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Title	The Metropolitan Police Authority's Environmental Progress Report
Version	1
Summary	<p>This document reports progress on the targets set for the 2002/03 financial year and establishes targets for the following year.</p> <p>The aim of this document is to provide a year-on-year comparison of our Environmental Performance.</p>
Branch / OCU	Property Services
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The Metropolitan Police Authority's Environmental Progress Report

Issued March 2004



**METROPOLITAN
POLICE**

Working for a safer London

MPA
Metropolitan Police Authority

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Environmental Champion's Statement



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

This document reports on progress on the targets set for the 2002/03 financial year and establishes targets for the following year.

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

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

The current MPA Environmental Strategy is under review and will, in the future, highlight environmental issues and the broader policing aspects. It is proposed to review and publish the strategy five yearly commencing in 2004.

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 Policy and the Environmental Progress Report are placed on the MPS Internet site during 2003/04.

Highlights of this report:

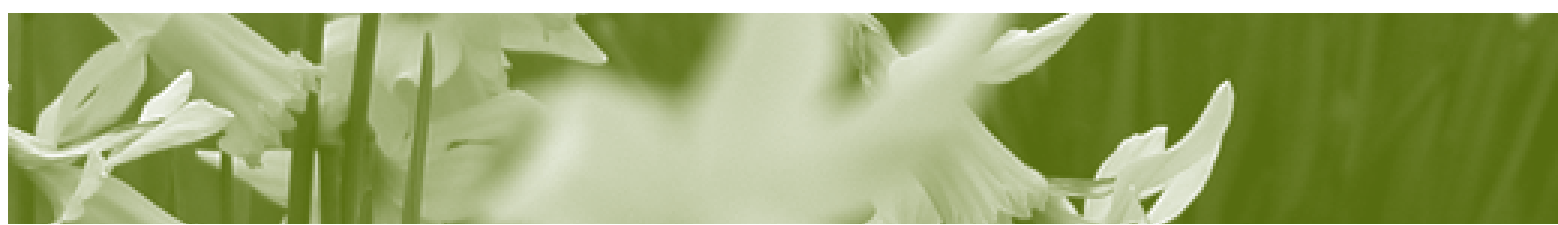
- Energy costs per m² have decreased by 6.1% on the previous year.
- When changes in the size of the MPA estate and weather conditions are considered energy consumption per square metre decreased by 9.2%.
- Normalised CO₂ emissions from energy consumption fell by 7.6% on the previous year.
- Unfortunately there is a continual rise in the production of general waste and clinical waste. The continual rise in clinical waste is attributed to police activities and the re-issue of the special notice identifying what actually constitutes clinical waste.

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

March 2004



1.0 | Overall Performance

This section lists the Metropolitan Police Authority's (MPA) overall environmental performance data for 2002/03, showing year on year comparison where possible.

1.1 | Energy

MPA Energy Management Strategy

The aim of the MPA Energy Management Strategy is to reduce energy cost and consumption to minimum levels commensurate with maintaining an efficient and acceptable working environment.

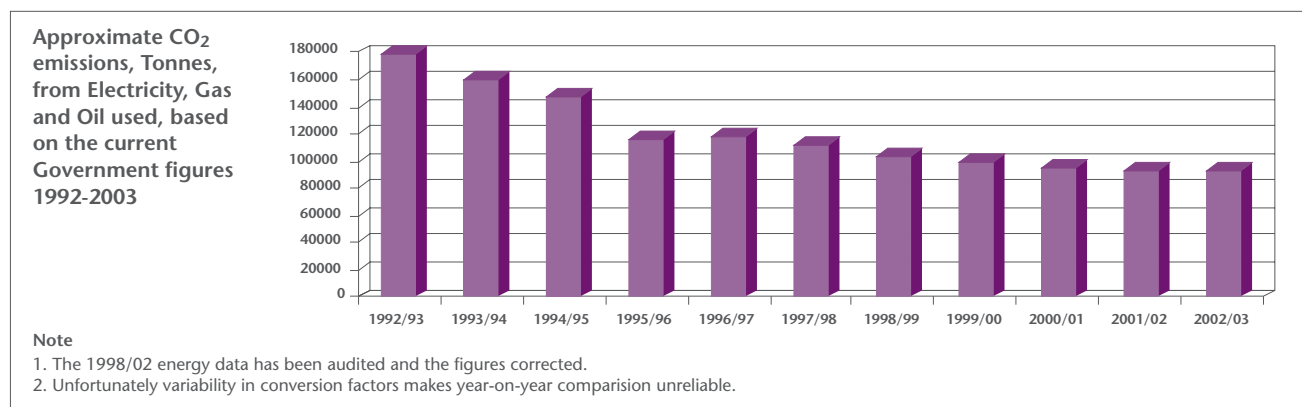
This will be achieved by being proactive and adopting industry best practice within a framework of legislation and standards.

We will also promote the use of energy efficient technology using energy derived from sustainable and environmentally friendly sources where possible.

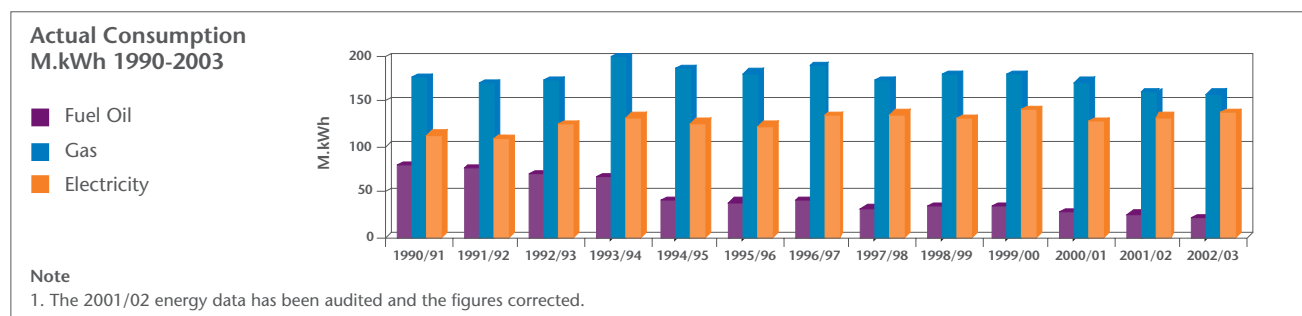
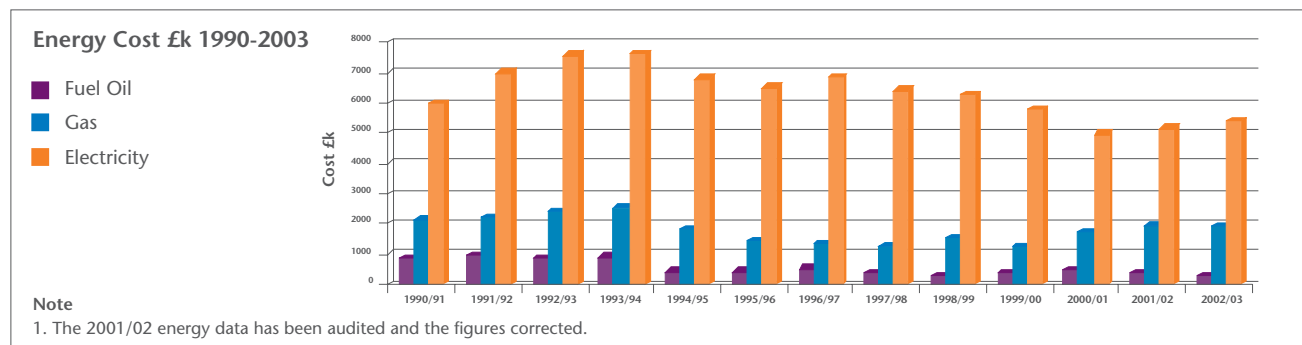
The resulting reduction in energy consumption will contribute to reducing the risk of climate change by decreasing emissions of CO₂, NO_x and SO_x.

The application of the Energy Management Strategy will reflect the aspirations of the Mayor's Energy Strategy and the government's environmental objectives.

Electricity, gas and oil are consumed in MPA buildings in the ratios of 43:50:7 respectively.

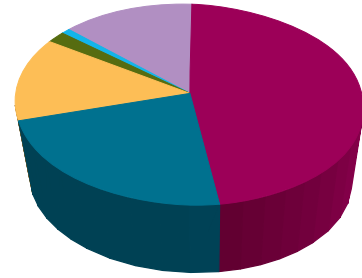


The cost of the MPA's energy consumption for the year 2002/03 was £7.688m an increase of 2.5% on the previous year.



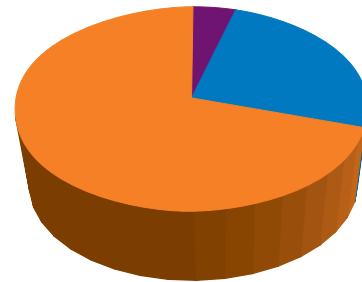
Comparative Energy Consumption 2002/03

Police Stations	47.36%
HQ Buildings	22.56%
Training Establishments	13.55%
Section Houses	1.93%
Sports Clubs	0.91%
Un-categorised Buildings	13.69%



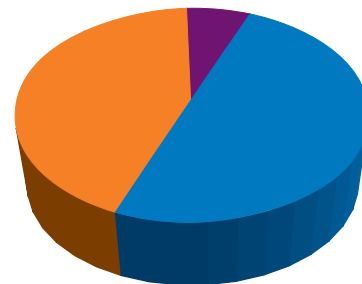
Total Energy Cost 2002/03

Fuel Oil	£0.334m
Gas	£1.942m
Electricity	£5.412m
Total	£7.688m



Total Energy Consumption 2002/03

Fuel Oil	21.256 M.kWh
Gas	158.796 M.kWh
Electricity	138.296 M.kWh
Total	318.348 M.kWh



Comparative Energy Costs

	1999/00 £m	2000/01 £m	2001/02 £m	2002/03 £m
Police Stations	3.71	3.53	3.60	3.67
HQ Buildings	1.26	1.73	1.91	1.89
Training Establishments	0.84	0.92	0.96	0.92
Section Houses	0.17	0.14	0.08	0.12
Sport Clubs	0.01	0.01	0.06	0.05
Uncategorised Buildings	1.36	0.73	0.89	1.04
Total	7.35	7.06	7.50	7.69

During 2002/03 power stations emitted 57,788 tonnes of carbon dioxide (CO₂) by burning fossil fuels to generate the electricity to meet the MPA demands.

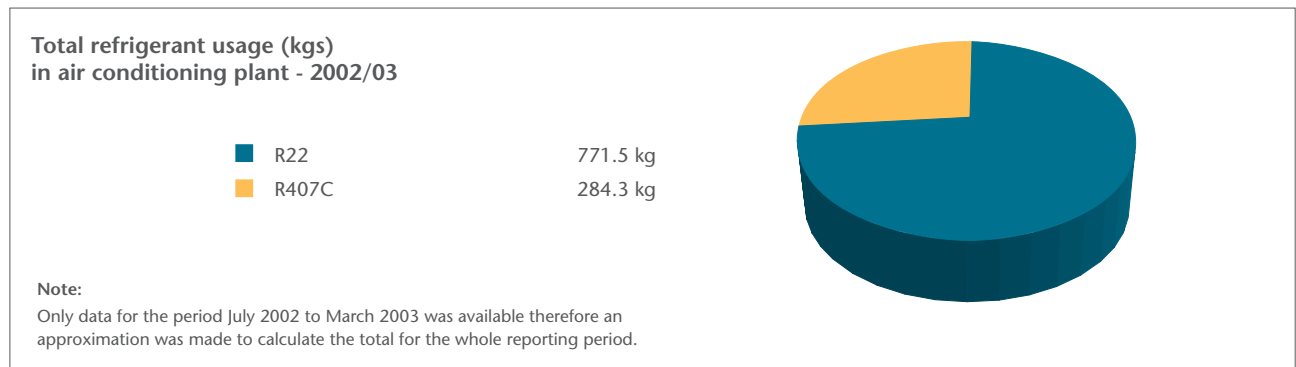
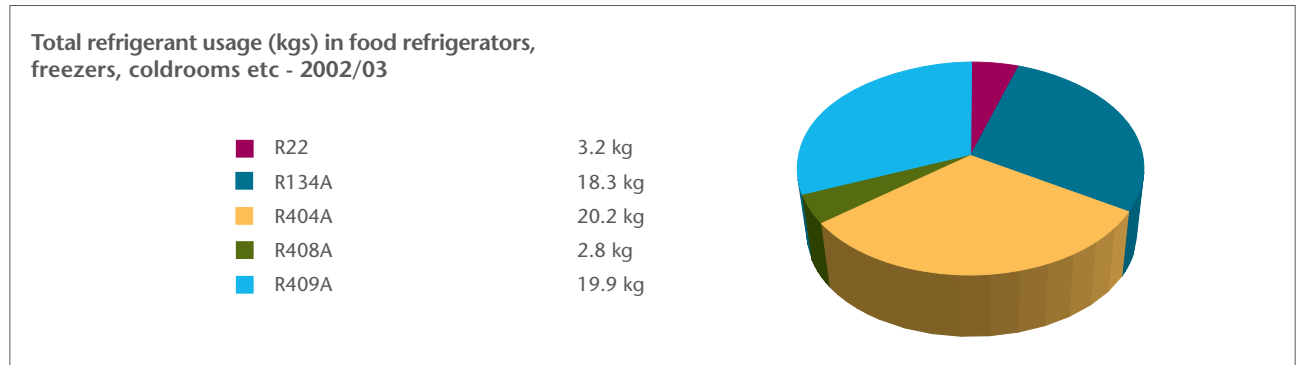
Actual CO₂ emissions from energy consumption fell by 0.3% on the previous year. In recognition of the need to continue this reduction, the MPA became a signatory to the second 'Making a Corporate Commitment' campaign (MACC2) run by the Department of the Environment, Food and Rural Affairs (DEFRA). This committed the MPA to reduce CO₂ emissions due to energy consumption

by 5%, 3% and 2% over a three year period which commenced in April 2002.

1.2 | Refrigeration

Hydrochlorofluorocarbons (HCFCs) and Hydrofluorocarbons (HFCs) are currently used in MPA refrigeration systems for air conditioning plant, walk in refrigerators and freezers, refrigerated display cabinets, plus commercial and domestic freezers and refrigerators.

The graphs below show the refrigerant usage for 2002/03.

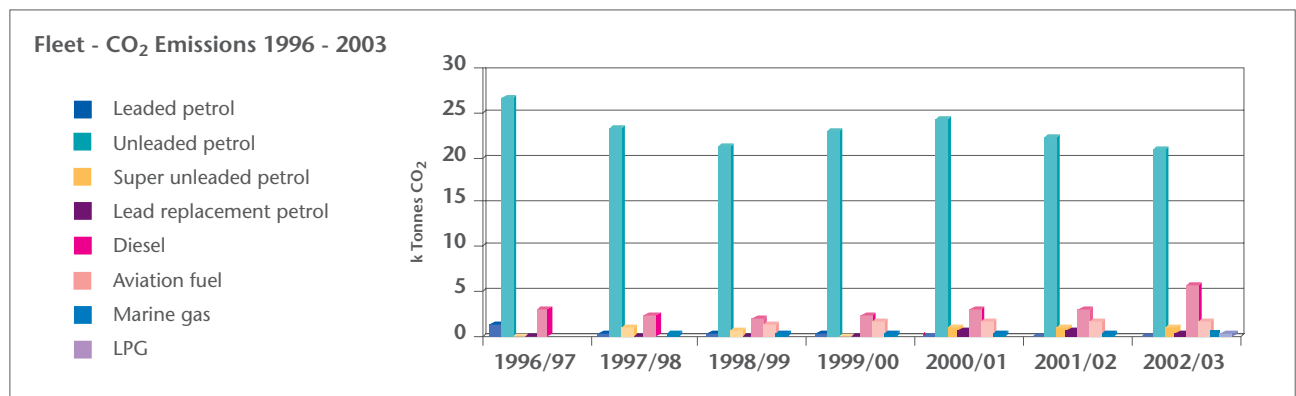


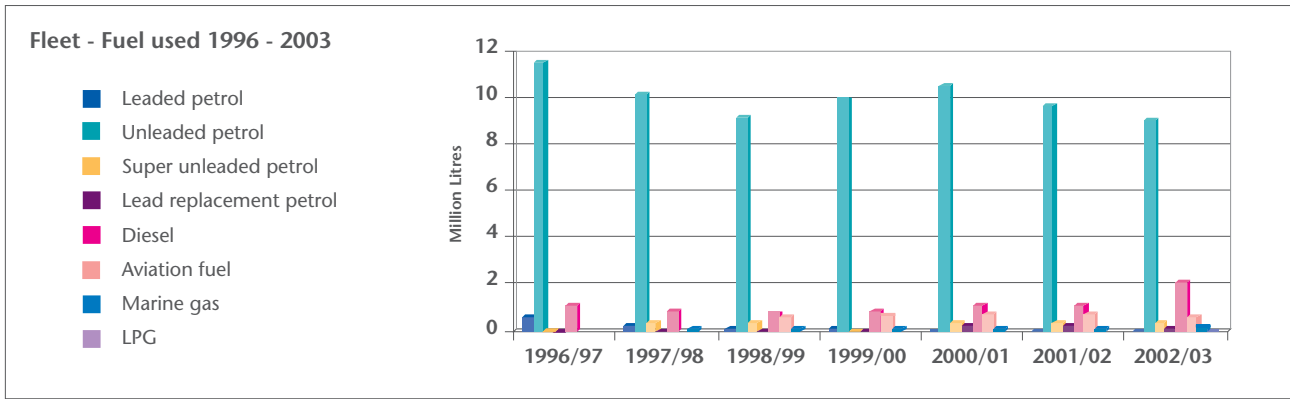
1.3 | Transport

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 4,147 road vehicles, 14 boats and 3 helicopters.

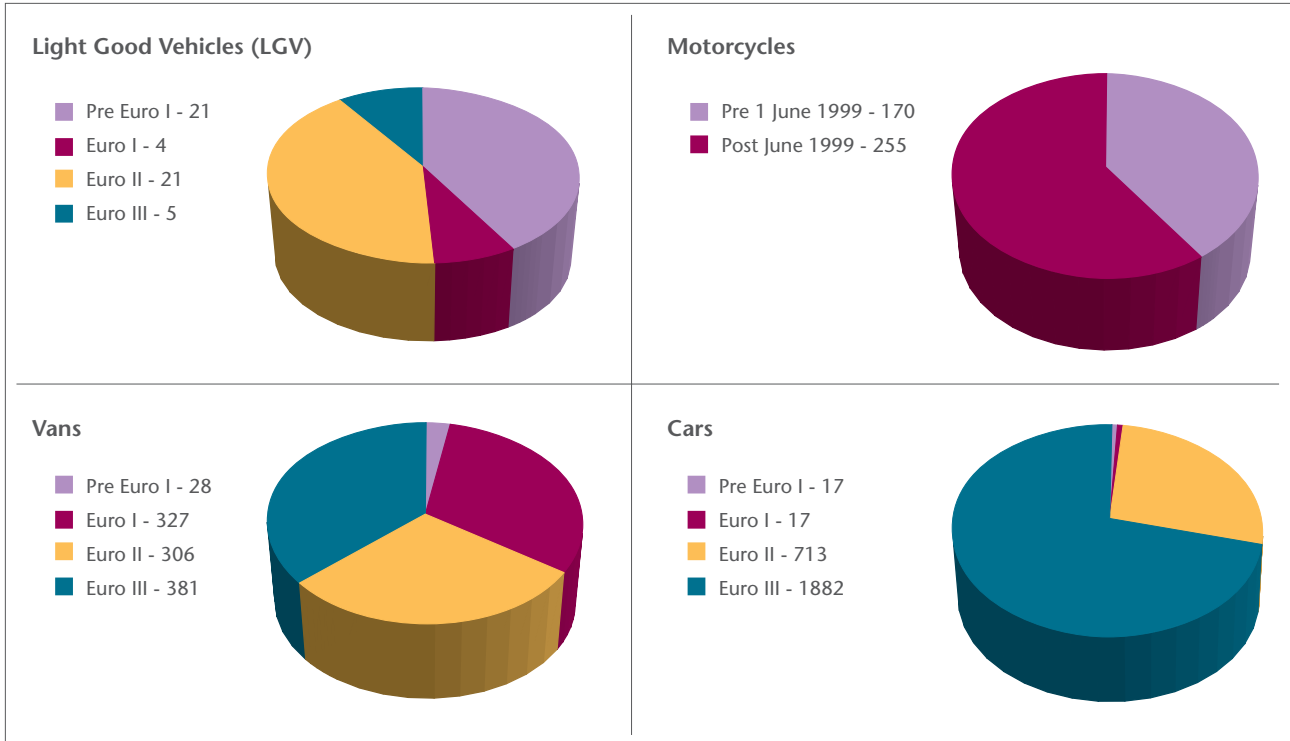
Below are details of the fuel used and the CO₂ produced by this fleet, initially the graphs showed data for road vehicles, data for boats was added in 97/98 and data for helicopters was added in 98/99.





The following graphs show the number and types of vehicles comprising the MPA fleet, and to which European Standard they conform. The requirement for motorcycles

to have emissions 'type approval' for new motorcycles did not apply until June 1999, and new motorcycles produced after that date must comply with them.



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 into the ground.

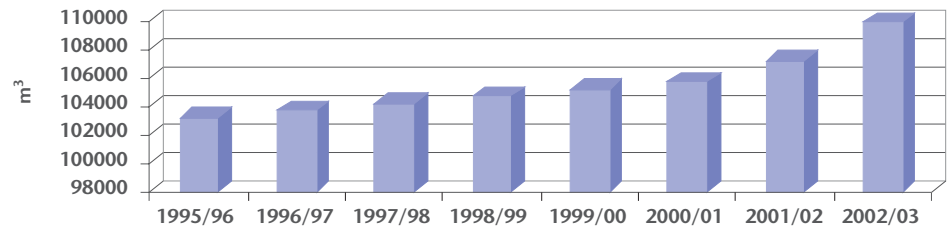
The overall cost of the disposal of MPA waste for the year 2002/03 was £823,915.

MPA waste disposal figures for 2002/03: -

(Note: The weight quoted below for general waste is based on an approximation of 1m³ = 66.66kg).

- disposal through local authorities of 109,867m³ (7,324 tonnes approx.) of general waste at a cost of £743,732.
- incineration of 4,747 bags (379.84m³/33.28 tonnes approx.) of hazardous/clinical waste at a cost of £71,210.
- escorted disposal and then incineration of 136m³ (22.95 tonnes approx.) of special waste/illicit drugs at a cost of £8,973.

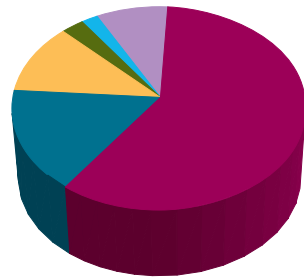
**Waste Collection - General
(Non-hazardous) 1995 - 2003**



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

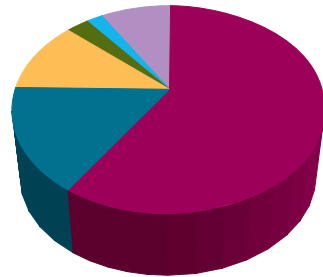
General Waste 2002/03 - Quantity

Police Stations	64,986 m ³	4,333 tonnes approx.
HQ Buildings	17,677 m ³	1,178 tonnes approx.
Training Establishments	12,382 m ³	825 tonnes approx.
Section Houses	3,022 m ³	202 tonnes approx.
Sports Clubs	2,209 m ³	147 tonnes approx.
Un-categorised Buildings	9,591 m ³	639 tonnes approx.
Total	109,867 m³	7,324 tonnes approx.



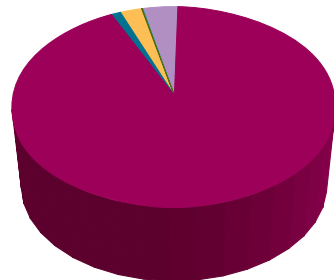
General Waste 2002/03 - Cost

Police Stations	£439,918
HQ Buildings	£119,667
Training Establishments	£83,818
Section Houses	£20,453
Sports Clubs	£14,949
Un-categorised Buildings	£64,927
Total	£743,732



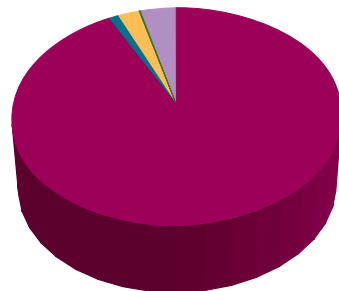
Clinical Waste 2002/03 - Quantity

Police Stations	351.30 m ³	30.78 tonnes approx.
HQ Buildings	4.03 m ³	0.35 tonnes approx.
Training Establishments	9.18 m ³	0.81 tonnes approx.
Section Houses	0.33 m ³	0.03 tonnes approx.
Sports Clubs	0.17 m ³	0.01 tonnes approx.
Un-categorised Buildings	14.83 m ³	1.30 tonnes approx.
Total	379.84 m³	33.28 tonnes approx.



Clinical Waste 2002/03 - Cost

Police Stations	£65,858
HQ Buildings	£756
Training Establishments	£1,722
Section Houses	£64
Sports Clubs	£31
Un-categorised Buildings	£2,779
Total	£71,210



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:

- On 7 February 2003 a contract was let to provide a secure disposal service for redundant uniforms and equipment.
- Numerals and insignia are removed and returned to Uniform Services for re-issue. Re-usable clothing or equipment is exported for sale to other Forces outside the European Community but the majority of garments are sent for "flocking" to reduce them to raw material used for packaging materials or in the production of fibre board.
- Body armour is reduced to its individual sheets and used in the production of carbon fibre dashboards or seat backs by the motor industry.
- The contractor claims to recycle 96% of the material that passes through his hands. This is clearly a significant contribution to the MPA's environmental strategy as well as representing a source of income to the Service.

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. Since the beginning of August 2002, the scheme was put on hold, whilst the issue of compliance with the Mobile Telephones (Re-programming) Act 2002 was addressed. The system recommenced in March 2003.

General Waste:

- General waste recovered as a percentage of the total general waste - 109,867 m³
- Recovered paper- 5.20%
- Recovered cardboard - 5.63%
- Recovered cans - 0.01%
- Total percentage of general waste recovered - 10.84% (11,909 m³)
- Confidential waste recovered - 5,676 m³

Office consumables:

- The number of aluminum drink cans recycled during 2002/03 was approximately 44,625, which is 2.58% of the total purchased.
- An office mixed waste paper and cardboard collection scheme is in place at Head Quarter (HQ) buildings and Hendon Training Centre.
- 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 Head Quarter Building.
- Approximately 5,836 toner cartridges were recycled by the MPA during 2002/03.

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 - 7.68 tonnes
- Recovered brass - 7.29 tonnes

Catering:

- Recovered waste cooking oil - 10,000 litres approximately, data for the whole reporting period was unavailable therefore an approximation has been calculated.

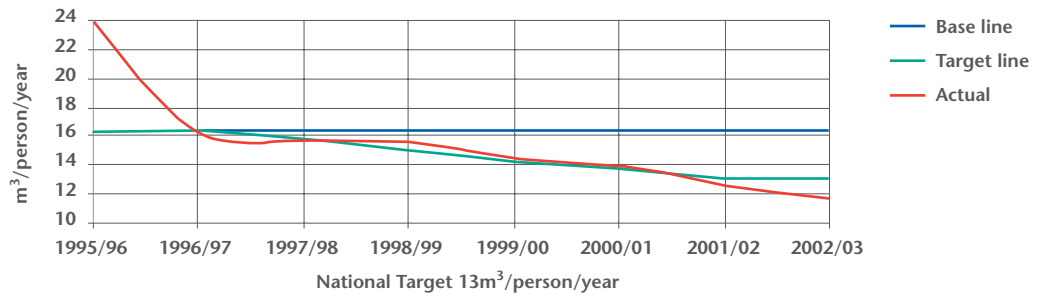
1.6 | Water

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.

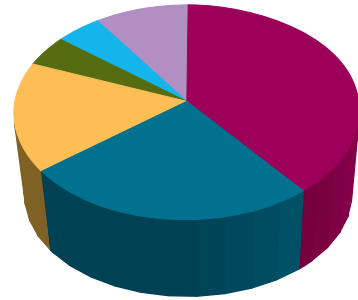
The actual consumption by the MPA for the year 2002/03 was 773,080,000 litres at a cost of £820,965.

Water Consumption against Target - 1995-2003

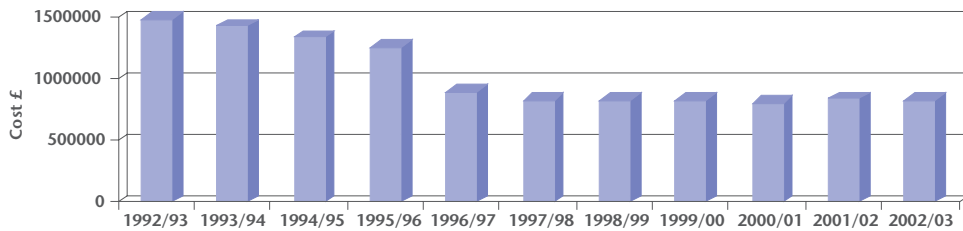


Comparative Water Consumption m³ 2002/03

Police Stations	302,495 m ³
HQ Buildings	195,528 m ³
Training Establishments	127,735 m ³
Section Houses	36,207 m ³
Sports Clubs	36,433 m ³
Un-categorised Buildings	74,682 m ³
Total	773,080 m³



Water Supply Cost 1992-2003



1.7 | Health & Hygiene

The graphs below show the trends in public health incidents over the period 1990 - 2003.

The total number of public health incidents (including vehicles) in 2002/03 was 5,833.

Description of categories (types of incidents)

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

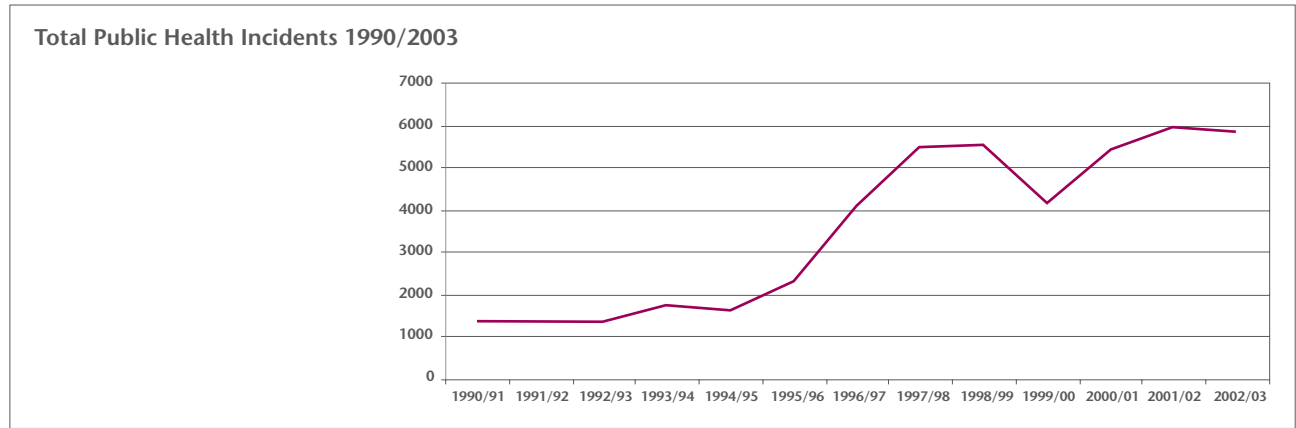
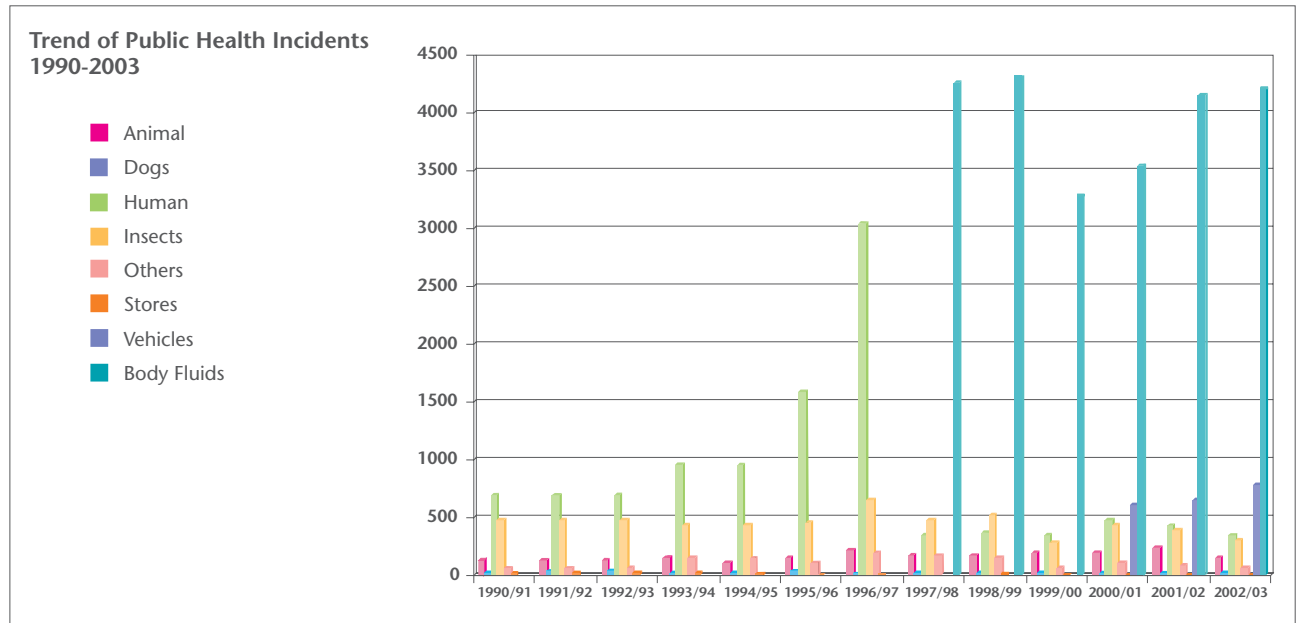
Cleansing and/or treatment of vehicles following transportation of verminous persons.

Body Fluids Decontamination of custody suites or vehicles when body fluids have been spilt.

A cold year will effect the number available to survive the winter period to commence breeding the following spring.

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.
- 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.



2.0 | Performance Against Targets

2.1 | 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 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 targets set. The progress made on these targets is reported in this section of the report.

The 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 2002/03 Financial Year

Report on targets set for the financial year 2002/03, which are either completed, terminated or extended.

■ Target for the 2003/04 Financial Year

Set targets for the financial year 2003/04.

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.

Targets and Progress Report for the 2002/03 Financial Year

- To introduce an Environmental Management System and obtain accreditation to ISO14001 for the pilot during 2002/03.

Property Services is working towards implementing an Environmental Management System at Cobalt Square (Head Quarters Building) and Orpington Police Station but the accreditation will be delayed until 2004/05.
- Controlled rollout of the environmental management system starting with the top energy using buildings.

The delay to the pilot environmental management system has resulted in the rollout to the top energy using buildings being delayed.

Target for the 2003/04 Financial Year

- To introduce an Environmental Management System and obtain accreditation for the pilot during 2004/05.

2.3 | Climate Change and Atmospheric Pollution

Objective

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

Targets and Progress Report for the 2002/03 Financial Year

- Trial halon 1211 alternatives as they become available.

No viable alternative has become available during this reporting period.
- Evaluate refrigerant alternatives, as they become available.

No viable alternatives have become available during this reporting period.

Target for the 2003/04 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.

Targets and Progress Report for the 2002/03 Financial Year

- Reduction in CO₂ emissions to meet the Making a Corporate Commitment campaign 2 (MACC2) target. The target for the first year of MACC2 was a 5% reduction in CO₂ emissions (normalised for weather and changes in size of estate). Emissions were down 7.6% to 134.65 kg/m², hence the target was achieved. The campaign runs for three years until March 2005 and the overall target is a 10% reduction.

- Aim to produce monthly reports for each of the six boroughs included in the Devolved Budget Pathfinder Scheme.

The monthly monitoring procedures for the Devolved Budget Pathfinder Scheme were implemented and reports published on the environmental information Intranet site. However these procedures were revised to incorporate changes in the Devolved Budget Business Rules and the expansion of the scheme to the 33 boroughs. The Finance and Resource Manager can now monitor their energy costs through Metfin the MPA finance system. Then as required supporting information can be obtained through Property Services who continue to monitor budgets and publish cost and consumption data.

- The MPA aim to comply with the changes introduced with Part L of the Building Regulations. The regulations now take into account the environmental cost of providing new or refurbishing existing properties. Their aim is to reduced carbon emissions by introducing primary legislation to regulate and monitor energy use. In line with these changes a strategy has been developed to automatically sub meter energy consumption of building services through the Building Energy Management System (BEMS).

Target for the 2003/04 Financial Year

- To ensure that all properties on the MPA estate are supplied with electricity that is derived from a renewable (Green) source. Green energy is exempt from the climate change levy as it does not produce emissions of CO₂.
- Fuel oil is used on the MPA estate to provide heating/hot water services where a natural gas connection is not available and to supply emergency generators in the event of a power failure. During this year we aim to convert to an Ultra Low Sulphur alternative that has a sulphur content of 40 times less than that currently used.

- Produce regular devolved energy cost reports for all properties in the 33 boroughs, showing actual costs against a profiled budget for gas and electricity used at each site.
- To carry out an assessment of the impact on electricity consumption due to the increased use of information technology (IT) and communications equipment together with any associated cooling load.
- Develop a briefing document for the implementation of Part L of the Building Regulations.
- Implementation of a diverse range of energy engineering initiatives.
- Develop a purchasing strategy for utility procurement in 2004/05. The strategy will reflect MPA objectives of sustainable procurement together with the on going need to ensure that utilities are purchased at the most economic rates available in the market.

2.5 | Water Management

Objective

Reduce water consumption by the MPA.

Targets and Progress Report for the 2002/03 Financial Year

- Research and develop appropriate ground water abstraction arrangements to suit site requirements. Await developments of the Network Access Codes that 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.
- Evaluate water consumption by detained persons in police premises. This has been delayed.
- Trial reduced flush sanitation appliances. W.C cisterns of 6 litre capacity have been installed in the toilets at Wellington House (HQ building). Savings of approximately 7m³ of water per day are predicted.

Target for the 2003/04 Financial Year

- Maintain achieved reduction in water consumption by monitoring for underground leakage and excess use.
- Review water consumption targets as staff migration around the estate occurs.
- Research and develop appropriate ground water abstraction arrangements to suit site requirements.
- 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.

Targets and Progress Report 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.

All those sites to be decommissioned have been water sealed and are in the process of being filled and handed over to Property Services for final decommissioning. The site modernisation programme upgrades bulk fuel sites in turn to continue to allow us to respond to any strategic fuel supply demands during the process. The current status of the site modernisation projects is as follows: -

Hendon: Tanks are installed and testing will be undertaken during April 2003.

Alperton: Date for modernisation is still to be agreed as the previously planned major rebuild of the Alperton site has now been cancelled.

Deer Park Road: This site is the replacement for Hampton, expected to be in service in late Summer 2003.

Chadwell Heath: Currently undergoing leakage tests.

Lambeth: The proposal is to close this site briefly during the summer of 2003 to install modern monitoring equipment. The closure period is to be decided dependent upon completion of work on the other sites.

Hampton: This site will close in April 2003; it will be replaced by the new site at Deer Park Road.

Catford: Site work is planned to start upon the completion of work at Lambeth.

- The purchased of more Liquid Petroleum Gas (LPG) powered Ford Transit dispatch delivery vans.

The MPA is now operating 10 LPG powered Transit vans on the dispatch delivery and collection service around the capital. A further 10 are on order.

- Provision of a bulk LPG storage facility.

The MPA bunkered fuel sites form part of the emergency contingency fuelling plan for London's blue lamp services and as such the inclusion of LPG at strategic locations is being reviewed. The Hendon vehicle refueling facility is currently being overhauled and is to have a LPG dispenser added as part of the refurbishment of the facility.

- Develop a method to record kilometres travelled in hire vehicles.

Arrangements have been made with our hire car contractors to capture hire car mileage.

Target for the 2003/04 Financial Year

- Programme to extend the LPG Fleet
- Further Modernisation of the MPA Vehicle Fleet
- Adoption of Biodiesel
- Euro IV Compliant 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.

Targets and Progress Report for the 2002/03 Financial Year

- Monitor disposal arrangements for best practice.

The database of locations, storage containers and volume of waste disposed of is now 75% complete, further audits will be carried out.

- Removal of equipment containing Polychlorinated Biphenyls (PCBs) from MPA sites.

The removal of PCB contaminated equipment from Hendon Training Establishment has been programmed to commence in February 2003 and be completed by May 2003.

- Evaluate the environmental questionnaires received from the vehicle contractors.

This is ongoing.

- Assess need to compact waste, making more effective use of storage containers.

This is ongoing.

- Trial selected sites for waste segregation and materials recovery.

Trials have commenced at Cobalt Square Headquarters Building and Hendon Training Establishment.

Target for the 2003/04 Financial Year

- Consider and evaluate current advancements in handling waste, and segregating waste.
- Continue with available resources to determine a Met wide scheme to capture / recover recyclable waste.
- Removal of equipment containing PCBs from MPA sites.
- Monitor disposal arrangements for best practice.
- 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.

Targets and Progress Report for the 2002/03 Financial Year

- Continue cyclic programme of food premises and supplier auditing.
Temporary feeding stations (i.e. schools) are inspected.
- Monitor pigeon activity and improve methods of deterrent.
Enhanced deterrent methods introduced which reduced pigeon activity.

Target for the 2003/04 Financial Year

- To review food hygiene requirements in line with future legislation and GLA requirements.

2.9 | Procurement

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.

Targets and Progress Report for the 2002/03 Financial Year

- Continue to examine all the paper products bought and identify the environmental credentials - particularly the potential eco-toxic effects in manufacture.
The examination of paper products is an ongoing target.
- Include in the evaluation process of potential tenderers their understanding and contribution to the MPA Procurement Strategy.
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.

Target for the 2003/04 Financial Year

- Contribute to the development of a service wide policy in respect of environmentally acceptable disposal of redundant goods and materials.

- Develop a process for establishing whole life cost comparisons for green items.
- Investigate the possibility of introducing toilet tissue made from recycled paper.
- Develop and relaunch the toner cartridge recycling scheme across the MPA.
- Support the GLA's Environmental Strategy by working with London Remade and other agencies to promote green procurement in the MPA.

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 2002/03 Financial Year

- Develop a bio-diversity policy to align with ISO14001.
- Undertake ecological and bio-diversity studies.
Due to restricted resources neither of these targets have been achieved.

Target for the 2003/04 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.

Targets and Progress Report for the 2002/03 Financial Year

- Promote environmental awareness throughout the MPA.
An article was published in the "Job" (the newspaper of the Metropolitan Police Service) entitle "Big turn-off that's vital", the article promotes energy saving.

Target for the 2003/04 Financial Year

- Place the MPA environmental policy and current environmental progress report on the MPS Internet site.
- Publish an environmental leaflet and distribute to all police stations and public libraries in the Greater London area.

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 | Transport Operational Command Unit (OCU)

The new Transport OCU was formed in July 2002 and is funded by the Greater London Assembly along with Transport for London (TfL).

This is the first time that a dedicated police unit has been established to tackle crime and enforcement issues on buses and taxis in the UK. The initiative will see police officers, traffic wardens and Police Community Support Officers, once appointed, patrolling buses and bus lanes on 26 key routes across London.

The aim of this unit is to ensure that passengers and staff on London's buses travel in a safe environment, free of disorder, graffiti, anti-social behaviour and illegally parked vehicles.

3.1.2 | Police Community Support Officers (PCSOs)

The first PCSOs were introduced in September 2002. Initially they performed the vital role of security patrols in central London, deterring criminals and providing intelligence to police officers. In the longer term they will be patrolling London's bus routes and working in specific community roles to tackle local problems and the quality-of-life issues such as litter and graffiti that we know many Londoners are concerned about.

PCSO's will be central to the mission of the Metropolitan Police Service (MPS). They will become a visible and potent force in the community. They will enhance street visibility so that London becomes safer and will deliver the reassurance necessary to reduce the fear of crime. Combined with police patrol strength they will provide the critical mass necessary to prevent street crime and tackle the quality of life issues that are so important to our communities well being.

Responsive to local need, reflecting the diversity of the local community PCSO's will provide a recognisable and knowledgeable local presence capable of building public confidence. PCSO's will be employed in a way that makes them flexible and responsive to needs. They will be intelligence led, forming an integral part of the policing team.

PCSO's will not replace police officers they will enhance the police establishment. PCSO's are there to help police officers do their job more effectively. This means that PCSO's may relieve police officers from some duties, releasing them to perform roles where their full range of skills and training are needed. It may also mean that they become a resource that a police officer can deploy to assist in local problem solving.

PCSO's will be differentiated from local authority wardens by the powers they can exercise. However, they will not have the same powers as police officers. These powers include fixed penalty notices (cycling on the pavement, litter, dog fouling and anti-social behaviour), entry to premises to save life, removing abandoned vehicles, the power to stop vehicles at authorised road checks, emissions tests and overweight vehicles, powers under the Terrorism Act to set up cordons and conduct bag searches (NOT searches of persons) and the seizure of alcohol and tobacco. PCSO's have a limited power to detain a suspect pending the arrival of a police officer.

PCSO's will add to our capabilities and free up many highly trained officers to return to tackling crime. They will be extra eyes and ears out on the street.



3.1.3 | Emissions Testing

The MPS is supporting emissions testing through special service agreement with the Association of Local Government (ALG).





3.1.4 | Wildlife Crime Unit

The MPS Wildlife Crime Unit continues its work against the illegal trade in endangered species in London, as well as ensuring that the laws protecting the wildlife of London itself are properly enforced.

Recent enforcement operations have resulted in the seizure of traditional Chinese medicines made from endangered species and successful prosecutions have been brought in cases involving offences against badgers, birds of prey and songbirds.

In November 2003 two MPS officers will be appointed to the Unit to undertake wildlife law enforcement on a full-time basis. This, together with the network of local Borough Wildlife Officers will substantially increase our enforcement capacity in future. The Wildlife Crime Unit will look at how it can develop the network of Borough Wildlife Officers.

The Wildlife Crime Unit with the Greater London Authority will host a conference on wildlife crime in London, at City Hall on 28 November 2003. The purpose of the conference will be to bring together MPS Borough Wildlife Officers, local authority officers with wildlife responsibilities (Trading Standards Officers, Environmental Health Officers, Parks Officers etc.) and wildlife Non Governmental Organisations (NGOs) so that they can form their own local networks against wildlife crime at a borough level. Local partnerships are important as different bodies have different powers to deal with offences, and we can be most effective when we work in partnership.

The Unit will be producing a PowerPoint presentation on Wildlife Crime in London. This will be available to police officers, local authorities and other groups and is intended to increase public awareness. The presentation will be produced on CD ROM and will be launched at the November 2003 conference.

3.1.5 | Mountain Bikes

At present there are approximately 350 mountain bikes being ridden by officers throughout the Metropolitan Police District.

The benefits of riding bicycles are:

- Increase in the numbers of arrests for street drug dealers.
- They are faster than vehicles in heavy traffic and are highly visible.
- Officers on bicycles have direct contact with the community.
- Officers on bicycles can gain access to areas inaccessible to vehicles.

3.2 | Environmental Initiatives

The main areas where the Metropolitan Police Authority (MPA) impacts 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

■ Elevators

The demand for electricity is steadily rising. As 80% of it comes from burning fossil fuels, conserving electricity is essential to control emissions, which are becoming an environmental threat.

In addition to transportation and industry, buildings are major users of energy, accounting for one third of all energy consumed.

In addition to staff awareness and training, the methods to conserve energy in buildings involves better design, better materials and better equipment.

In buildings with elevators, an estimated 5-10% of the total electricity bill goes on operating them. However, due to advances in elevator drive technology, it is possible to reduce elevator energy consumption and initial building costs.

Since 1990, Property Services have operated a policy of replacing old and obsolete elevators with variable voltage, variable frequency (V3F) drive systems. The V3F drive consumes substantially less energy and imposes much lighter loads on the supply network.



Until recently, a typical police station would be served by an 8 person 2 speed AC lift. Replacing this with a V3F powered elevator saves approximately 2,500 kWh hours per annum, which translates into somewhere between 1-4 fewer tons of coal burned and the creation of a corresponding figure of 2-10 tons of acid rain, all from the choice between drive alternatives for a single elevator.

Three and four car group installations, such as in New Scotland Yard, Jubilee House, Hendon etc., save approximately 27,000 kWh of electricity, which is the equivalent of 43 extra tons of coal which has to be mined, transported and burned, heating the atmosphere, polluting the air and creating more acid rain.

Real savings in fusing, cabling and machine room cooling results from 50-60% lower starting current and 35% better power factor over traditional 2 speed variable voltage AC and DC drive systems.



3.2.2 | Catering Initiatives

■ Food Box

Catering is very aware of the need to obtain a more environmentally friendly food box for take away meals etc, and will try to do away with the polystyrene box currently in use and find an environmentally friendly substitute, this would either be recyclable or biodegradable each of which would be an improvement on our current box taking into account cost implications.

■ Catering Equipment

Catering equipment from catering units/kitchens that are no longer operational is removed, serviced, cleaned and tested and then used to replace obsolete or defective equipment in operational catering units/kitchens.

■ Diesel

We intend to continue increasing the proportion of our vehicle fleet powered by modern diesel engines thereby producing a commensurate decrease in our dependence on petrol. This strategy will not only provide significant reductions in carbon dioxide (CO₂) emissions, but will also provide a commensurate reduction in fuel usage.

We intend to introduce biodiesel into our bulk fuel storage sites; it will replace the less environmentally friendly low sulphur fuel that we currently stock.

■ Euro Emission Specification - Euro IV

We intend to lead on the early introduction of Euro IV compliant vehicles onto the MPA fleet. These will meet the most stringent emission legislation due to be introduced on January 2005.

3.2.3 | Transport Initiatives

■ Liquid Petroleum Gas (LPG)

In addition to the Despatch Vans, we intend to trial 20 LPG powered Astra Incident Response Vehicles (IRVs) for use within the Brent Borough Operational Command Unit. These vehicles are due to enter service in early 2004. This initiative will see all the IRVs in Brent running on LPG and will provide valuable data to aid the MPA in its alternative fuel strategy.



3.2.4 | Procurement Initiatives

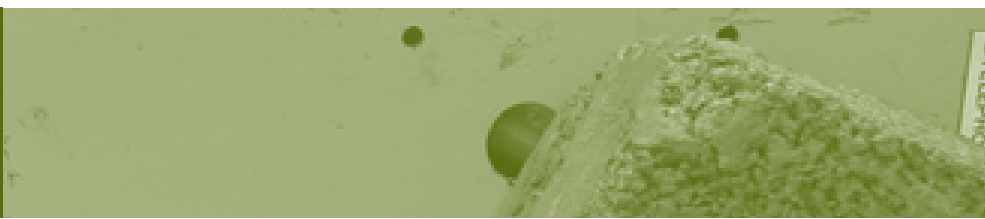
- The introduction during the year of copier paper made from recycled materials in the document production units run by outsourced contractor Interserve FM means that the MPA can now claim to be totally green in its paper usage.

The Metropolitan Police Authority (MPA) is a signatory to the Mayor's Green Procurement Code and Procurement Services have been in regular discussions with London Remade on our approach to environmental procurement. Their first annual report identifies the MPA as a key supporter of the Mayor's strategy with the highest spend on recycled products of the 89 companies and organisations currently working with them. London Remade has calculated that our £1 million spend on recycled paper and envelopes represents a saving of 1,283 trees, 2,063 barrels of oil, 117,477,567 litres of water, 3,411,275 kWh of electricity and 1,865 m³ of landfill.

Procurement Services are now examining London Remade's new 'Materials Service' which aims to put producers of waste in touch with manufacturers who need it as raw material with a view to comparing opportunities and benefits under the scheme with current methods of disposal of such items as paper, glass and rubber tyres.



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4.0 | External Developments

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

4.1 | The Mayor's Air Quality Strategy September 2002

This strategy sets out a number of measures that businesses are encouraged to take to improve air quality, including:

- ensuring all vehicles meet cleaner emissions standards (the Mayor urges companies to ensure that all vehicles meet at least the Euro II standard plus a Reduced Pollution Certificate or Euro III by 2005)
- introducing travel plans to promote more sustainable transport choices
- using government grants to help convert vehicle fleets to the cleanest technologies and fuels
- adopting initiatives which allow more informed purchasing choices so that emissions and energy use are reduced
- reporting their business emissions and demonstrating continuing and meaningful improvements in environmental performance
- adopting renewable energy technologies
- improving indoor air quality in workplaces

4.2 | The Mayor's Energy Strategy January 2003

The two priority issues taken forward by this strategy are climate change, and fuel poverty.

The strategy identifies a number of strategic energy issues for London, with policies and proposals to address them. Strategic policies and targets on these issues, which aim to drive sustainable energy in London, form the proposed strategic energy framework for London.

The effective implementation of the strategic energy framework will rely on people making the right decision about which energy measures are appropriate for certain circumstances. To guide these decisions, the Mayor has defined an Energy Hierarchy. When each step of the Energy Hierarchy is applied in turn to a range of activities, it will help ensure that London's energy needs are met in the most efficient way:

- use energy efficiently
- use renewable energy
- supply energy efficiently

The Mayor will lead by example in purchasing renewable energy. He expects the functional bodies to power their head offices completely from renewable electricity by the end of 2003 and their 'satellite' building completely from renewable electricity by the end of 2005. They should also investigate the feasibility of employing renewable energy technology on their buildings.

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

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



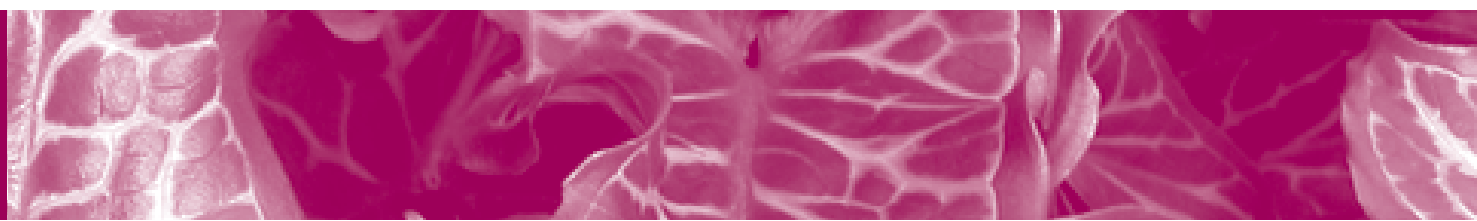
5.0 | Historical Performance

5.1 | Environmental Performance Indicators - General

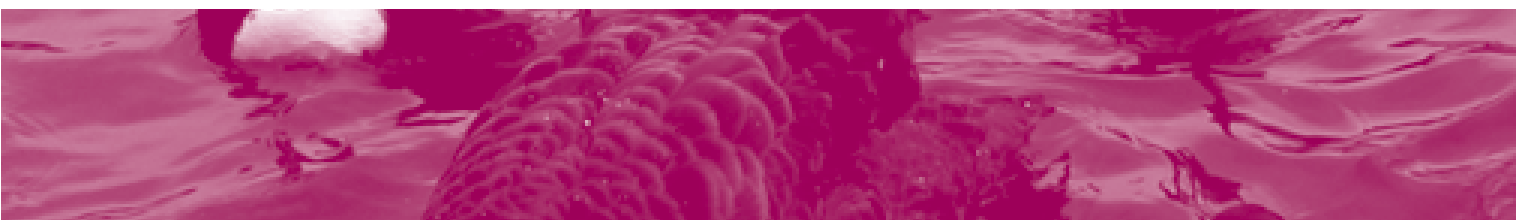
All figures exclude VAT

Environmental Factor	1999/00	2000/01	2001/02	2002/03
Airborne Emissions other than greenhouse gases				
Refrigerants used for food refrigeration, freezers, coldrooms, excluding air conditioning.				
CFC (kg/annum)	17.50	0.00	0.00	0.00
HCFC (kg/annum)	138.96	93.00	54.38	25.90
HFC (kg/annum)	152.60	64.09	33.70	38.50
Refrigerants used for air conditioning plant.				
HCFC (kg/annum) (see note 5)	N/A	972.10	354.00	771.50
HFC (kg/annum) (see note 5)	N/A	4.50	10.00	284.30
Halon 1211 used (kg/annum) during public order training/duties	2,392	2,440	1,468	1,891
NO _x from combustion of fuels				
Electricity (tonnes/annum) (see note 13 & 16)	144.50	139.21	144.37	150.74
Gas (tonnes/annum) (see note 13 & 16)	27.50	28.32	26.31	26.20
Oil (tonnes/annum) (see note 13 & 16)	6.50	5.81	5.26	4.46
SO _x from combustion of fuels				
Electricity (tonnes/annum) (see note 13 & 16)	422.90	407.40	422.50	441.16
Gas (tonnes/annum) (see note 13 & 16)	Neg.	Neg.	Neg.	Neg.
Oil (tonnes/annum) (see note 13 & 16)	10.90	9.96	9.02	7.65

Environmental Factor	1999/00	2000/01	2001/02	2002/03
Transport				
Emissions road vehicles (kg CO ₂ /100 km travelled (see notes 3&4).	26.376	33.538	30.173	28.383
Emissions boats (kg CO ₂ /hour) (see note 17).	24.000	N/A	N/A	38.557
Unleaded fuel used (million litres) (see note 4).	10.000	10.562	9.660	9.076
Super Unleaded fuel used (million litres) (see note 4).	0.000	0.372	0.332	0.319
Diesel fuel used (million litres) (see note 4).	0.800	1.107	1.120	2.122
Leaded fuel used (million litres) (see note 4).	0.030	0.0002	Neg.	0
Lead Replacement Petrol (million litres) (see note 4).	N/A	0.236	0.159	0.008
Liquid Petroleum Gas (LPG) (million litres)	N/A	N/A	N/A	0.005
Marine Gas used (million litres).	0.094	0.074	0.093	0.129
Aviation Fuel used (million litres) (see note 6).	0.630	0.652	0.663	0.611
Road Vehicles - CO ₂ emissions (k Tonnes).	25.337	28.799	26.453	27.445
Boats - CO ₂ emissions (k Tonnes).	0.252	0.199	0.248	0.346
Helicopter - CO ₂ emissions (k Tonnes).	1.423	1.473	1.496	1.380
Number of road vehicles	3,987	3,837	3,835	4,147
Number of boats. (see note 17)	21	22	21	14
Number of helicopters.	3	3	3	3
Distance travelled road vehicles (million kilometres) (see note 3).	96.059	85.871	87.670	96.694
Hours operated boats (hours).	10,500	N/A	N/A	8,983
Hours operated helicopters (hours).	2,878.50	2,977.90	3,026.10	2,790.17

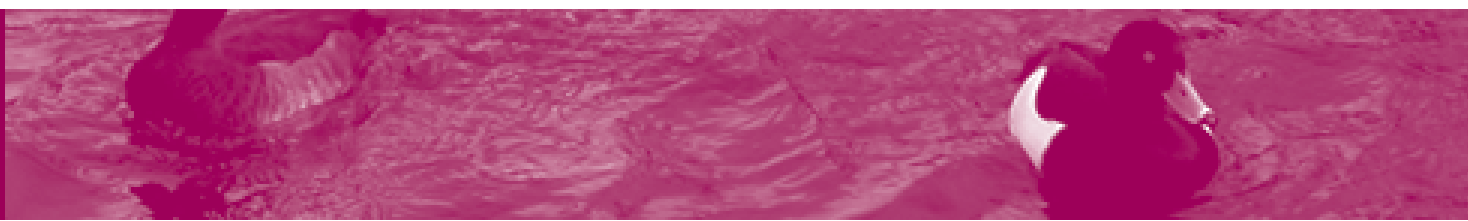


Environmental Factor	1999/00	2000/01	2001/02	2002/03
Energy				
Energy cost (£/m ² treated floor area) (see notes 1 & 2).	10.63	10.10	11.23	10.54
Energy consumption (M.kWh) - Actual. (see note 1)	329.20	327.00	316.98	318.35
Energy consumption (kWh/m ²) - Normalised. (see notes 1 & 12)	514.29	471.00	506.00	459.00
Emissions from combustion of fuels (CO ₂ Tonnes)				
Electricity (see notes 1 & 7)	55,900	55,917	56,952	57,788
Gas (see notes 1 & 7)	35,640	32,609	30,299	30,171
Oil (see notes 1 & 7)	8,560	6,915	6,266	5,314
Emissions from combustion of fuels (CO ₂ kg/m ²)				
Electricity (see notes 1 & 7)	N/A	77.77	85.27	79.26
Gas (see notes 1 & 7)	N/A	46.18	45.37	41.38
Oil (see notes 1 & 7)	N/A	9.79	9.38	7.29
Emissions from combustion of fuel (CO ₂ kg/m ²) - Normalised (see notes 1, 12 & 14)	148.50	136.98	144.90	134.65
Sites with renewable power - proportion of total electricity supply	0	3%	3%	3%
Site with Combined Heat & Power (CHP) - proportion of total electricity supply (see note 15)	0.27%	0.27%	0.27%	0.27%
Water				
Water cost (£/m ² net floor area). (see note 9)	1.51	1.14	1.19	1.24
Water consumption (m ³). (see note 9)	697,640	693,000	751,350	773,080
Water consumption (m ³ /person). (see note 9)	14.50	13.86	12.52	11.62
Waste				
Waste collection (£/m ³ collected). (see note 10)	6.93	6.98	6.77	6.76
Waste collection - general (m ³ /person/annum). (see note 10)	1.96	2.00	2.01	2.06
Waste collection - general (m ³). (see note 10)	105,190	106,690	107,190	109,867
Waste collection - clinical (bags/annum). (see note 10 & 11)	4,252	4,525	4,711	4,747
Waste collection - special (m ³).	42	47	49	136
Total CO₂ emission Tonnes	N/A	130,538	124,426	126,811



Notes

1. The 1998/02 energy data has have 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. The distance travelled by road from 1999 to 2002 does not include kilometres travelled in hire vehicles, from 2002 onwards the distance travelled by road includes kilometers travelled in hire vehicles.
4. Fuel used, this data includes fuel used in hire vehicles.
5. Data was only available for the period July 2002 to March 2003 so and approximation was made to calculate the total usage for the reporting period.
6. The data used to calculate the aviation fuel usage during 1998/00 has been audited and the fuel usage and emissions corrected.
7. Emission factors for 1999/00 CO₂, NO_x and SO_x are 1998/99 factors, 1999/00 factors were not available.
8. N/A is not available.
9. The data used to calculate water usage during 1998/01 has been audited and corrected where necessary.
10. The data used to calculate waste collection during 1995/01 has been audited and corrected to realise the volume of compacted waste.
11. 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.
12. Small percentage differences should be treated with caution, due to data collection techniques.
13. Unfortunately variability in conversion factors makes year - on - year comparison unreliable.
14. 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.
15. These are approximate figures.
16. The NO_x and SO_x data for 2001/02 has been audited and the figures corrected.
17. Only motorised boats included as from 2002/03.
18. Data was only available for the period July 2002 to March 2003 so and approximation was made to calculate the total usage for the reporting period.



6.0 | Feedback on The MPA Environmental Progress Report

From:-

name: tel:

address: fax:

..... e-mail:

.....

.....

We seek continually to improve the quality of our environmental progress report and this year have made a lot of 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
 Resilience and Inspectorate Group
 Room C.G.01
 Cobalt Square
 1 South Lambeth Road
 London
 SW8 1SU

fax to: 020 7230 8634 (CO 68634)
tel: 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

Directorate of Strategic Development

Diversity Directorate

Directorate of Legal Services

Business Group Support Unit

Business Manager (DCC)

Directorate of Professional Standards

Business Manager (DPS)

Directorate of Organisational Learning

Directorate of Information

Business Manager (DoI)

Chief of Staff (Commissioner's Private Office)

Directorate of Public Affairs

AC Human Resources

Director of Human Resources

Director of Training & Development

Director of HR Recruitment

Director of HR Services

Director of People Development

Business Manager (HR)

AC Territorial Policing

DAC Ops Support

Cmdr NIM & Performance

Cmdr Patrol & C3i

Cmdr Investigation & Criminal Justice

Cmdr Reassurance & Community Safety Partnership

Business Manager (TP-SMT)

DAC Operations

Cmdr Public Order & Pan London Units

Cmdr Crime Operations

Cmdr Traffic & Transport

Cmdr Westminster

Business Manager (City of Westminster)

AC Specialist Crime

DAC Director of Intelligence, Development & Review

Cmdr Operational Development

Cmdr Performance Inspection & Review

Director Forensic Services

DAC Director of Operations & Tasking

Cmdr Organised & Cross Border

Cmdr Homicide

Cmdr Child Protection & Economic Crime

Cmdr Covert Policing

Director Business Support

Change Manager, Communications & Marketing

DAC Projects

AC Specialist Operations

DAC Counter Terrorism

DAC Security & Protection

Cmdr Royalty & Diplomatic Protection

Cmdr Firearms & Aviation Security

Cmdr Special Branch

Business Manager

Director of Resources

Head of Performance & Communication Unit

Director of Finance Services

Head of Business Support

Head of Corporate Finance

Financial Systems Manager

Resources Workstream Manager

Head of Exchequer Services

Head of Pay & Pensions

Director of Procurement Services

Deputy Directors Procurement Services

Director of Property Services

Divisional Director (Facilities Management)

Divisional Director (Asset Management & Utilisation)

Divisional Director (Estate Management)

Divisional Director (Capital Projects & Procurement)

Deputy Divisional Director (Facilities Management)

Assistant Divisional Director (Procedure, Quality & Business Transformation)

Operations Manager

Technical Library

Corporate Policy & Personnel

All Grade 8s and above

Director of Logistical Services**Director of Commercial Services**

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 Catering

Deputy Director Catering Operations

Deputy Director Catering Procurement

Deputy Director Catering Finance

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**

Permanent Secretary Crime, Policing,
Counter terrorism & Delivery

Director Police Standards Unit

HM Inspectorate of Constabulary

Audit Commission**National Audit Office****House of Commons Library****Interserve FM****PA Consulting Ltd.****Masons****Babcock Infrastructure Services****Scott Wilson Kirkpatrick Co. Ltd****Ernst & Young Realestate Group****Mayer Brown Rowe & Maw**

DEFRA and various private and public
organisations upon request.