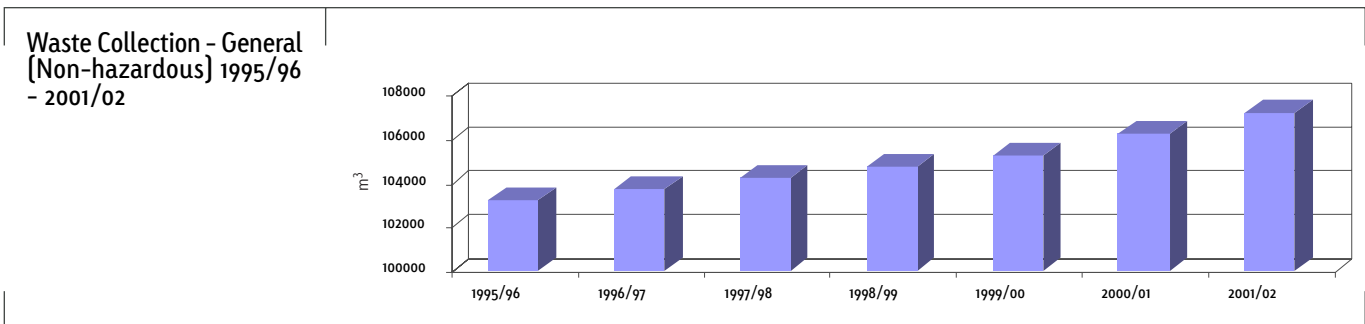
Waste and its disposal have increasingly significant effects on the health and quality of the environment. Disposal is expensive and considered to be the last resort since most waste goes to landfill, needs transport to the site, uses scarce land space and presents the risk of eventually leaching contaminants into the ground.

The overall cost of the disposal of MPA waste for 2001/02 was £799,490.

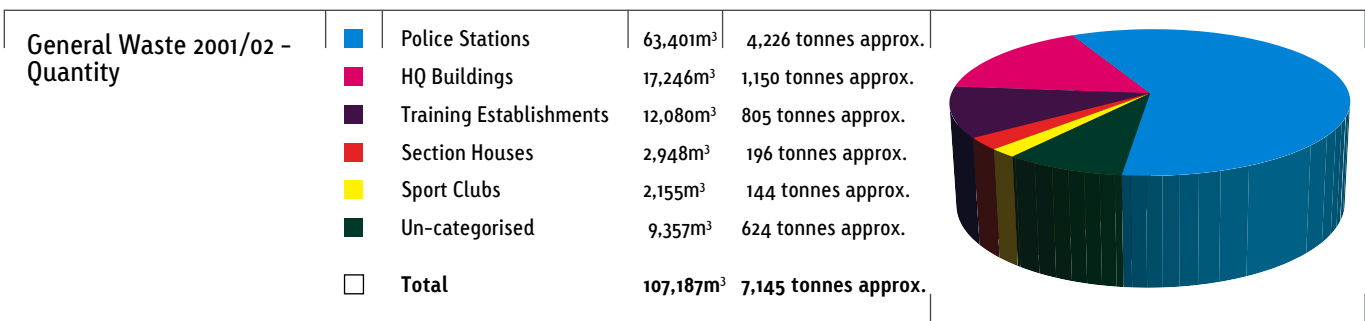
MPA waste disposal figures for 2001/02: -

[Note: The weight quoted below for general waste is based on an approximation of $1m^3 = 66.66kg$].

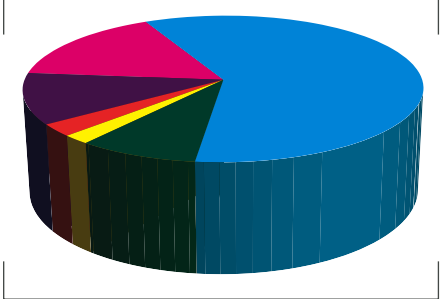
- disposal through local authorities of $107,187m^3$ [7,145 tonnes approx.] of general waste at a cost of £725,592.
- incineration of 4,711 bags [33.03 tonnes approx.] of hazardous / clinical waste at a cost of £70,665.
- escorted disposal and then incineration of $49m^3$ [8.27 tonnes approx.] of special waste / illicit drugs at a cost of £3,233.



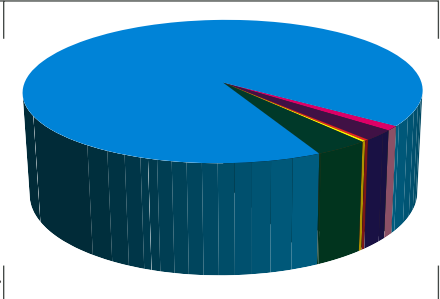
Note:- The data used to calculate waste collection [general] has been audited and corrected to allow for compacted volume to be realised.



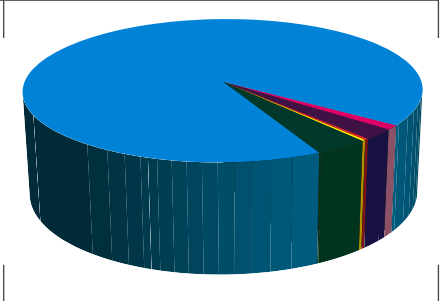
General Waste 2001/02 - Cost	
Police Stations	£429,188
HQ Buildings	£116,748
Training Establishments	£81,774
Section Houses	£19,954
Sport Clubs	£14,584
Un-categorised buildings	£63,344
Total	£725,592



Clinical Waste 2001/02 - Quantity	
Police Stations	348.67m ³ 30.55 tonnes approx.
HQ Buildings	4.00m ³ 0.35 tonnes approx.
Training Establishments	9.11m ³ 0.80 tonnes approx.
Section Houses	0.33m ³ 0.03 tonnes approx.
Sport Clubs	0.17m ³ 0.01 tonnes approx.
Un-categorised	14.72m ³ 1.29 tonnes approx.
Total	377m³ 33.03 tonnes approx.



Clinical Waste 2001/02 - Cost	
Police Stations	£65,355
HQ Buildings	£750
Training Establishments	£1,708
Section Houses	£63
Sport Clubs	£31
Un-categorised buildings	£2,758
Total	£70,665



1.5 Recovered for Recycling

Recycling is an essential way of reducing environmental impact. It conserves natural materials, saves energy, reduces pollution and saves landfill space.

Redundant police equipment:

- Uniforms (with MPS badges, insignia, and numbers removed) are sold to a recycling company and made, for example, into fibre for padding material for car interiors.
- Badges, numerals and insignia are returned to Uniform Services for re-issue.
- Body armour is sold back to the manufacturer for recycling.

Confiscated property:

- Firearms and offensive weapons are cut up and the scrap metal is used in the steel making process.
- Since March 2002, unrestored mobile phones have been

reprocessed under the Fonebak scheme, which has been supporting the telecoms industry with safe and responsible environmental management and recycling support programmes for over 20 years. The scheme will be put on hold, whilst the issue of compliance with the Mobile Telephones (Re-programming) Act 2002 is being addressed.

General Waste:

- General waste recovered as a percentage of the total general waste - 107,187 m³
 - Recovered paper - 5.20%
 - Recovered cardboard - 5.63%
 - Recovered cans - 0.01%
 - Total percentage of general waste recovered - 10.84% (11,619 m³)
- Confidential waste recovered - 5,676 m³

Office consumables:

- The number of aluminum drink cans recycled during 2001/02 was approximately 36,025, which is 2.08% of the total purchased.

- An office mixed waste paper and cardboard collection scheme is in place at Head Quarter (HQ) buildings.
- Confidential paper is recycled into tissue paper.
- A scheme to collect newspapers, magazines, journals, catalogues, junk mail, glass bottles and coloured paper is being trialled at Cobalt Square.
- About 6% (2,100) of the 32,000 toner cartridges bought by the MPA in 2001/02 were recycled through the official recycling scheme [The Civil Service Benevolent Fund currently benefits by £14,000]. Local recycling schemes are in operation allowing toner cartridges to be sent to charities. An initiative to increase significantly the number of cartridges recycled and generate income for the Service is about to be launched by Procurement Services

Firearms Ranges:

- Approximately 1.8 million rounds are fired each year during training sessions in our firearm ranges. Lead from spent rounds is recovered by the deleading / cleaning contractor, the brass shell cases are also collected for recycling.

- Recovered lead - 8.96 tonnes
- Recovered brass - 6.86 tonnes

Catering consumables:

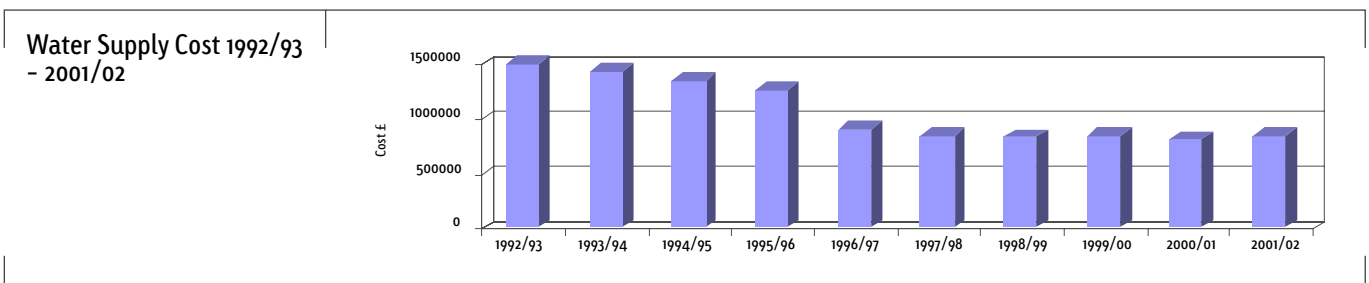
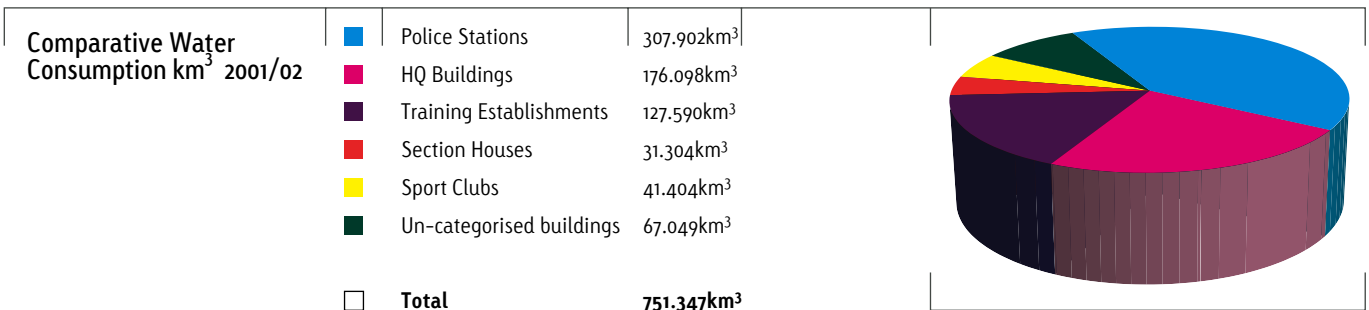
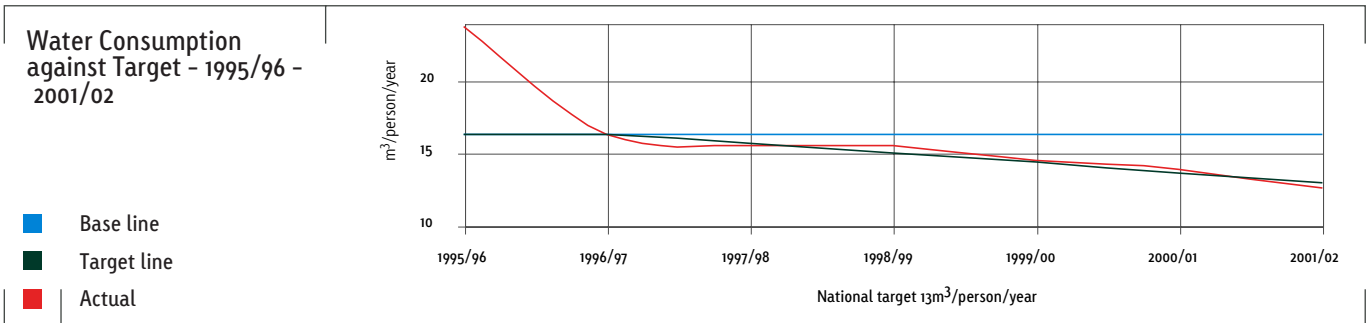
- Recovered waste cooking oil - 12,108 litres

1.6 Water

Its use in the UK is rising, making it an increasingly precious resource and one of the world's most important environmental issues of the future.

Water is consumed by all parts of the MPA through activities such as staff hygiene and welfare, engineering operations, vehicle washing, skidpans and is of particular importance for food hygiene in catering units.

The actual consumption by the MPA for the year 2001/02 was 751,347,000 litres at a cost of £840,854.



1.7 Health & Hygiene

The graphs below show the trends in public health incidents over the period 1990 - 2002.

The total number of public health incidents in 2001/02 was 5,942 categorised as follows:

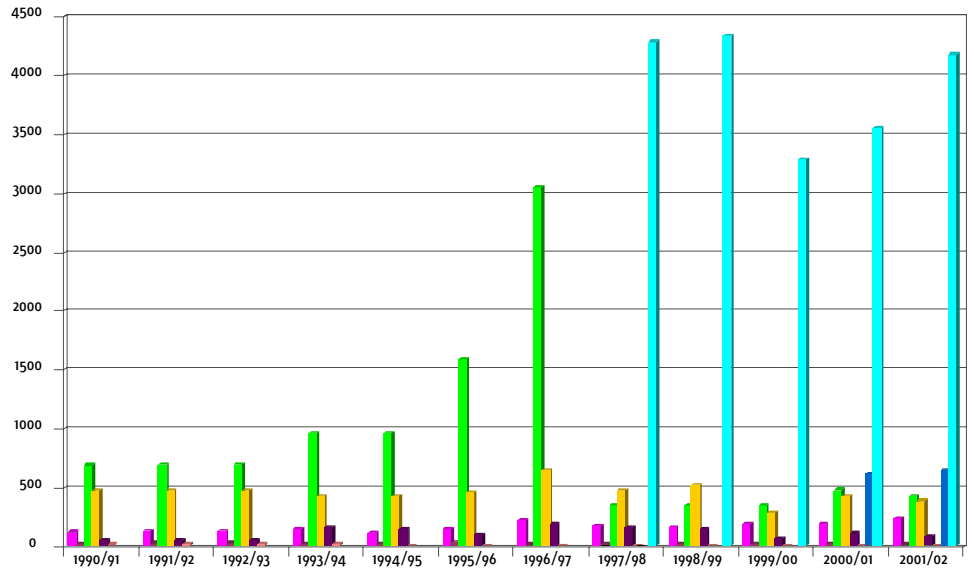
Category	Type of Incident
Animal	Eradication of mice, rats etc, where infestation has occurred. Includes relocation of wildlife e.g. squirrels and foxes.
Dog	Treatment of premises for mange, distemper etc, where a dog has been brought in or found.
Human	Generally related to detained persons (infected or unwell) placed in cells, which then need to be treated for fleas, lice, scabies etc.
Insect	Numerous types but grouped as flying, biting or crawling.
Other	Anything not included in specific categories such as birds, pigeons, scenes of crime decontamination etc.
Stores	Eradication of grain type beetles from storage areas in horse stables.
Vehicles	Cleansing and / or treatment of vehicles following transportation of verminous persons.
Body Fluids	Decontamination of custody suites or vehicles when body fluids have been spilt.

Reason for trends

- Due to particular season - e.g. flies and wasps are actively multiplying in early summer and dying off early to mid autumn.
- Unusual weather conditions - Prolonged high temperatures promote multiplication and high survival rate of insects. A cold year will effect the number available to survive the winter period to commence breeding the following spring.
- Computerisation of records and current data - This has allowed the full scope of public health incidents to be monitored which, coupled with greater awareness of the dangers of body fluids, has led to the increase in reported incidents within the human and body fluids categories.

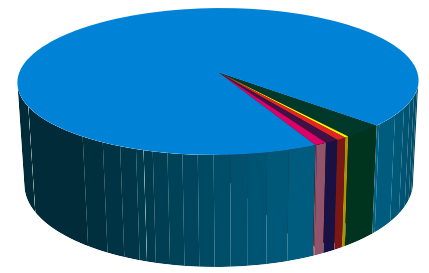
Trend of Public Health Incidents 1990-2002

- Animal
- Dogs
- Human
- Insects
- Others
- Stores
- Vehicles
- Body Fluids

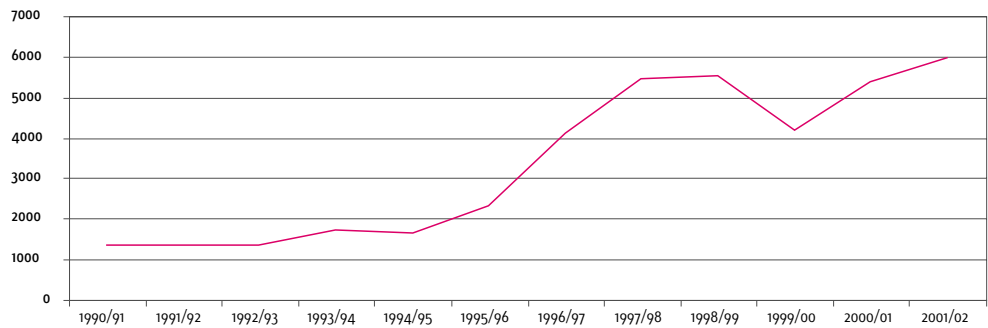


Public Health Incidents Total 2001/02

■ Police Stations	5,047
■ HQ Buildings	47
■ Training Establishments	53
■ Section Houses	38
■ Sport Clubs	16
■ Un Categoriased Buildings	160



Total Public Health Incidents 1990/2002



2.0 Performance Against Targets

2.1 Strategic Targets

This environmental progress report embraces all of the support departments, with year on year comparisons made where possible. It is primarily intended to provide information on progress to the Greater London Authority (GLA), Metropolitan Police Authority (MPA) and Metropolitan Police Service (MPS) members of staff, but it is recognised that the report is of interest to many other parties.

A number of objectives and efficiency savings have been established over the life of the environmental progress report and strategic targets set. The progress made on these strategic targets is reported in the relevant section of this report.

The strategic targets and progress reports are presented to differentiate between old, new and ongoing and are defined as follows: -

- **Objective**
Environmental aspects considered to be significant are managed through:
 - quantified / measurable targets for improvement;
 - on going operational control through the establishment of procedures;
 - management through further investigation.

An objective is agreed and set for each significant aspect that will be managed through improvement and / or investigation. MPA Environmental objectives are reviewed annually as part of the Environmental Strategy development, to consider their continuing relevance and the need for new objectives.

Other requirements, such as corporate objectives / targets, policy statements, external requirements, stakeholder interest, available resources etc. may also be taken into consideration when developing objectives.

Each objective is supported by a number of targets.

Targets relating to the various objectives should be:

- Specific
 - Measurable
 - Achievable
 - Result-orientated
 - Time bound
- **Targets and Progress Report for the 2001/02 Financial Year**
Report on strategic targets set for the financial year 2001/02, which are either completed, terminated or extended.
 - **Target for the 2002/03 Financial Year**
Set strategic targets for the financial year 2002/03.

2.2 Sustainable Development

Objective

Continually develop the environmental strategy, recognising significant environmental aspects, including the development of objectives with supporting targets, with regular review and update.

Strategic Targets

Targets and Progress Report for the 2001/02 Financial Year

- Develop standards and performance indicators by which policy and standards can be monitored.
Developing standards and performance indicators is an ongoing initiative where performance indicators for all buildings are being developed.
- To introduce an Environmental Management System (EMS) and obtain accreditation to ISO14001 for the pilot during 2001/02.
Property Services is working towards implementing an EMS at Cobalt Square (Head Quarters Building) and Orpington Police Station but the accreditation will be delayed until 2003/04.
- Undertake an appraisal of all strategic targets following the alignment of the MPA Environmental Policy with ISO14001.
A sustainable development objective has been added and the appraisal of the strategic targets is ongoing.
- Controlled rollout of the EMS starting with the top energy using buildings.
The delay to the pilot EMS has resulted in the rollout to the top energy using buildings being delayed until 2004/05.

Target for the 2002/03 Financial Year

- Controlled rollout of the environmental management system starting with the top energy using buildings.

2.3 Climate Change and Atmospheric Pollution

Objective

Reduce, wherever practicable the level of harmful emissions, in order to contribute to a healthy environment.



Strategic Targets

Targets and Progress Report for the 2001/02 Financial Year

- Trial halon 1211 alternatives as they become available.
No viable alternative has become available during 2001/02.
- Evaluate refrigerant alternatives, as they become available.
No viable alternatives have become available during 2001/02.
- Undertake an appraisal of all strategic targets following the alignment of the MPA Environmental Policy with ISO14001.
A climate change objective has been added and the appraisal of the strategic targets is ongoing.

Target for the 2002/03 Financial Year

- Trial halon 1211 alternatives as they become available.
- Evaluate refrigerant alternatives, as they become available.

2.4 Energy

Objective

Design all new buildings and engineering installations with regard to energy efficiency and whole life costings and manage energy wisely in all operations.

Strategic Targets

Targets and Progress Report for the 2001/02 Financial Year

- Set and monitor energy consumption targets for all MPA buildings.
This has been achieved through our Energy Management Database [TEAM] which records cost and consumption data from utility invoices. After the invoices have been checked for accuracy and, where necessary, smoothed so that the correct usage is recorded within the appropriate period, tables and graphs of actual costs and consumption against targets are being produced. Additionally, at quarterly intervals graphs of the previous years annual consumption are plotted for electricity and gas, to show at a glance variations in the pattern of usage.
- Undertake an appraisal of all strategic targets following the alignment of the MPA Environmental Policy with ISO14001.
An energy objective has been added and the appraisal of the strategic targets is ongoing.
- Development of benchmarking system for all buildings with over fifty occupants.
A benchmarking system for all buildings with more than fifty occupants has been developed. Performance indicators are published for each building at quarterly intervals. The performance indicators are produced using Good Practice Guide 286 [GPG 286] 'Energy Performance in the Government Estate' published by Building Research Energy Conservation Support Unit [BRESU] under the Best Practice Programme. Using GPG 286 three indicators are calculated: electrical, fossil fuel and overall performance. These are benchmarked against a target representing ideal performance for a range, or a combination of four different building types.

Target for the 2002/03 Financial Year

- Reduction in energy usage to meet the Making a Corporate Commitment 2 [MACC2] targets

Type	% Reduction	Target 2002/03 CO ₂ tonnes
Electricity	5.1	52,626
Gas	5.0	32,410
Fuel Oil	4.0	6,854
Total		91,890

- Aim to produce monthly reports for each of the six boroughs included in the Devolved Budget Pathfinder Scheme. Each report will incorporate both cost and consumption data against a target for all fuels used on the site. The reports will be issued to the Finance and Resource Manager for the relevant borough.
- The MPA aim to comply with the proposed changes to Part L of the Building Regulations by taking into account the environmental cost of providing new, or refurbishing existing properties.

2.5 Water Management

Objective

Reduce water consumption by the MPA.

Strategic Targets

Targets and Progress Report for the 2001/02 Financial Year

- Research and develop appropriate ground water abstraction arrangements to suit site requirements.
Awaiting development of the Network Access Codes which will outline the requirements and guidelines to be followed in order to gain access to a water company's supply mains network to serve other locations.
- Continue to evaluate / use water saving devices.
No evaluations were carried out during this period.
- Reduce water consumption by 25% from the 1996/97 base year by 2001/02.
This target has been achieved.
- Set and monitor water consumption targets for all MPA buildings.
Water consumption targets have been set and monitoring is being carried out across the estate.
- Undertake an appraisal of all strategic targets following the alignment of the MPA Environmental Policy with ISO14001.
A water management objective has been added and the appraisal of the strategic targets is ongoing.

Target for the 2002/03 Financial Year

- Evaluate water consumption by detained persons in police premises.
- Trial reduced flush sanitation appliances.

2.6 Transport

Objective

Reduce emissions from the MPA vehicle fleet.

Strategic Targets

Targets and Progress Report for the 2001/02 Financial Year

- Continue to identify and remove redundant underground petrol storage tanks to avoid risk of ground water pollution. Leaded petrol contains lead tetraethyl and unleaded petrol contains methyl tetra butyl ether (MTBE) which is becoming a common contaminant in aquifers in Southern England from such sources. Strategic sites for retention have been identified, and costings submitted for upgrading to the required standards. Negotiations for Home Office funding are underway. Costs for the de-commissioning of the remaining sites have also been submitted for approval.
- Undertake an appraisal of all strategic targets following the alignment of the MPA Environmental Policy with ISO14001. A transport objective has been added and the appraisal of the strategic targets is ongoing.
- To implement a policy to ensure that all vehicle painting activities, whether performed by contractors or in-house facilities, are carried out using 100% water based paint materials. This has been achieved.

Target for the 2002/03 Financial Year

- Programme for the upgrading of the strategic bulk fuel storage sites to the appropriate standard, and the de-commissioning of the other bulk fuel storage sites.
- The purchased of Liquid Petroleum Gas (LPG) powered Ford Transit dispatch delivery vans.
- Provision of a bulk LPG storage facility.
- Develop a method to record kilometres traveled in hire vehicles.

2.7 Waste Management

Objectives

Promote recycling and the use of recycled materials, whilst reducing consumption of materials wherever possible. Responsibly manage waste in all operations, site development and construction and seek to minimise wherever possible.

Strategic Targets

Targets and Progress Report for the 2001/02 Financial Year

- Maintain long term trend of reducing the cost of waste disposal. The reduction in cost of waste will require increasingly more innovation as the effects of the increasing landfill tax system may well outweigh any savings gained by our initiatives.
- Include waste reduction issues in the project development stage by focusing on environmentally friendly materials and

constructions.

A review is being undertaken on contracts and specifications for refurbishments and new works.

- Monitor disposal arrangements for best practice. Database of locations, storage containers and volume of waste disposed of has been created and is 50% complete, further audits are being carried out.
- Undertake an appraisal of all strategic targets following the alignment of the MPA Environmental Policy with ISO14001. Waste management objectives have been added and the appraisal of the strategic targets is ongoing.
- Removal of equipment containing Polychlorinated Biphenyls (PCBs) from MPA sites. A programme is being prepared for its removal.
- Improve measurement for vehicle waste, particularly tyres, antifreeze, engine oil etc. An environmental questionnaire was sent to the outsourced and in-house contractors.

Target for the 2002/03 Financial Year

- Monitor disposal arrangements for best practice.
- Removal of equipment containing PCBs from MPA sites.
- Evaluate the environmental questionnaires received from the vehicle contractors.
- Assess need to compact waste, making more effective use of storage containers.
- Trial selected sites for waste segregation and materials recovery.

2.8 Health and Hygiene

Objective

Promote good practice and house keeping to maintain a healthy and hygienic environment in the MPA workplace.

Strategic Targets

Targets and Progress Report for the 2001/02 Financial Year

- To inspect food suppliers on a regular basis, including temporary feeding stations. Food suppliers are inspected annually and at time of contract renewal. Temporary feeding stations required by policing operations are inspected.
- Undertake an appraisal of all strategic targets following the alignment of the MPA Environmental Policy with ISO14001. A health and hygiene objective has been added and the appraisal of the strategic targets is ongoing.
- Monitor increasing rodent activity and enhance eradication control methods. Enhanced eradication control methods were introduced which reduced the rodent activity.

Target for the 2002/03 Financial Year

- Continue cyclic programme of food premises and supplier auditing.
- Monitor pigeon activity and improve methods of deterrent.

2.9 Purchasing

Objective

Work with suppliers and contractors to minimise environmental risk in the supply chain through a purchasing policy founded on stewardship, especially in respect of the use of sustainable materials.

Strategic Targets

Targets and Progress Report for the 2001/02 Financial Year

- Continue to examine all the paper products Procurement Services buy and identify the environmental credentials – particularly the potential eco-toxic effects in manufacture. The examination of paper products is an ongoing target.
- Undertake an appraisal of all strategic targets following the alignment of the MPA Environmental Policy with ISO14001. A purchasing objective has been added and the appraisal of the strategic targets is ongoing.

Target for the 2002/03 Financial Year

- Include in the evaluation process of potential tenderers their understanding and contribution to the MPA Procurement Strategy.

2.10 Bio-diversity

Objective

Minimise the impact of our buildings and activities on the local community, fauna and flora.

Targets and Progress Report for the 2001/02 Financial Year

- Develop a bio-diversity policy to align with ISO14001.
- Undertake ecological and bio-diversity studies at : -
 - Chigwell Sports Club
 - Bushey Sports Club
 - Imber Court Sports Club
 - The Warren Sports Club
 - The Peel Training Centre at Hendon
 - Lippitts Hill Training Camp
 - Wainfleet
 - Milton Ranges GravesendDue to restricted resources these targets have been reviewed and deferred.

Target for the 2002/03 Financial Year

- Develop a bio-diversity policy to align with ISO14001.
- Undertake ecological and bio-diversity studies.

2.11 Training and Awareness

Objective

Continue to participate in appropriate environmental training seminars and, via training promote the implementation of sound environmental practice throughout the MPA.

Strategic Targets

Targets and Progress Report for the 2001/02 Financial Year

- Undertake an appraisal of all strategic targets following the alignment of the MPA Environmental Policy with ISO14001. A training and awareness objective has been added and the appraisal of the strategic targets is ongoing.
- Introduce a staff energy awareness campaign in order to harness the “no cost” and “low cost” energy saving opportunities available through people solutions for all buildings with over fifty occupants. To raise staff awareness, the Environmental Intranet site has been expanded to include an energy saving campaign page entitled 'Save It – Switch It Off'. This page gives advice and tips on energy saving, and a page detailing energy saving posters, stickers and booklets available to staff.

Target for the 2002/03 Financial Year

- Promote environmental awareness throughout the MPA.

3.0 In Year Initiatives

3.1 Operational Initiatives

Recognising the desire of the public for an increased uniformed presence on the streets of London and to take another step towards our vision of making London the safest major city in the world the following initiatives have been instigated:

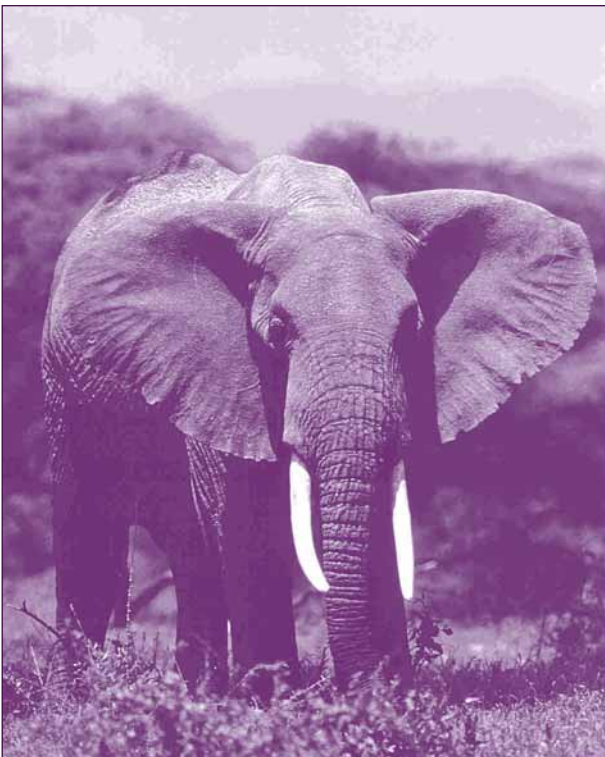
3.1.1 Partnership with Local Authorities

These partnerships between the Metropolitan Police Service (MPS) and Local Authorities aim to address the public nuisances of fly tipping, abandoned vehicles, litter and graffiti.

Other agencies assist in the partnerships, namely the Department of Social Services (DSS) and the Driver Vehicle Licensing Agency (DVLA). Specialist contractors are employed to remove abandoned vehicles and graffiti.

Local businesses are encouraged to adopt an "Anti-graffiti Code", where crime prevention officers will give advice and the shopkeepers will implement a policy not to sell spray paint or marker pens to individuals under the age of 18.

Street Wardens are employed by some Local Authorities. They have the authority to uphold council bylaws by issuing fixed penalty notices for environmental offences such as littering, graffiti and trade waste and work closely with their borough beat officers.



3.1.2 Wildlife Crime Unit

In Britain the responsibility for enforcement of the laws protecting our wildlife rests with the police service.

It is easy to think of wildlife crime as being something that happens in the countryside, and many people do not associate it with London. However, the London area is home to a wide range of wild species, including many which are protected in law. Rare species like Peregrine Falcons, Black Redstarts, Dormice and Stag Beetles are resident here and share the capital with the more often seen foxes and, of course, the cockney sparrows. Some of these do become victims of wildlife crime, but much of the work of the Wildlife Crime Unit concerns wildlife which lives elsewhere in Britain, or in other countries, and which is the subject of crimes committed by people in London.

Many of the wildlife offences reported to the Unit are local and can be dealt with by police on boroughs, with assistance from the Wildlife Crime Unit if required. In January 2002 the Wildlife Crime Unit wrote to Borough Commanders inviting them to nominate a police officer to act as the local point of contact for wildlife crime matters in the Borough. Most have now appointed a local wildlife officer but, because of the inevitable turnover, this is subject to change and for that reason, we have not published a list here. However, if you need to contact your local Borough Wildlife Officer, and you don't know who they are, please ring the Wildlife Crime Unit on 020 7230 3641 (63641) or 020 7230 2704 (62704).

As part of our work to increase public awareness of wildlife crime, the Wildlife Crime Unit also takes part in public exhibitions, where seized items are displayed. We supplied a number of exhibits to the Wild Tigers of Bandhavgarh exhibition at The Burrell Collection in Glasgow in 2000, and now have a wildlife crime exhibition on public display at London Zoo.

The London Zoo exhibition can be seen in the Small Mammal House and houses a number of endangered species items, seized in Operation Charm (the Unit's initiative against the illegal trade in endangered species in London) as well as small displays on bird's egg collecting and crimes against badgers. If you are planning to visit London Zoo, why not look in on the wildlife crime exhibition while you are there?

In addition the unit has published a number of public information leaflets and booklets, as well as a series of information sheets, for police officers, on different aspects of wildlife law.

Information sheets available include: –
The Protection of Badgers
The Protection of Birds
The Protection of Wild Plants
The Trade in Endangered Species

Copies of all publications are available from the Wildlife Crime Unit.

3.2 Environmental Initiatives

The main areas where we impact on the environment is the consumption of raw materials / natural resources and atmospheric pollution. To lessen these impacts the following initiatives have been instigated:



3.2.1 Property Initiatives

- Energy Accreditation Scheme

The Energy Management Section has been awarded accreditation under the National Energy Foundation - Energy Accreditation Scheme. The assessment is carried out independently by the Institute of Energy. The aim of the scheme is to assess both the processes and procedures used for the management of energy, and the level of support and commitment from the organisations senior management towards energy conservation.

- Making a Corporate Commitment 2 [MACC2]

MACC2 is a top level commitment to setting quantified targets for improving resource efficiency and environmental performance. The commitment also involves reporting these targets.

Signing up to MACC2

- represents a top-level commitment.
- shows vision, leadership and responsibility.
- faces up to the challenges of sustainable development.

Signing MACC2 will commit the MPA to reduce carbon dioxide [CO₂] emissions due to energy consumption by 5%, 3% and 2% over a three year period commencing April 2002.

- Building Research Establishment Environmental Assessment Method [BREEAM]

BREEAM is a means of reviewing and improving the environmental performance of buildings. It takes into account consumption of energy, water and building materials etc and the health and comfort of occupants.

It is the intention of the MPA to apply BREEAM to future new builds and major refurbishments. Whilst the aim will be to achieve a rating of excellent, a rating of very good will still pose a considerable challenge on some developments.

The basis of the scheme is a certificate awarded to individual buildings on the basis of "credits" for a set of performance criteria. The certificate provides a "label" for the building that enables the owners or occupants to gain recognition for the building's environmental performance. The certificate can be displayed in the building or used as part of an organisation's overall environmental statement. The building is assessed independently by trained assessors appointed by the Building Research Establishment [BRE]. BRE is responsible for specifying the criteria and methods of assessment, and for quality assurance of the assessment process used.

The objectives of the scheme are: -

- To distinguish buildings of reduced environmental impact in the market place.
- To encourage best environmental practice in building design, operation, management and maintenance.
- To set criteria and standards going beyond those required by law and regulations.
- To raise the awareness of owners, occupants, designers and operators of the benefits of buildings with a reduced impact on the environment.

- Mayor's Draft Energy Strategy

Property Services have actively participated in the development of the Mayor's Draft Energy Strategy that will be produced and published through the Greater London Authority [GLA], by commenting on the pre-publication draft of the strategy with regard to the specific sections that could impact on the MPA. Property Services continue to consider how the implications of the strategy can be incorporated into current MPA environmental policy, standards and procedures.

- **Renewable Energy**

Renewable electricity supports sustainable development by reducing carbon dioxide (CO₂) emissions, because of this it is exempt from the 'Climate Change Levy'.

Currently two sites (Cobalt Square and Orpington Police Station) are powered by renewable electricity, which represents approximately 3% of the usage for the MPA estate and is the same proportion that is available nationally from the renewable electricity generation mix.

- **Energy Walk Rounds**

During 2001/02 nineteen Energy Walk Rounds were carried out, with the aim to rapidly identify nil or low cost energy conservation measures. These surveys were targeted at buildings with the highest energy consumption. Items found ranged from good house keeping measures, reinstatement of heating, ventilation and air conditioning controls to lighting initiatives. The estimated annual reduction in energy consumption is 1,862,500 kWhs.



3.2.2 Procurement Initiatives

- **Paper**

The MPA requested that recycled paper be costed for the Commissioner's Annual Report.

The MPS official 2002 Christmas card (the Westminster / Wheel) was printed on paper made from managed resources.

Recycled paper is used throughout the MPA.

- **Recycling**

An initiative to increase the percentage of toner cartridges recycled will be launched by Procurement Services during 2003.

Procurement Services have supplied data on recycled materials to London Remade who will calculate the tonnage of material diverted from landfill.

- **Training**

London Remade held a workshop in conjunction with CIPS and the Environment Agency to develop an Environmental Awareness course. The MPA together with Transport for London (TfL) and the GLA took part in the workshop and will be taking advantage of the training courses on offer.

- **Procurement**

Wherever appropriate invitations to tender for MPA contracts now contain clauses designed to make potential suppliers demonstrate their understanding of the environmental issues arising from the goods or services they are bidding to supply. Procurement Services have adopted a range of internal objectives, which will assist in measuring how effective these requirements have been.

Procurement Services look at the "green option" when purchasing items for the first time, and have recently introduced a requirement for our purchasing staff to include a quotation for recycled paper wherever appropriate in our printing tenders.

- **Environmental Credentials**

Procurement Services, in conjunction with London Remade, are examining the environmental credentials of products from some of the major supplies.





3.2.3 Catering Initiatives

- **Disposable Cups and Containers**

The MPA uses around 17 million polystyrene soft plastic [foam type] disposable cups per annum, so recyclable alternatives were investigated.

After consultations with various companies regarding the manufacturing process, recovery / recycling process and the cost of waxed paper, hard plastic and polystyrene soft plastic [foam type] disposable cups, the Catering Department has decided not to change from the disposable cup currently in use.

Investigations and discussions with a soft foam recycling firm in the UK did not turn out as successful as hoped. The whole package was very expensive and the need for disposable cups and containers to be washed prior to recycling made it unworkable.

Catering Department is now considering a container made out of a material similar to that of egg boxes that is promoted as recyclable and biodegradable.

- **Awareness Training**

Catering staff are encouraged to use whatever recycling facilities are available in the dining and catering areas.

Catering Department produce a monthly "Waste Not" reminder to all catering units via the Catering Services Instructions, advising staff by various tips on energy and environmental issues and savings.

4.0 External Developments

These are some of the external developments, which help shape the internal initiatives.

4.1 Waste packaging regulations

The legislation concerned is the European Community (EC) Directive on Packaging & Packaging Waste [94/62/EC] which is the Producer Responsibility Obligations (Packaging Waste) Regulations 1997 [as amended].

The aims of the Regulations are to ensure that producers

- Reduce the amount of packaging waste produced
- Re-use packaging wherever possible
- Increase the amount of packaging recovered and recycled
- Achieve a more sustainable approach to dealing with packaging waste
- Reduce the amount of packaging waste going to landfill
- Implement the recovery and recycling targets in the EC Directive

The legislation applies to businesses which have a turnover in excess of £2 million, handle more than 50 tonnes of packaging per year and perform one or more of the activities listed below: -

- Packaging raw materials manufacturing
- Converting
- Packaging / filling
- Selling

The Metropolitan Police Authority operates 105 catering facilities and is responsible for 4 social clubs therefore the MPA has been defined as carrying out the selling activity.

To carry out its obligations the MPA will have to: -

- Identify the tonnage of packaging waste handled per year
- Identify the national recovery and recycling targets
- Tonnage to be recovered / recycled (seller activity only) - amount handled x 48% of the UK target (national recovery and recycling targets).
- Provide an audit trail.

4.2 Renewable energy

The Mayor's Draft Energy Strategy proposes a move towards greater use of renewable energy as a way of ensuring sustainable development in the future. To this end a target of reducing emissions of carbon dioxide (CO₂) to 20% of 1990 levels by 2010 has been set.

4.3 Landfill tax annual increase

Government has increased landfill tax by 10% in 2002 and by 7.7% in 2003.

4.4 Landfill segregation - EWC - European Waste Categories

Being introduced by Government on 31 August 2002, is the Landfill (England & Wales) Regulations 2002 which introduces the new European Waste Catalogue (EWC) which lists and describes waste using a 6 digit code system based on point of generation and by which process generated.

4.5 Waste disposal cost - annual increase

Continual annual rise in transportation costs and disposal costs have increased our costs by an average of 8% per tonne.

4.6 Changes to Part L of the Building Regulations

Building Log Book

- To enable energy consumption to be monitored and controlled, the log book should contain in summary form:-
 - Description of the whole building, its intended use, the design intent, and a schedule of floor areas catalogued by treatment type (air conditioned, mechanical ventilated etc).
 - Schematic diagrams and control strategies of relevant plant, physical location, installed capacities etc.
 - User's guidance re commissioning reports and Operation and Maintenance (O&M) manuals.
 - Schedule of energy meters and guidance on use.
 - For systems serving >200m², the forecast carbon emission rate and relevant national benchmark.
 - If measured, the air permeability.

Installation of Energy Meters

- Provide meters in a strategy enabling, for each fuel, at least 90% of annual energy consumption to be accounted for.
- Guidance on this is given in Appendix G, GIL 65, and the Chartered Institute of Building Services Engineers (CIBSE) Energy Efficiency Guide.

4.7 The Directive on Waste Electrical and Electronic Equipment (WEEE) Regulations

requirement regarding waste from products put on the market before entry into force of the legislation ("historical waste").

The regulations will:

- limit the total quantity of electrical and electronic waste going to final disposal/landfill
- introduce the principle of producer responsibility to encourage producers to take account, at the product-design stage, of the need to reduce the use of hazardous substances and improve product recyclability
- provide a system whereby consumers will be able to return their electrical or electronic equipment free of charge
- ensure prior treatment and suitable recycling after selective household collection of electronic waste organised by the Member States.

The Directive will apply to all consumer electrical and electronic equipment that is not at present treated before being incinerated or landfilled (both small and large household electrical equipment, toys, television sets, etc), and a wide range of professional electrical and electronic equipment, such as information technology and telecommunication equipment.

WEEE is defined in the proposal at Article 3 as "equipment which is dependent upon electrical current or electromagnetic fields in order to work properly and equipment for the generation, transfer and measurement of such currents and fields and designed for use with a voltage rating not exceeding 1000 Volt for alternating current and 1500 Volt for direct current". The proposed Directive includes the following features.

- Producers will be liable to take the waste from designated collection plants to approved treatment plants.
- Minimum treatment standards will be established for the recovery of WEEE.
- Member States will have to organise selective collection from private households.
- Producers will take over the waste from designated collection facilities.
- From there the waste will need to be channelled to certified treatment facilities, where further treatment according to the standards set out in the Directive can be ensured. The treatment standards contain minimum percentages for the recovery of this waste. These would come into force no later than 2006, and would range between 60% and 80%, depending on the product category.
- Better labeling requirements will be imposed to inform the end-users.

In accordance with the polluter pays principle, producers need to organise and finance the treatment, recovery and disposal of waste. The entry into force of the financing obligation will be delayed by five years to minimise the impact on producers of the financing

5.0 Historical Performance

5.1 Environmental Performance Indicators - General

All figures exclude VAT

Environmental Factor	1998/99	1999/00	2000/01	2001/02
Airborne Emissions other than greenhouse gases.				
Refrigerants used for food refrigeration, freezers, coldrooms, excluding air conditioning.				
• CFC [kg/annum] [see note 5]	9.26	17.50	0.00	0.00
• HCFC [kg/annum] [see note 5]	77.14	138.96	93.00	54.38
• HFC [kg/annum] [see note 5]	26.81	152.60	64.09	33.70
Refrigerants used for air conditioning plant.				
• HCFC [kg/annum]	N/A	N/A	972.10	354.00
• HFC [kg/annum]	N/A	N/A	4.50	10.00
Halon 1211 used [kg/annum] during public order training / duties	2576	2392	2440	1468
NO _x from combustion of fuels -				
• Electricity [tonnes/annum] [see note 8 & 15]	142.10	144.50	139.21	142.18
• Gas [tonnes/annum] [see note 8 & 15]	29.50	27.50	28.32	26.98
• Oil [tonnes/annum] [see note 8 & 15]	7.20	6.50	5.81	5.26
SO _x from combustion of fuels -				
• Electricity [tonnes/annum] [see note 8 & 15]	416.00	422.90	407.40	416.09
• Gas [tonnes/annum] [see note 8 & 15]	Neg.	Neg.	Neg.	Neg.
• Oil [tonnes/annum] [see note 8 & 15]	12.00	10.90	9.96	9.02



Environmental Factor	1998/99	1999/00	2000/01	2001/02
Transport				
Emissions road vehicles [kg CO ₂ /100 km of primary movement] [see notes 3&4].	27.076	26.376	33.538	30.173
Emissions boats [kg CO ₂ /hour].	N/A	24.000	N/A	N/A
Emissions helicopters [kg CO ₂ /hour] [see note 6].	494.502	494.502	494.502	494.502
Unleaded fuel used [million litres] [see note 4].	9.160	10.000	10.562	9.660
Super Unleaded fuel used [million litres] [see note 4].	0.281	0.000	0.372	0.332
Diesel fuel used [million litres] [see note 4].	0.747	0.800	1.107	1.120
Leaded fuel used [million litres] [see note 4].	0.047	0.030	0.0002	Neg.
Lead Replacement Petrol [million litres] [see note 4].	N/A	N/A	0.236	0.159
Marine Gas used [million litres].	0.096	0.094	0.074	0.093
Aviation Fuel used [million litres] [see note 6].	0.576	0.630	0.652	0.663
Road Vehicles - CO ₂ emissions [k Tonnes].	23.941	25.337	28.799	26.453
Boats - CO ₂ emissions [k Tonnes].	0.257	0.252	0.199	0.248
Helicopter - CO ₂ emissions [k Tonnes].	1.300	1.423	1.473	1.496
Number of road vehicles	3940	3987	3837	3835
Number of boats.	22	21	22	21
Number of helicopters.	3	3	3	3
Distance travelled road vehicles [million kilometres] [see note 3].	88.421	96.059	85.871	87.670
Hours operated boats [hours].	N/A	10500	N/A	N/A
Hours operated helicopters [hours].	2629.57	2878.50	2977.90	3026.10

Environmental Factor	1998/99	1999/00	2000/01	2001/02
Energy				
Energy cost (£/m ² treated floor area) [see notes 1 & 2].	11.34	10.63	10.10	10.66
Energy consumption [M.kWh] - Actual. [see note 1]	346.80	329.20	327.00	321.03
Energy consumption [kWh/m ²] - Normalised. [see notes 1 & 14]	511.00	514.29	471.00	483.00
Emissions from combustion of fuels [CO ₂ Tonnes] -				
• Electricity [see notes 1 & 9]	59,906	55,900	54,916	56,088
• Gas [see notes 1 & 9]	34,957	35,640	32,609	31,067
• Oil [see notes 1 & 9]	9,274	8,560	6,915	6,266
Emissions from combustion of fuels [CO ₂ kg/m ²] -				
• Electricity [see notes 1 & 9]	N/A	N/A	77.77	79.20
• Gas [see notes 1 & 9]	N/A	N/A	46.18	43.87
• Oil [see notes 1 & 9]	N/A	N/A	9.79	8.85
Emissions from combustion of fuel [kg CO ₂ /m ²] - Normalised [see notes 1, 14 & 16]	149.20	148.50	136.98	139.09
Sites with renewable power - proportion of total electricity supply	0	0	3%	3%
Site with CHP - proportion of total electricity supply [see 17]	0.27%	0.27%	0.27%	0.27%
Water				
Water cost (£/m ² net floor area). [see note 11]	1.46	1.51	1.14	1.19
Water consumption [km ³]. [see note 11]	786.00	697.64	693.00	751.35
Water consumption [m ³ /person]. [see note 11]	15.50	14.50	13.86	12.52
Waste				
Waste collection (£/m ³ collected). [see note 12]	6.03	6.93	6.98	6.77
Waste collection - general [m ³ /person/annum]. [see note 12]	1.95	1.96	2.00	2.01
Waste collection - general [km ³]. [see note 12]	104.69	105.19	106.69	107.19
Waste collection - clinical [bags/annum]. [see note 12 & 13]	3,167	4,252	4,525	4,711
Waste collection - special [m ³].	42	42	47	49
Total CO₂ emission Tonnes	N/A	N/A	130,538	124,330



Note:

1. The 1998/01 energy data has been audited and the figures corrected
2. Floor area information (m²) is based on net lettable areas provided by MPA Estates Group. The measure of floor area used to standardise energy consumption is treated area, defined as the net area multiplied by a DEFRA factor of 1.25 to allow for areas heated but not lettable [e.g. stores, covered car parks, roof spaces, plant areas etc.].
3. Distance traveled road, this data does not include kilometres traveled in hire vehicles.
4. Fuel used, this data includes fuel used in hire vehicles.
5. Due to the transfer of the refrigeration maintenance contract, only seven months of data was available for the financial year 1998/99 so an approximation was made to calculate the refrigeration use for twelve months.
6. The data used to calculate the aviation fuel usage during 1998/00 has been audited and the fuel usage and emissions corrected.
7. The halon 1211 usage was reported as kg/annum/100 officers, this has been changed to kg/annum.
8. The NO_x and SO_x data for 2000/01 has been audited and the figures corrected.
9. Emission factors for 1999/00 CO₂, NO_x and SO_x are 1998/99 factors, 1999/00 factors were not available.
10. N/A is not available.
11. The data used to calculate water usage during 1998/02 has been audited and corrected where necessary.
12. The data used to calculate waste collection during 1998/02 has been audited and corrected to realise the volume of compacted waste.
13. The increase in the quantity of clinical waste is due to a number of factors relating to police operations e.g. increased attendance of police surgeons for detained persons, and the re-issue of guidance Special Notice on Control of Infection which identifies what is clinical waste.
14. Small percentage differences should be treated with caution, due to data collection techniques.
15. Unfortunately variability in conversion factors makes year – on – year comparison unreliable.
16. The term normalised indicates that the data has been adjusted to take into account the changing size of the MPA estate and variation in weather conditions.
17. These are approximate figures.

6.0 Feedback on - The MPA Environmental Progress Report

From:- Telephone:
 Name: Fax:
 Address: E-mail:

We continually seek to improve the quality of our environmental progress report and this year have made many changes. Please let us know what you think by circling the number that best represents your views.

How would you rate:	Good		Fair		Poor
The environmental progress report overall?	1	2	3	4	5
Its thoroughness?	1	2	3	4	5
Its style and clarity?	1	2	3	4	5
The design?	1	2	3	4	5
The MPA's environmental performance?	1	2	3	4	5

How can we best improve the environmental progress report? Enquiries or comments?

Send to: Metropolitan Police Authority
 Property Services
 Policy, Strategy and Compliance Group
 Room C.G.01
 Cobalt Square
 1 South Lambeth Road
 London
 SW8 1SU

Fax to: 020 7230 8634 [CO 68634]
Telephone: 020 7230 9073 [CO 69073]
E-mail: graham.emery@met.police.uk



7.0 General Information

While every effort has been made to ensure that the information in this report is neither incomplete nor misleading, the details are for information and are not to be taken as advice or recommendations.

The data has been compiled from statistics produced from numerous sources including external contractors.

This document is printed on recycled paper comprising a minimum of 75% consumer waste.



8.0 Distribution List

MPA Chairman

Commissioner

Deputy Commissioner

Greater London Authority

GLA Environmental Advisor

Metropolitan Police Authority

MPA Clerk

MPA Treasurer

MPA Members Services

Deputy Commissioner's Command

DAC Strategic Planning & Performance

Cmdr Reform & Growth

DAC Directorate of Professional Standards

Director of Information

Cmdr C3I

Cmdr Diversity

Director Legal Services

DAC Chief of Staff

DAC Directorate of Public Affairs

AC Human Resources

Director Human Resources

Director Training & Development - Cmdr

Director HR Selection

Director HR services

AC Territorial Policing

DAC Operations

Cmdr Patrol & C3I

Cmdr Operational Performance, Improvement & Co-ordination

Cmdr Community Safety & Partnership

Cmdr Investigation & Criminal Justice

DAC Ops Support

Cmdr Public Order & Pan London Units

Cmdr Crime Operations

Cmdr Traffic & Transport

Cmdr Westminster

AC Specialist

DAC Intelligence Director

Cmdr Service Level Intelligence

Cmdr Covert Policing

Cmdr Policy Co-ordination & Community Problem Solving

Director Forensic Services

DAC Serious & Specialist Crime

Cmdr Homicide

Cmdr Specialist Crime

Cmdr Cross Border & Organised Crime

AC Specialist Operations

DAC Counter Terrorism

DAC Security & Protection

Cmdr Royalty & Diplomatic Protection

Cmdr Firearms & Aviation Security

Cmdr Special Branch

Director of Resources

Director of Finance Services

Head of Business Support

Accountant TP Support

Accountant DCC Business Accounts

Accountant SO Business Accounts

Accountant Property Services Business Accounts

Accountant Resources Procurement & Commercial Services

Accountant Personnel Business Accounts

Head of Corporate Finance

Budget Controller

Corporate Accountancy Manager

Financial Systems Manager

Financial Planning & Technical Manager

Head of Exchequer Services



Director of Procurement Services

Deputy Directors Procurement Services

Director of Property Services

Director Facilities Management
Assistant Director FM North
Assistant Director FM South
Assistant Director Corporate FM
Assistant Director Policy, Strategy & Compliance
Director of Estate Management
Director of Asset Management
Director of Procurement & Capital Works
Technical Library
Corporate Policy & Personnel
All Band Bs and above

Director of Commercial Services

Deputy Director Commercial Services
Director of Catering
Deputy Director Catering Operations
Deputy Director Catering Procurement
Deputy Director Catering Finance
Head of Uniform Branch
Head of Central Property Services
Head of Linguistic and Forensic Medical Services
Head of Travel Services
Head of Vehicle Recovery Storage Service

Director of Transport Services

Deputy Director Transport Services
Transport Environmental Officer

MPA & Internal Audit

MPS Library, NSY
TUS, DWC & JIC
ACPO Region 8 Secretary
Superintendents Association
Police Federation
Home Office (Heads of F1 to F7 Divisions)
HMIC
Audit Commission
National Audit Office
House of Commons Library
Carillion Services Plc
Interserve FM
Tilbury Douglas
PA Consulting Ltd.
Masons
DEFRA and various private and public organisations upon request.