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<b>Title</b>	Environmental Progress Report 2003-04
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<b>Summary</b>	Provides details of the environmental performance of the MPS to include performance data on energy use, transportation, emissions and waste.
<b>Branch / OCU</b>	Property Services
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## The Metropolitan Police Authority's **Environmental Progress Report**

Issued December 2004



Working together for a safer London





I am pleased to present the December 2004 edition of the Metropolitan Police Authority's (MPA) annual Environmental Progress Report.

The aim of this report is to communicate our endeavours towards realising a more efficient and environmentally responsible police service to our peers and

communities in which we serve. We report on progress on environmental targets set for the 2003/04 financial year and publish targets for 2004/05.

The highlights include: -

- 100% of our electricity is purchased from a renewable source;
- Use of 100% ultra-low sulphur fuel oil;
- Trialling the use of twenty dual-fuelled (Liquid Petroleum Gas/Petrol) Vauxhall Astra Incident Response Cars on Brent Borough.
- Trailing of Ford 'Think' and G-Wiz electric vehicles and Vectrix motorcycles.
- Introduction of 96 Safer Neighbourhood Teams. The Safer Neighbourhood's Team has worked in partnership with other authorities to minimise negative environmental issues (e.g. litter, graffiti, noise and abandoned vehicles) where the local community has identified them as a priority.
- The Air Support Unit has developed a policy of 'flying neighbourly', in an attempt to reduce noise pollution, this entails flying higher (if operationally possible) or taking a longer route around sensitive sites.

We are in the process of reviewing and revising our Environmental Strategy to ensure that it meets best practice in environmental management and reflects the concerns of our stakeholders. A draft is currently subject to consultation with internal stakeholders and the Greater London Authority (GLA) and the final document will be published in January 2005.

The Strategy will contain our commitments towards protecting and enhancing the environment for the next five years. This will be supported by a new set of targets, which will enable us to focus action to minimise our impact on the environment. Over the next five years we are committed to continuing to manage our estate in an environmentally responsible way, but also to explore opportunities to work with our stakeholders to contribute to making London more sustainable.

In addition we have appointed a dedicated Environment Manager to drive forward the implementation of our Strategy and our environmental initiatives.

I hope you find this report interesting and informative. If you have any comments or suggestions please complete the feedback form at the back of this report.

Keith Luck  
Director of Resources  
Metropolitan Police Service

December 2004

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## 1.0 : Overall Performance

This section lists the Metropolitan Police Authority's (MPA) overall environmental performance data for 2003/04, 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.

The MPA will also promote the use of energy efficient technology using energy derived from sustainable and

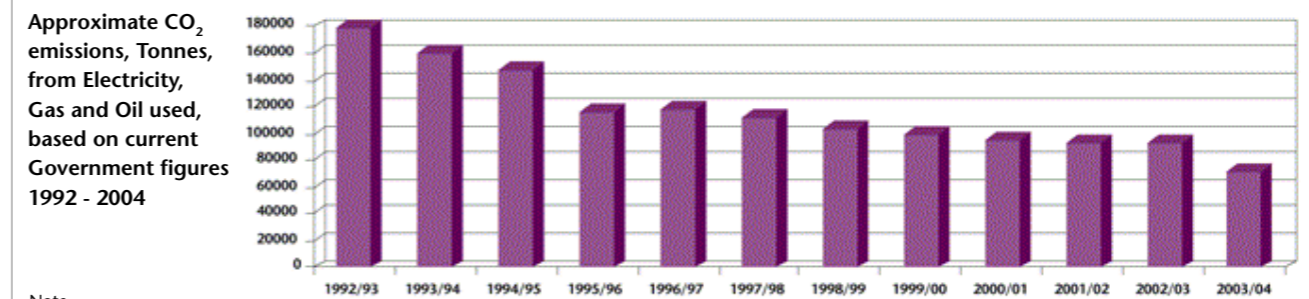
environmentally friendly sources where possible.

The resulting reduction in energy consumption will contribute to reducing the risk of climate change by decreasing emissions of CO<sub>2</sub>, NO<sub>x</sub> and SO<sub>x</sub>.

The Energy Management Strategy reflects the aspirations of the Mayor's Energy Strategy and the government's environmental objectives.

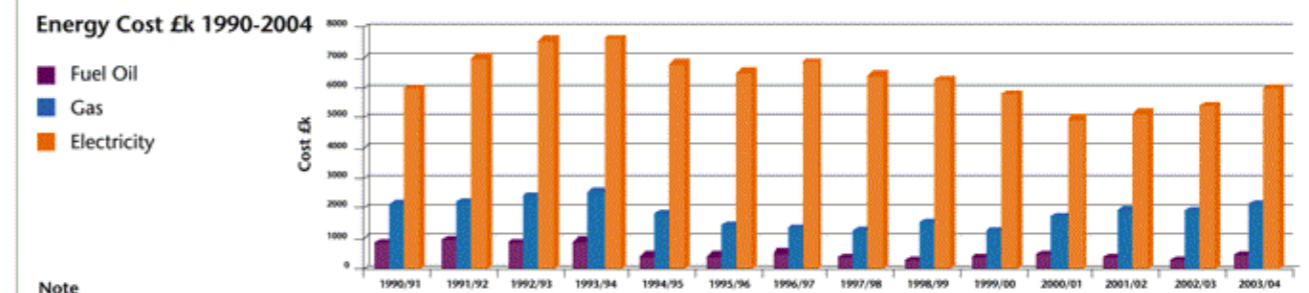
Electricity, gas and oil are consumed in MPA buildings in the ratios of 48:46:6 respectively.

During 2003/04 power stations emitted 35,490 tonnes of carbon dioxide (CO<sub>2</sub>) by burning fossil fuels to generate the electricity to meet the MPA demands. Overall energy consumption has increased based on previous years. This is a result of a significant increase in the number of recruits, an increase in the number of buildings and increased operating hours of training centers at Hendon, and Gravesend and increased numbers at New Scotland Yard.



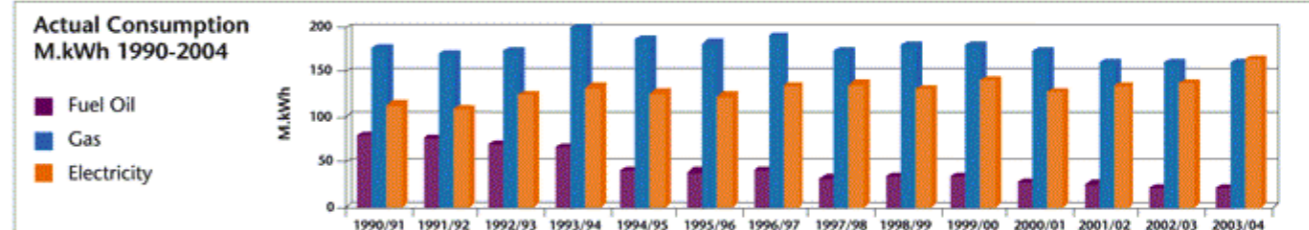
Note

1. The 1998/02 energy data has been audited and the figures corrected.
2. Unfortunately variability in conversion factors makes year-on-year comparison unreliable.



Note

1. Electricity and gas costs have increased significantly due to the increase in market prices

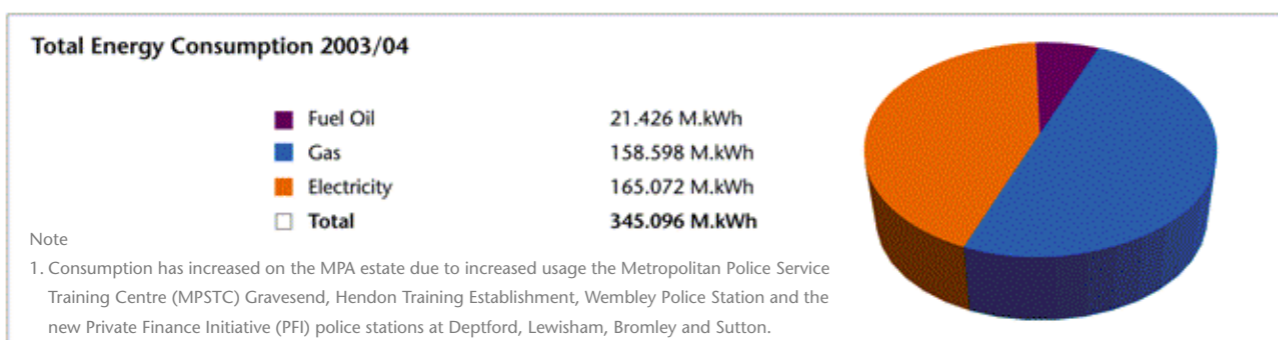
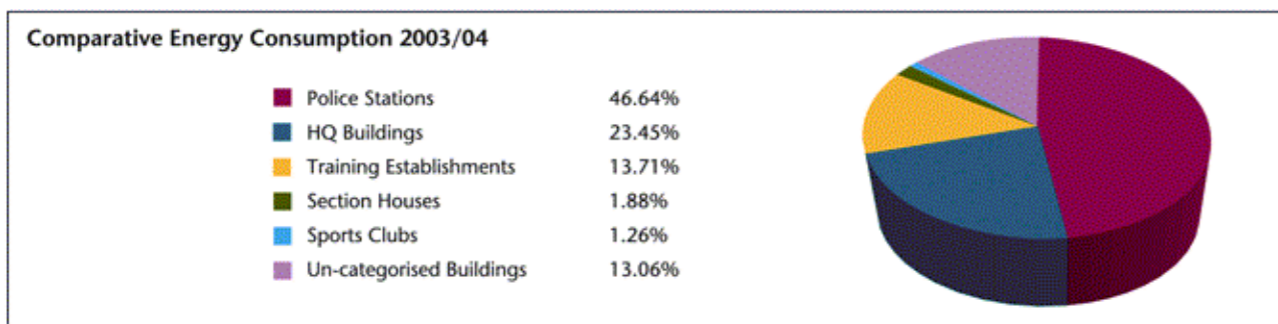


Note

1. Consumption has increased on the MPA estate due to increased usage at the Metropolitan Police Service Training Centre (MPSTC) Gravesend, Hendon Training Establishment, Wembley Police Station and the new Private Finance Initiative (PFI) police stations at Deptford, Lewisham, Bromley and Sutton.

As a result of the purchase of our electricity from a renewable source, actual CO<sub>2</sub> emissions from energy consumption fell by 23.7% on the previous year.

The cost of the MPA's energy consumption for the year 2003/04 was £8.639m an increase of 12.4% on the previous year.

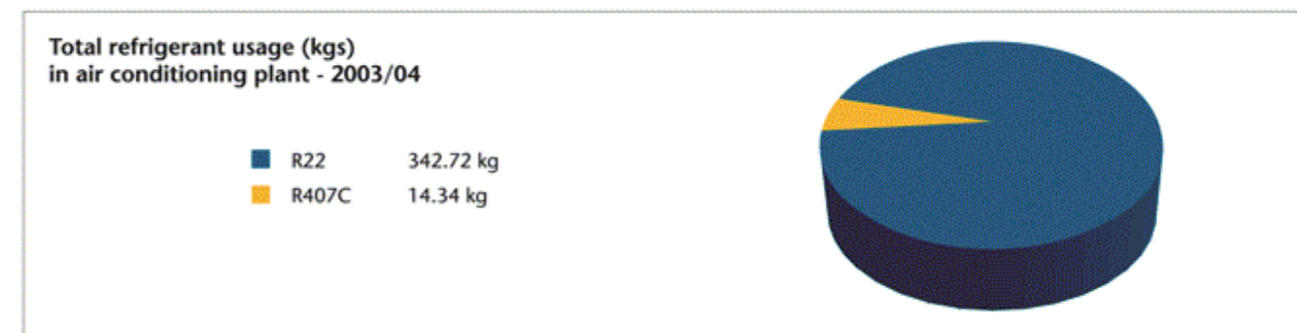


Comparative Energy Costs	1999/00 £m	2000/01 £m	2001/02 £m	2002/03 £m	2003/04 £m
Police Stations	3.71	3.53	3.60	3.67	4.14
HQ Buildings	1.26	1.73	1.91	1.89	2.12
Training Establishments	0.84	0.92	0.96	0.92	1.08
Section Houses	0.17	0.14	0.08	0.12	0.13
Sport Clubs	0.01	0.01	0.06	0.05	0.10
Uncategorised Buildings	1.36	0.73	0.89	1.04	1.06
<b>Total</b>	<b>7.35</b>	<b>7.06</b>	<b>7.50</b>	<b>7.69</b>	<b>8.63</b>

## 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 2003/04.



## 1.3 : Transport

The MPA aims to limit the impact on the environment of its vehicle fleet, through numerous measures including:

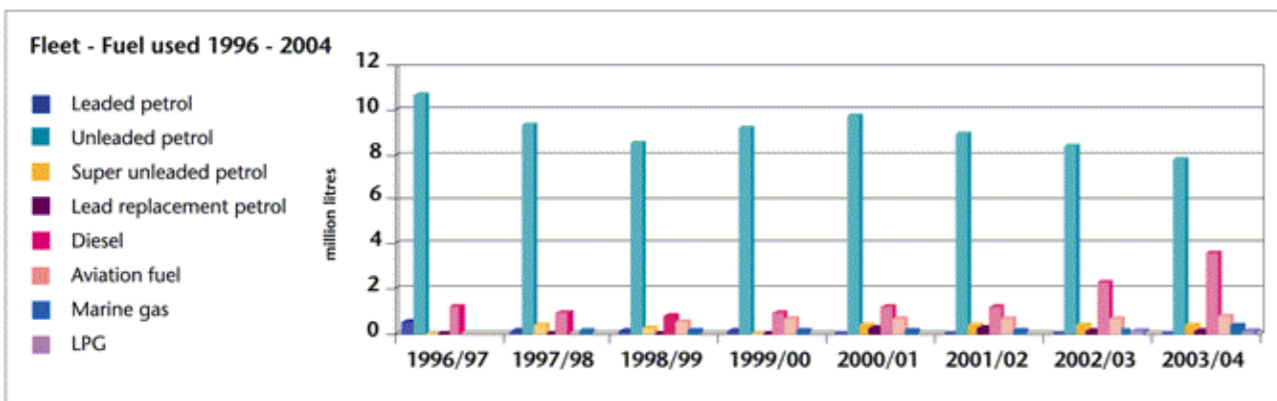
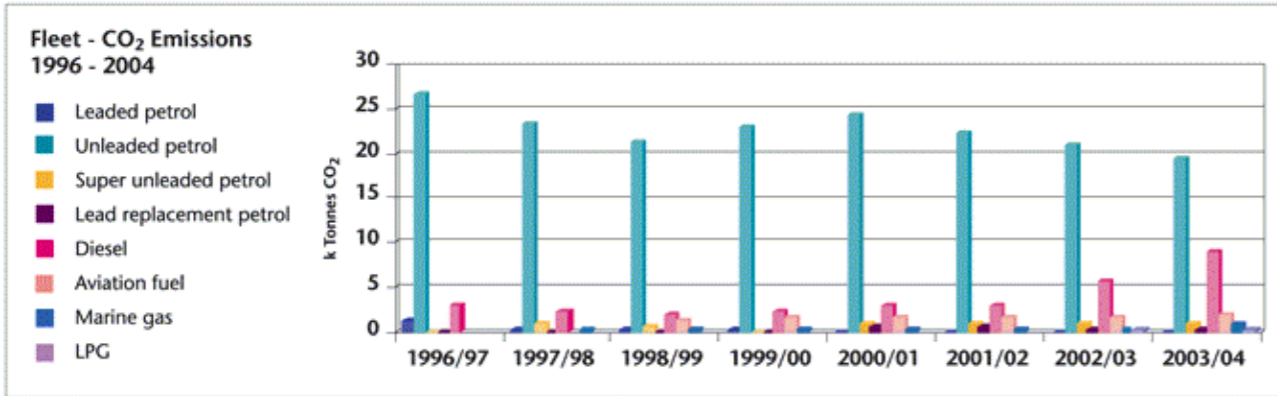
- fuel monitoring
- regular servicing
- specifying modern cleaner cars, vans, trucks and motorcycles for procurement
- continued investigation of alternatively powered vehicles.

The current emphasis is to move mainly to clean diesel powered vehicles, with new models meeting the most stringent Euro IV emissions standard, together with some Liquid Petroleum Gas (LPG) fuelled cars and vans.

Euro IV will be introduced on 1<sup>st</sup> January 2005 and become fully effective on 1<sup>st</sup> January 2007. We will lead with the introduction of Euro IV vehicles ahead of this schedule with the replacement of current Vauxhall Astra Incident Response Vehicle.

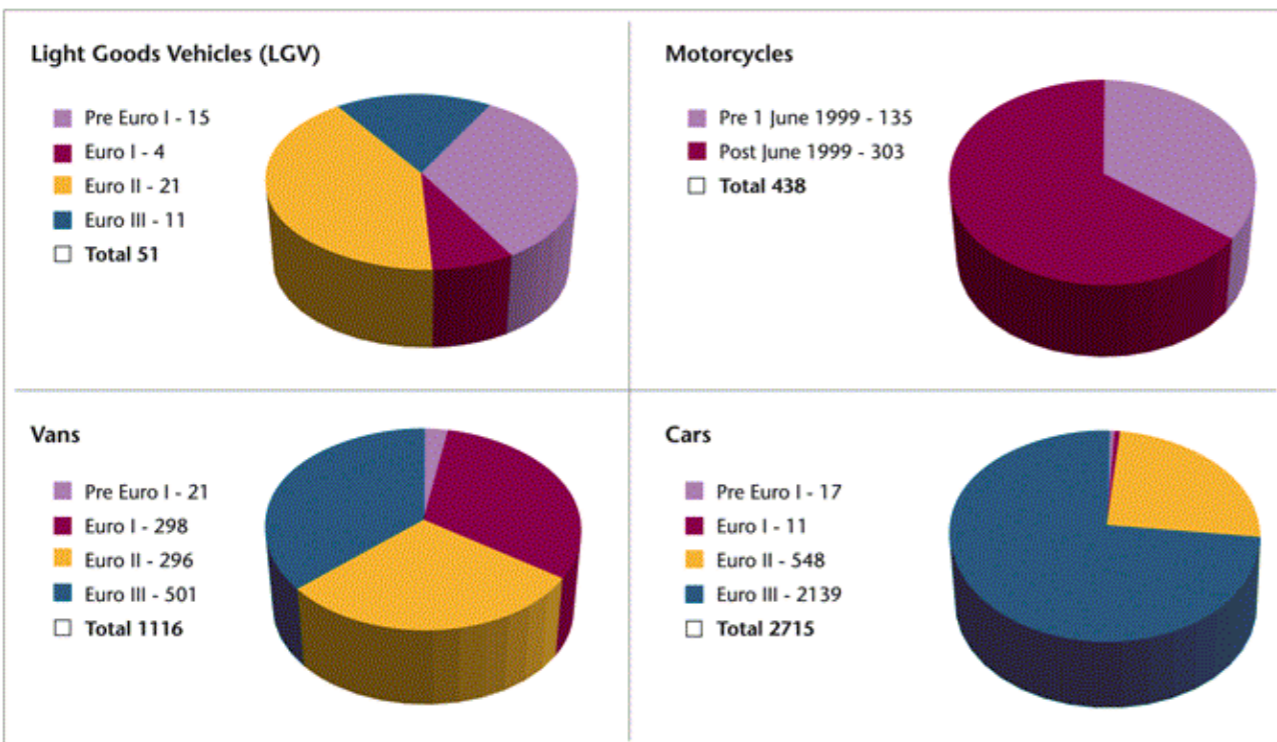
The MPA has a fleet of 4,320 road vehicles, 40 boats and 3 helicopters.

Below are details of the fuel used and the CO<sub>2</sub> 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. As a result of switching to diesel vehicles, consumption of diesel has increased and consumption of unleaded fuel has decreased. Overall the amount of fuel consumed by the MPA has decreased by 140,000 litres.



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

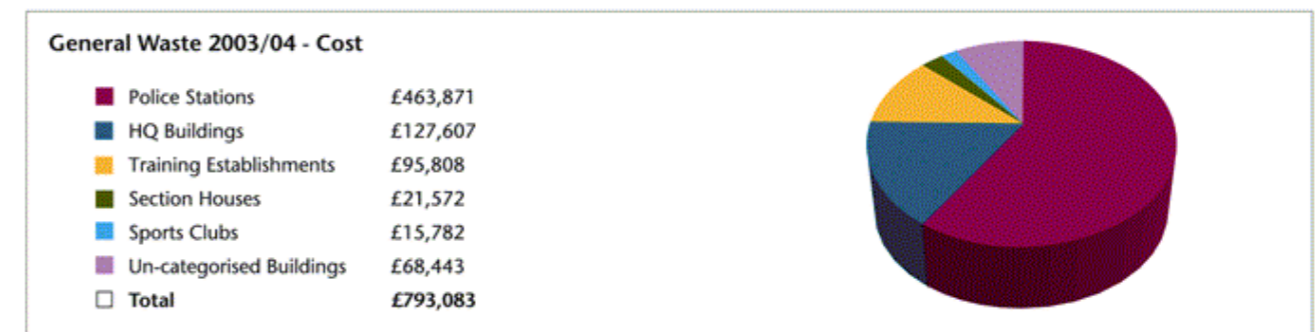
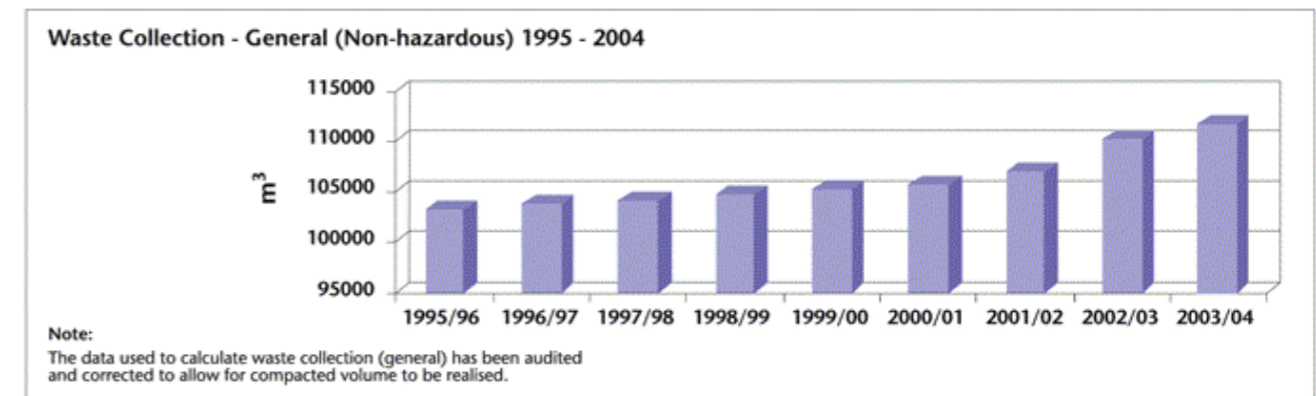
The generation, treatment and disposal of waste has increasingly significant effects on the health and quality of the environment. The majority of waste in the UK is disposed of to landfill and this results in increased transport impacts to the site, risks to groundwater and increased pressure on land use.

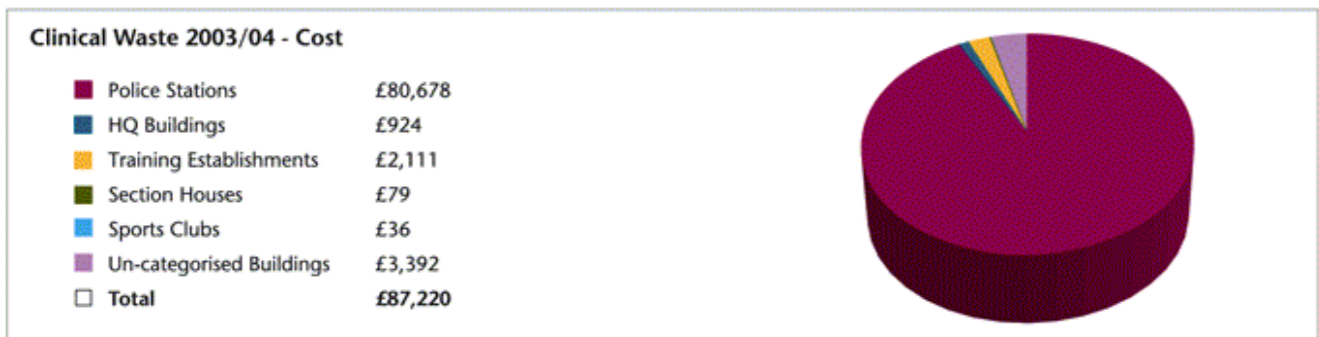
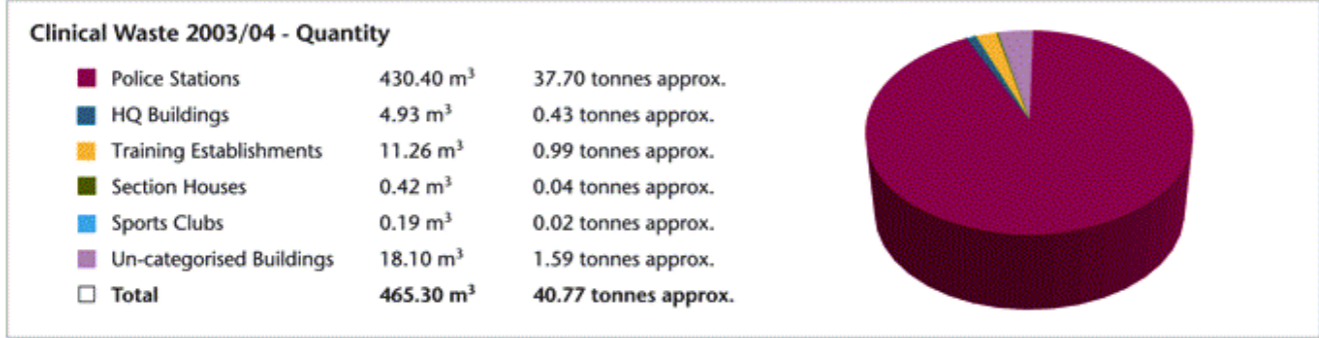
The overall cost of the disposal of MPA waste for the year 2003/04 was £884,745.

MPA waste disposal figures for 2003/04: -

- disposal through local authorities of 112,810m<sup>3</sup> (8,292 tonnes approx.) of general waste at a cost of £793,083.
- incineration of 5,815 bags (465.30m<sup>3</sup> / 40.77 tonnes approx.) of hazardous / clinical waste at a cost of £87,220.
- escorted disposal and then incineration of 65.38m<sup>3</sup> (11.03 tonnes approx.) of special waste / illicit drugs at a cost of £4,442.

Generation of general waste has increased on previous years as a result of the increase in the number of MPA buildings and the number of employees.





**1.5 : Recovered for Recycling**

Recycling is an essential way of reducing environmental impact. It conserves raw materials, and natural resources, 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.
- Since the contract was placed 70,000kg of redundant uniforms and equipment has been collected for recycling.
- 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 fibreboard.
- 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.

**Confiscated property:**

- Firearms and offensive weapons are cut up and the scrap metal is used in the steel making process.
- Unrestored mobile phones are 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. In 2003/04 6,231 mobile phones were recycled.

**General Waste:**

General waste recovered as a percentage of the total general waste (Total = 112,810 m<sup>3</sup>)

- Recovered paper- 0.41%
- Recovered cardboard - 5.72%
- Recovered cans – 0.02%

Total percentage of general waste recovered – 6.15% (6,938 m<sup>3</sup>)

Confidential waste recovered – 5,460m<sup>3</sup>

**Office consumables:**

- The number of aluminum drink cans recycled during 2003/04 was approximately 68,600, which is 3.97% 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 Quarters Building.
- Approximately 5,836 toner cartridges were recycled by the MPA during 2003/04.

**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 – 7.593 tonnes.
- Recovered brass – 6.804 tonnes.

**Transport**

Manufacturers are now generally taking the need to recycle vehicles more seriously, which is of importance to the MPA. Whilst the MPA usually disposes of its vehicles into the secondhand market. Vehicles beyond economic repair are disposed of responsibly.

**Air Support Unit (ASU)**

This unit has recovered 410 litres of aviation fuel, 410 litres of oil and 205 litres of solvent.

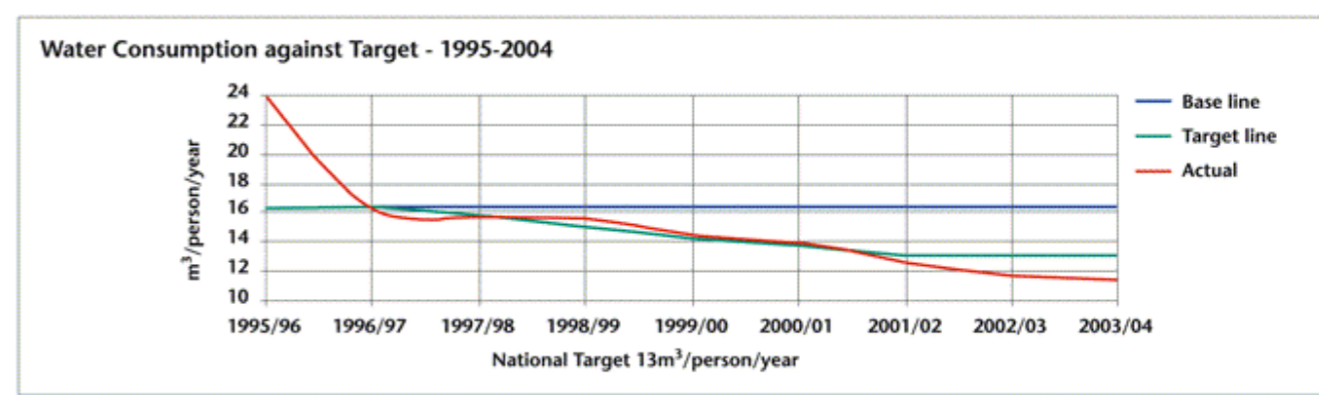
**1.6 : Water**

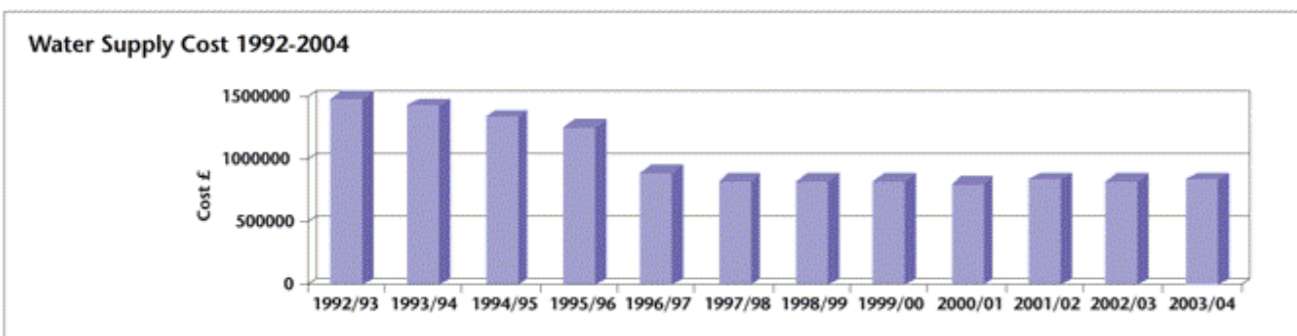
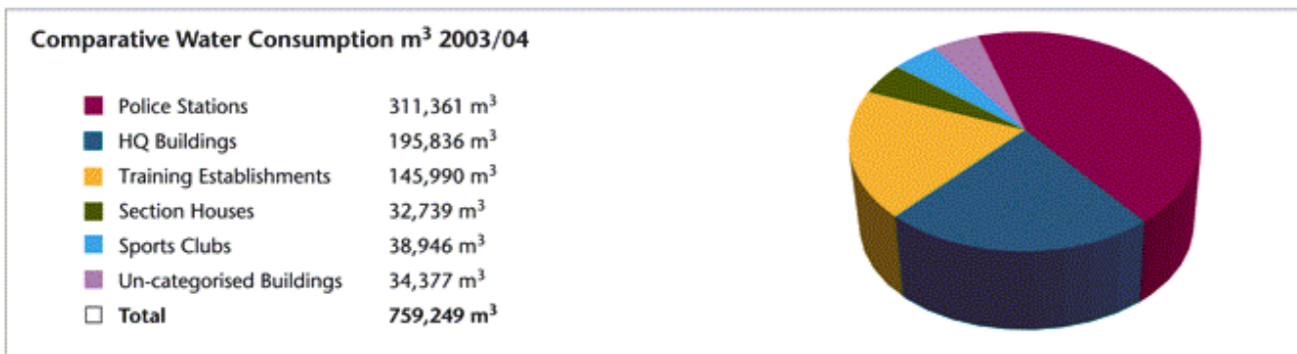
Water consumption in the UK is rising, putting increasing pressure on the country's resources. Water conservation is one of the world's most important environmental issues of the future.

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 and preparation in catering units.

The actual consumption by the MPA for the year 2003/04 was 759,249,000 litres at a cost of £858,229, a decrease of 1.8% on the previous years consumption.

The decrease in water consumption was due to the closure of five police stations, one section house and the public order training establishment at Hounslow during 2003/04. Private Finance Initiative (PFI) sites replaced the police stations and public order training establishment, an approximation of the water consumed at these sites has been allowed for in this report. Actual consumption of the PFI sites will not be available until invoices for water consumption have been received from the water utilities supply companies.



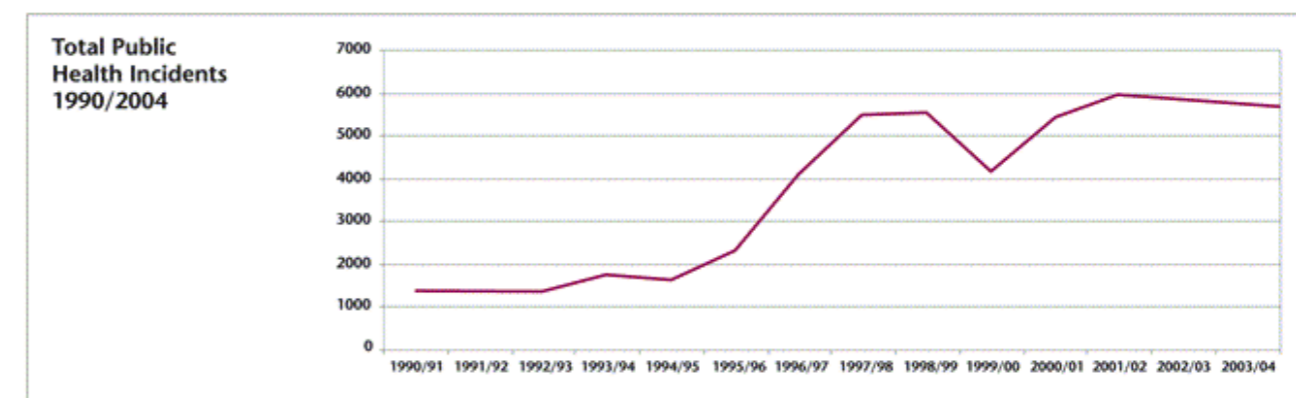


#### Reason for trends

- Seasonal variations - 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 affect 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, in addition greater awareness of the dangers of body fluids, has led to the increase in reported incidents within the human and body fluids categories.



## 1.7 : Health & Hygiene

The graphs below show the trends in public health incidents over the period 1990 - 2004.

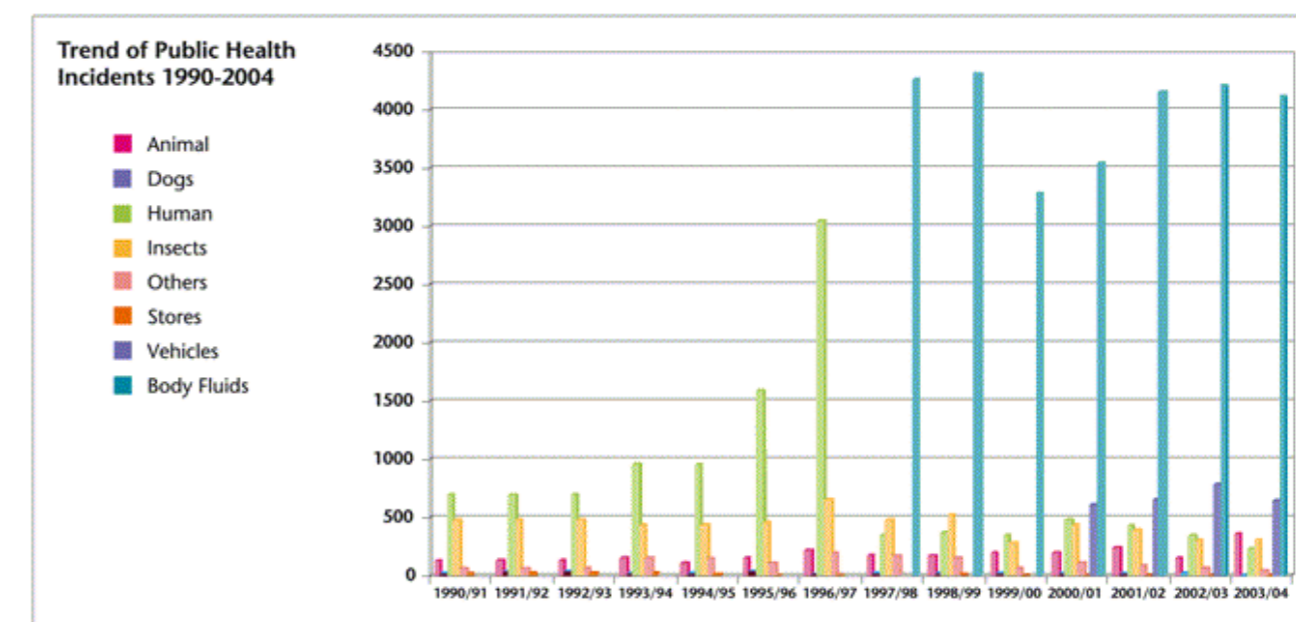
The total number of public health incidents (including vehicles) in 2003/04 was 5,722.

### 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.



## 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 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 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.

Objectives and targets were set as part of the 2000/05 MPA Environmental Strategy and are reported upon annually through the publication of this environmental progress report.

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

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 2003/04 Financial Year**

Report on targets set for the financial year 2003/04, which are either completed, terminated or extended.

- **Target for the 2004/05 Financial Year**  
Set targets for the financial year 2004/05.

### 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 2003/04 Financial Year

- To introduce an Environmental Management System and obtain accreditation to ISO14001 for the pilot during 2004/05.

This has been delayed, awaiting the appointment of an Environmental Manager.

#### Target for the 2004/05 Financial Year

- Carry out a Gap Analysis against ISO14001 and design an Environmental Management System.
- Review and revise environmental responsibilities.
- Develop and publish an MPA Environmental Strategy for 2005/10.

### 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 2003/04 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 2004/05 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 2003/04 Financial Year

- Reduction in CO<sub>2</sub> emissions to meet the Making a Corporate Commitment Campaign 2 (MACC2) target.  
The target for the second year of MACC2 was 3% reduction in CO<sub>2</sub> emissions (normalised for weather and changes in the size of the MPA estate). As emissions were down from 134.65 CO<sub>2</sub> kg/m<sup>2</sup> to 97.68 CO<sub>2</sub> kg/m<sup>2</sup>, a reduction of 27.5%, the target was achieved. This is the result of the purchase of renewable energy.
- 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 CO<sub>2</sub>.

This has been achieved because since October 2003 the MPA estate has been supplied with electricity derived from a renewable source.

- 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 2003/04 we aim to convert to an ultra low sulphur alternative that has a sulphur content of 40 times less than that currently used.

This has been achieved. Since June 2003 the MPA estate has been supplied with ultra low sulphur fuel oil.

- 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.

All devolved sites in the 33 boroughs are receiving monthly cost and consumption reports.

- 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.

The assessments are currently ongoing.

- Develop a briefing document for the implementation of Part L of the Building Regulations.

This task is currently ongoing.

- Implementation of a diverse range of energy engineering initiatives.

A variety of energy saving initiatives have been implemented i.e. energy surveys and the installation of power factor correction equipment and variable speed drives, also lighting sensors have been installed at Cobalt Square and Islington.

- 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.

The MPA have given approval for an interim one year contract from October 2004 – September 2005 to allow the development of our procurement strategy for the October 2005 contract round.

#### Target for the 2004/05 Financial Year

- 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.

- Implement recommendations reported by consultants who undertook energy surveys at 14 stations.

- Install half-hourly metering to a significant number of non-half hourly metered properties to improve accuracy of invoicing.
- Install a building management system (BMS) to control the heating and ventilation plant more efficiently at six additional properties.

## 2.5 : Water Management

### Objective

Reduce water consumption by the MPA.

### Targets and Progress Report for the 2003/04 Financial Year

- Research and develop appropriate ground water abstraction arrangements to suit site requirements.  
Major building development work at Hendon Training Establishment has occupied the area initially under consideration for the ground water abstraction scheme.
- Evaluate water consumption by detained persons in police premises.  
As yet water meters have not been installed to evaluate MPA wide consumption.
- Maintain achieved reduction in water consumption by monitoring for underground leakage and excess use.  
Water supplies are monitored for leakage and excess use, if either is identified an investigation is carried out to determine the cause.
- Review water consumption targets as staff migration around the estate occurs.  
Target reviews are ongoing as up to date figures are made available.
- Trial reduced flush sanitation appliances.  
The 9 litre flush cisterns in the toilets at Wellington House have been replaced with 6 litre flush cisterns; this is a saving of 3 litres of water per cistern per flush.

### Target for the 2004/05 Financial Year

- Maintain achieved reduction in water consumption by monitoring for excessive consumption and / or leakage.

- Monitor change in contractual arrangements for servicing of water flow controls as to greater efficiency.
- Evaluate push-taps over conventional screw-down taps to identify water saving potential.

## 2.6 : Transport

### Objective

Reduce emissions from the MPA vehicle fleet.

### Targets and Progress Report for the 2003/04 Financial Year

- Programme for the upgrading of the strategic bulk fuel storage sites to the appropriate standard, and the decommissioning of the other bulk fuel storage sites.  
A new fuel site has been installed at Hendon and work is progressing on a new site at Merton together with refurbishment of the sites at Catford and Alperton. We have installed new on-line monitoring at Lambeth.
- The purchased of more Liquid Petroleum Gas (LPG) powered Ford Transit dispatch delivery vans.  
The MPA now have twenty-one LPG Ford Transits in service with a further nine to be delivered to service during 2004.
- Further Modernisation of the MPA Vehicle Fleet  
A number of key models will reach the end of their production life early in 2004. Included in this are the Vauxhall Astra and BMW 5 Series, both of which are the mainstay of the MPA response fleet. The MPA will be evaluating a range of vehicles in order to select suitable replacements. Its prerequisite is that prospective vehicles must be Euro IV compliant.
- Adoption of Biodiesel  
The bulk fuel storage site at Lambeth has fully migrated to Biodiesel.
- Euro IV Compliant Vehicles  
Although the Euro IV emission standard will be introduced on 1<sup>st</sup> January 2005, it will not become fully effective until 1<sup>st</sup> January 2007. However, the MPA is already planning to procure Euro IV compliant models and will, for the replacement of all main fleet models, require that models selected are Euro IV compliant.

### Target for the 2004/05 Financial Year

- Produce an updated and further refined Transport Services specific environmental policy with the assistance of an environmental consultant.
- Continue further modernisation of the MPA vehicle fleet and, particularly, the introduction of Euro IV standard vehicles.
- Review the oldest segments of the vehicle fleet to ensure that they will be London Emission Zone compliant.

## 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 2003/04 Financial Year

- Monitor disposal arrangements for best practice.  
Annual review identified disposals currently be carried out in accordance with best practice.
- Removal of equipment containing Polychlorinated Biphenyls (PCBs) from MPA sites.  
The equipment containing PCBs was removed from Hendon Training Establishment during April 2003.
- Assess need to compact waste, making more effective use of storage containers.  
The assessments will be included as part of the forthcoming Environmental Management System.
- Trial selected sites for waste segregation and materials recovery.  
Two sites recently opened had waste segregation and materials recovery incorporated at the outset of each project.
- Consider and evaluate current advancements in handling waste, and segregating waste.  
A scheme is being considered for Hendon Training

Establishment for an on site contractor to manage all waste generated.

- Continue with available resources to determine a Met wide scheme to capture / recover recyclable waste.  
To be included as part of the forthcoming Environmental Strategy.

### Target for the 2004/05 Financial Year

- Integrate waste materials recovery into newly acquired buildings and major refurbishment projects. Making reference to Part H of the Building Regulations.
- Use the introduction of the Environmental Management System to encourage active participation by staff to recycle.
- Encourage cleaning contractors to take an active role in waste management.
- Develop and implement a waste management and recycling plan for Empress State Building.

## 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 2003/04 Financial Year

- To review food hygiene requirements in line with future legislation and GLA requirements.  
Environmental assessments have been carried out at a number of selected catering units, temperature and air quality were monitored.

### Target for the 2004/05 Financial Year

- Carry out a review of Assured Safe Catering Risk Assessment to confirm control points provide adequate safeguard.
- Assess environmental conditions over a greater cross section of food premises.
- Improve efficiency of ventilation systems where grease vapour is suspended in air within food premises.

## 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 2003/04 Financial Year

- Continue to examine all the paper products bought and identify the environmental credentials - particularly the potential eco-toxic effects in manufacture.

The MPA is working with suppliers and London Remade to increase the environmental credentials of all items bought under the stationery contract, not just paper. Meetings are to be held to establish cost implications.

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

The MPA is liaising with London Remade and the GLA family to increase its recycling opportunities, matching its waste output to suppliers who may want it. The London Fire Brigade will be using the MPA redundant uniform disposal contract, subject to the necessary security implications.

- Develop a process for establishing whole life cost comparisons for green items.

This process will be established during the implementation of category management within Procurement Services.

- Investigate the possibility of introducing toilet tissue made from recycled paper.

Recycled toilet tissue is used in premises cleaned by MPA personnel. The MPA will work with contractors and the outsource facilities management provider to facilitate the introduction of recycled toilet tissue in all MPA buildings.

- Develop and relaunch the toner cartridge recycling scheme across the MPA.

The MPA is working with the Civil Service Benevolent Fund (who receive funds from the scheme) to increase awareness of the toner cartridge recycling scheme. The Civil Service Benevolent Fund is preparing a mailshot

to all previous contributors to encourage them to start recycling again. Stickers are to be provided to the toner cartridge supplier, who will arrange for them to be displayed on all toner cartridge packaging to raise awareness of the recycling scheme.

- Support the GLA's Environmental Strategy by working with London Remade and other agencies to promote green procurement in the MPA.

Following initial analysis of the MPA spend by London Remade, meetings are to be arranged with suppliers, the MPA and London Remade to consider switching to more environmentally friendly items, subject to cost implications. London Remade's Year Two Purchase Report shows the MPA already have the highest government organisation spend on recycled products, and also that paper consumption is down compared with the previous year.

### Target for the 2004/05 Financial Year

- Develop closer relationships with suppliers to achieve greener supply chains, to include the reduction of waste.

## 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 2003/04 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 2004/05 Financial Year

- Undertake ecological and bio-diversity studies at the 4 MPA sport clubs and use the findings to develop a bio-diversity management plan:  
Bushey  
Chigwell  
Imber Court  
The Warren

## 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 2003/04 Financial Year

- Place the MPA environmental policy and current environmental progress report on the MPS Internet site.

The July 2003 edition of the MPA Environmental Progress Report has been placed on the MPS Internet site.

The publication of the MPA Environmental Policy on the MPS Internet site has been delayed as a result of planned review under the development of the Environmental Strategy for 2005/10.

- Publish an environmental leaflet and distribute to all police stations and public libraries in the Greater London area.

An Environmental Information Leaflet outlining the MPA's environmental performance has been distributed to all police stations and public libraries in the Greater London area.

### Target for the 2004/05 Financial Year

- Carry out a policy review of the MPA Environmental Policy as part of the MPA Environmental Strategy development.
- Publish the environmental report covering the financial year 2003/04 during December 2004.

## 3.0 : In Year Initiatives



### 3.1 : Operational Initiatives

#### 3.1.1 : Safer Neighbourhood's Teams

The Metropolitan Police Service (MPS) and Surrey Constabulary have been jointly leading the National Reassurance Policing Programme, in London. The initiative was operated on four pilot sites; Bexley, Merton, Enfield and Kensington and Chelsea.

Based on the success of the programme the MPS, funded by the Greater London Authority (GLA), has introduced 96 Safer Neighbourhood Teams (3 teams on each borough in London). The teams consist of a sergeant, two constables and three Police Community Support Officers; who are dedicated to an identified neighbourhood and will not be abstracted for other duties. These teams provide a visible, knowledgeable, accessible presence in the community providing local solutions for local problems.

For a number of years the police service has had considerable success at reducing overall levels of crime. For example, burglary is at its lowest rate for twenty-five years. However, despite this success the fear of crime has increased within communities. Academic research has shown that there are certain signal events that have a disproportionate impact on the perception of crime; if these trigger events are identified and tackled this can increase the overall level of confidence and security.

The role of the Safer Neighbourhood's Teams is to consult with the community to identify priorities for tackling the fear of crime. An environment and visual audit is carried out in the neighbourhood, to identify issues which provide some of the triggers linked to the fear of crime, e.g. graffiti, abandoned cars etc. The priorities are then tackled jointly with partners and communities. In addition the MPS supports the Mayor's Capital Standards Campaign, which aims to clean up London's street environment in response to public concerns. In the pilot sites this has led to a number of environmental benefits as areas have been cleaned up, abandoned vehicles removed, graffiti cleared, and lighting replaced etc. Follow up surveys have found that this approach increases confidence in police and partners and enhances their sense of safety and security.

#### 3.1.2 : Police Community Support Officers (PCSOs)

Police Community Support Officers (PCSOs) are a key component of the Safer Neighbourhood Teams. The MPS currently employs 1,800 PCSOs across London in four distinct roles; security, community, traffic and Royal

Parks. PCSO's work in each of the 32 Borough Operation Command Units and at Heathrow Airport. Local deployment is determined by the Borough Commander and reflects the local policing style. Experience has shown the most effective deployments to be when they are closely integrated with police officers as part of a team, for example focused on a residential area or town centre. These roles all involve duties that do not require the full powers and training of a police officer, but are nevertheless critical to the MPS and require a dedicated workforce. This frees up police officers for front line duties and allows the establishment of a full time workforce to focus on the needs of the community, without the risk of constant abstraction to deal with emergencies. PCSO also act as essential "eyes and ears" by feeding intelligence to police officers.

Outcomes are measured in prevention, protection and presence rather than in terms of arrests or prosecutions.

Public surveys gave a clear message that Londoners want to see a visible patrolling presence. Local crime and disorder problems are critically important to communities and they want the MPS to keep them informed about police activities. PCSOs have undoubtedly raised the profile of the MPS, and demonstrate the commitment of the MPS to local communities.

Studies into the impact of PCSOs into neighbourhoods found that the vast majority of people questioned had seen PCSOs on foot patrol and that their presence made them feel safer.

#### 3.1.3 : The Safer Schools Partnership (SSP)

The Safer Schools Partnership has 100 police officers based in 132 secondary schools across London who are engaged in making safer school communities.

They work in partnership with schools and other agencies to address issues such as truancy, anti-social behaviour and drugs. In addition they can have a positive environmental impact by establishing safer routes to schools where children are encouraged to use public transport, ride bicycles and walk. This reduces the number of vehicles on the roads and in turn reduces the number of accidents, congestion and pollution that occurs. The Junior Citizen Scheme has been established to teach junior school children how to cope with everyday dangers safely and effectively, and encourages good citizenship and community responsibility. Consultation between scheme co-ordinators and teachers, along with the flexibility inherent in the Junior Citizen scheme means that each event can be tailored to meet local requirements. Events

have included education from local waste management schemes, road safety and vandalism.'

SSP officers also conduct school safety audits, which include visual audits where they take photographic evidence of graffiti and vandalism around the school community and work with pupils through school councils to tackle the issues. They work with the pupils and teachers in class through Personal, Social and Health Education (PSHE) lessons to address these environmental issues, which forms an essential part of the national curriculum subject "Citizenship".

Where the school community identifies pupils engaged in anti-social behaviour, which affects environmental issues such as graffiti and vandalism, the officer will address the offender's behaviour through a variety of ways including restorative justice and acceptable behaviour contacts. In some instances officers will task young people through reparation orders and other diversionary schemes to clean up local neighbourhoods.

#### 3.1.4 : Metropolitan Police Service Training Centre (MPSTC)

Staff at the training centre donated monies received from recycling the first batch of spent brass shell cases to a local hospice.

#### 3.1.5 : Air Support Unit (ASU)

The ASU have an ongoing policy of 'flying neighbourly', in an attempt to reduce noise pollution. This includes flying higher (if operationally possible) or avoiding sensitive sites.

#### 3.1.6 : Wildlife Crime Unit

During the course of the year the Wildlife Crime Unit continued its work to enforce the laws protecting wildlife and introduce initiatives to prevent wildlife crime in London.

In April 2003 the Unit was transferred to the Specialist Crime Directorate's Economic and Specialist Crime Branch and approval was given for the appointment of the first police officers to undertake wildlife law enforcement on a full-time basis. This was an important step forward which will greatly increase the Unit's enforcement capacity.

2003 also saw the appointment of Police Borough Wildlife Crime Officers (BWCOs) across London to deal with wildlife law enforcement at a local level. These are part-time posts and the officers concerned undertake this role

in addition to their other duties. The Wildlife Crime Unit provides them with specialist support and assistance. One of the Unit's most important tasks is now to develop the expertise of BWCOs and to encourage the formation of local wildlife crime networks in the London Boroughs.

On 28 November 2003 the MPS and GLA jointly hosted a major conference on wildlife crime in London, at City Hall.

The audience was comprised of police, local authority Trading Standards Officers, Environmental Health and parks officers, and wildlife NGOs. The main aim of the conference was to facilitate the formation of these informal networks and to increase awareness of wildlife crime in London.

The conference was opened by the Deputy Mayor of London, Jenny Jones, and was attended by 140 delegates.

At the conference the Wildlife Crime Unit launched an illustrated CD ROM on Wildlife Crime which is available to schools and other groups across London. The Wildlife Crime Unit also published an updated leaflet on the illegal trade in Shahtoosh for distribution to retailers and consumers. The Unit has exhibited at 21 public events from local town shows to London-wide and national events.

During the year the Wildlife Crime Unit continued its work under Operation Charm, against the illegal trade in endangered species in London. This included seizures of traditional Chinese medicine products, elephant ivory, sea turtle shells and birds of prey. The Unit also assisted Boroughs in dealing with a wide range of offences against British wildlife, including the illegal trapping of songbirds, attacks upon swans and illegal poisoning of badgers and foxes.

### 3.2 : Environmental Initiatives

#### 3.2.1 : Property Initiatives

Non-half hourly electricity meters have been replaced with half hourly meters at 40 premises. This was undertaken to enable remote meter readings to be taken, to improve the accuracy of the invoices received from the electricity supplier and ensure that correct energy consumption data and costs are reported to Devolved Budget holders.

The building management system (BMS) at Cobalt Square has been modified to enable it to monitor and control approximately 35% of the ceiling mounted fan coil units.

### 3.2.2 : Transport Initiatives

#### Liquid Petroleum Gas (LPG) Vauxhall Astra (Brent Borough trial)

The MPA is trialling the use of twenty dual-fuelled (LPG/Petrol) Vauxhall Astra Incident Response Cars on Brent Borough. Use of LPG was temporarily suspended after an officer received a burn injury whilst refueling with LPG. Training has now been initiated to ensure that drivers are fully aware of the correct procedures for filling LPG vehicles.

#### Ford 'Think' electric cars (located at Westminster and West End Central)

The MPA is running two Ford 'Think' electric vehicles at separate inner London locations. Whilst Ford has decided not to proceed with the 'Think' vehicle the cars on test appear to be operating successfully. Recent feedback from West End Central praised the car stating, "It is the ideal city runabout for delivering papers and carrying out non-urgent calls." However, due to its small size there are clearly limitations as to its uses. In addition, there have been problems with the vehicle, particularly with regard to servicing, as it has to be returned to the Ford factory.

#### Trial of G-Wiz electric car

The MPA was given the opportunity to test a G-Wiz electric car. The G-Wiz, marketed by Going Green Ltd. is a small 2-seater vehicle manufactured in Bangalore. Whilst of interest the car was in the early stages of prototype production and would require significant further development to make it suitable for MPA use. The MPA will keep up to date with its development.

#### Vectrix electric motorcycle

The MPA has been approached with regard to evaluating a 'Vectrix' electric motorcycle. It's developed in partnership with Lockheed Martin and is claimed to have a top speed of 100kmph and a range of 120km with a battery life of 15 years. The motorcycle is still in the late stages of development and we have agreed to trial it once it is fully developed for the market.

#### Development of hydrogen powered RIB (Rigid Inflatable Boat)

Through the MPA's participation in the GLA Hydrogen Partnership the MPA has been approached with regard to trialling a Hydrogen Powered Rigid Inflatable Boat (RIB) with Thames Division. Although still under development this project, if successfully developed by the company, would provide a means of the MPA to be involved at the forefront of what is acclaimed to be the fuel of the future.

### 4.1 : The Mayor's Energy Strategy January 2003.

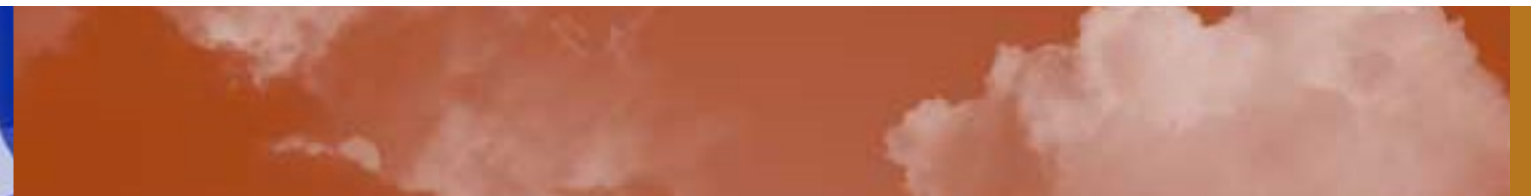
The two priority issues taken forward by the Mayor's strategy are climate change, and fuel poverty.

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.



## 5.0 : Historical Performance

### 5.1 : Environmental Performance Indicators - General

All figures exclude VAT

Environmental Factor	2000/01	2001/02	2002/03	2003/04
<b>Airborne Emissions other than greenhouse gases.</b>				
Refrigerants used for food refrigeration, freezers, coldrooms, excluding air conditioning.				
CFC (kg/annum)	0.00	0.00	0.00	0.00
HCFC (kg/annum)	93.00	54.38	25.90	25.00
HFC (kg/annum)	64.09	33.70	38.50	24.40
Refrigerants used for air conditioning plant.				
HCFC (kg/annum) (see note 5)	972.10	354.00	771.50	342.72
HFC (kg/annum) (see note 5)	4.50	10.00	284.30	14.34
Halon 1211 used (kg/annum) during public order training / duties	2,440	1,468	1,891	2,847
NO <sub>x</sub> from combustion of fuels				
Electricity (tonnes/annum) (see note 13 & 16)	139.21	144.37	150.74	188.18
Gas (tonnes/annum) (see note 13 & 16)	28.32	26.31	26.20	28.55
Oil (tonnes/annum) (see note 13 & 16)	5.81	5.26	4.46	4.71
SO <sub>x</sub> from combustion of fuels				
Electricity (tonnes/annum)(see note 13 & 16)	407.40	422.50	441.16	551.34
Gas (tonnes/annum) (see note 13 & 16)	Neg.	Neg.	Neg.	Neg
Oil (tonnes/annum) (see note 13 & 16)	9.96	9.02	7.65	4.93

Note:

- The 1998/02 energy data has have been audited and the figures corrected
- Floor area information (m<sup>2</sup>) 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.).

- 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..
- Fuel used, this data includes fuel used in hire vehicles.
- 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.

Environmental Factor	2000/01	2001/02	2002/03	2003/04
<b>Transport</b>				
Emissions road vehicles (kg CO <sub>2</sub> /100 km travelled) (see notes 3&4).	33.538	30.173	28.383	27.735
Emissions boats (kg CO <sub>2</sub> /hour) (see note 17)	N/A	N/A	38.557	31.860
Unleaded fuel used (million litres) (see note 4)	10.562	9.660	9.076	7.676
Super Unleaded fuel used (million litres) (see note 4)	0.372	0.332	0.319	0.328
Diesel fuel used (million litres) (see note 4)	1.107	1.120	2.122	3.373
Leaded fuel used (million litres) (see note 4)	0.0002	Neg.	0	0
Lead Replacement Petrol (million litres) (see note 4)	0.236	0.159	0.008	0.022
Liquid Petroleum Gas (LPG) (million litres)	N/A	N/A	0.005	0.007
Marine Gas used (million litres)	0.074	0.093	0.129	0.140
Aviation Fuel used (million litres) (see note 6)	0.652	0.663	0.611	0.651
Road Vehicles - CO <sub>2</sub> emissions (k Tonnes)	28.799	26.453	27.445	27.622
Boats - CO <sub>2</sub> emissions (k Tonnes)	0.199	0.248	0.346	0.377
Helicopter - CO <sub>2</sub> emissions (k Tonnes)	1.473	1.496	1.380	1.470
Number of road vehicles	3,837	3,835	4,147	4,320
Number of boats. (see note 17)	22	21	14	40
Number of helicopters	3	3	3	3
Distance travelled road vehicles (million kilometres) (see note 3).	85.871	87.670	96.694	99.594
Hours operated boats (hours)	N/A	N/A	8,983	11,833
Hours operated helicopters (hours)	2,977.90	3,026.10	2,790.17	2,973.27

- The data used to calculate the aviation fuel usage during 1998/00 has been audited and the fuel usage and emissions corrected.
- Emission factors for 1999/00 CO<sub>2</sub>, NO<sub>x</sub> and SO<sub>x</sub> are 1998/99 factors, 1999/00 factors were not available.
- N/A is not available.
- The data used to calculate water usage during 1998/01 has been audited and corrected where necessary.

- The data used to calculate waste collection during 1995/01 has been audited and corrected to realise the volume of compacted waste.
- 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.

Environmental Factor	2000/01	2001/02	2002/03	2003/04
<b>Energy</b>				
Energy cost (£/m <sup>2</sup> treated floor area) (see notes 1 & 2)	10.10	11.23	10.54	11.31
Energy consumption (M.kWh) - Actual. (see note 1)	327.00	316.98	318.35	345.12
Energy consumption (kWh/m <sup>2</sup> ) - Normalised. (see notes 1 & 12)	471.00	506.00	459.00	474.26
Emissions from combustion of fuels (CO <sub>2</sub> Tonnes)				
Electricity (see notes 1 & 7)	55,917	56,952	57,788	35,490
Gas (see notes 1 & 7)	32,609	30,299	30,171	30,134
Oil (see notes 1 & 7)	6,915	6,266	5,314	5,571
Emissions from combustion of fuels (CO <sub>2</sub> kg/m <sup>2</sup> )				
Electricity (see notes 1 & 7)	77.77	85.27	79.26	46.47
Gas (see notes 1 & 7)	46.18	45.37	41.38	39.45
Oil (see notes 1 & 7)	9.79	9.38	7.29	7.29
Emissions from combustion of fuel (CO <sub>2</sub> kg /m <sup>2</sup> ) - Normalised (see notes 1, 12 & 14)	136.98	144.90	134.65	97.67
Sites with renewable power - proportion of total electricity supply for the years 2000/2003	3%	3%	3%	See below
Sites with renewable power - proportion of total electricity supply for the year 2003/2004 April to September	-	-	-	3%
Sites with renewable power - proportion of total electricity supply for the year 2003/2004 October to March	-	-	-	100%
Site with Combined Heat & Power (CHP) - proportion of total electricity supply (see note 15)	0.27%	0.27%	0.27%	0.27%

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.

Environmental Factor	2000/01	2001/02	2002/03	2003/04
<b>Water</b>				
Water cost (£/m <sup>2</sup> net floor area). (see note 9)	1.14	1.19	1.24	1.12
Water consumption (m <sup>3</sup> ). (see note 9)	693,000	751,350	773,080	759,249
Water consumption (m <sup>3</sup> /person). (see note 9)	13.86	12.52	11.62	11.11
<b>Waste</b>				
Waste collection (£/m <sup>3</sup> collected). (see note 10)	6.98	6.77	6.76	7.03
Waste collection - general (m <sup>3</sup> /person/annum). (see note 10)	2.00	2.01	2.06	2.63
Waste collection - general (m <sup>3</sup> ). (see note 10)	106,690	107,190	109,867	112,810
Waste collection - clinical (bags/annum). (see note 10 & 11)	4,525	4,711	4,747	5,815
Waste collection - special (m <sup>3</sup> )	47	49	136	65.38
<b>Total CO<sub>2</sub> emission Tonnes</b>	<b>130,538</b>	<b>125,716</b>	<b>126,811</b>	<b>75,648</b>

16. The NO<sub>x</sub> and SO<sub>x</sub> data for 2001/02 has been audited and the figures corrected.
17. Only motorised boats included as from 2002/03.

## 6.0 : Feedback on the MPA Environmental Progress Report

From: -

name: _____	telephone: _____
address: _____	fax: _____
_____	e-mail: _____
_____	
_____	

We seek continually to improve the quality of our environmental progress report and welcome your comments. 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: Emma Devenish  
Metropolitan Police Authority  
Property Services  
Resilience, Compliance & Operational Support  
11th Floor East  
Empress State Building  
Empress Approach  
Lillie Road  
London  
SW6 1TR

Fax to: 020 7161 2002 (CO 782002)  
Telephone: 020 7161 2075 (CO 782075)  
E-mail: emma.devenish@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

Mayor of London  
Mayor's Policy Director (Environment)  
Head of Environment  
Environmental Advisor

### Metropolitan Police Authority

Chair  
Deputy Chairs  
London Assembly Members  
Independent Members  
Magistrate Members  
Clerk  
Treasurer

### Deputy Commissioner's Command

DAC - Directorate of Strategic Development  
DAC - Directorate of Professional Standards  
Director - Directorate of Legal Services  
Director - Directorate of Information  
Diversity Directorate  
Business Group Support Unit  
Business Manager (DCC)  
Cmdr – Enquiry Support  
Business Manager (DPS)  
Business Manager (Dol)

### Chief of Staff (Commissioner's Private Office)

### Directorate of Public Affairs

### 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, Development, Review & Intelligence  
Cmdr Policy & Development  
Cmdr Performance Inspection & Review  
Director Forensic Services  
DAC Director of Operations & Tasking  
Cmdr Intelligence  
Cmdr Homicide  
Cmdr Child Protection & Economic Crime  
Cmdr Gun Crime  
Director Business Support

### AC Specialist Operations

DAC Counter Terrorism  
DAC Security & Protection  
Cmdr Royalty & Diplomatic Protection  
Cmdr Firearms & Aviation Security  
Cmdr Special Branch  
Cmdr Anti Terrorist Branch  
Director National Identification Service  
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  
Head of Exchequer Services  
Head of Pay & Pensions

### Director of Procurement Services

Group Director Category Management  
Group Director Procurement Development  
Category Director ICT Services  
Category Director Operational Services  
Category Director Corporate Services  
Head of Infrastructure

### Director of Property Services

Divisional Director  
(Resilience, Compliance & Operational Support)  
Divisional Director (Facilities Management)  
Divisional Director (Asset Management)  
Divisional Director (Estate Management)  
Divisional Director (Construction)  
Assistant Divisional Director (Quality and I.T.)  
Technical Library

### Director of Logistical Services

### Director of Commercial Services

Head of Uniform Services  
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

Assistant Director Catering Operations  
Assistant Director Catering Administration & Procurement  
Assistant Director Catering Finance

### Director of Transport Services

Deputy Director Transport Services  
Operations Manager

### London Fire & Emergency Planning Authority

Chair

### London Development Agency

Chair

### Transport for London

Chair

### 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 Real-estate Group

### Mayor Brown Rowe Moore & Maw

### CAPITA SYMONDS

### MACE

DEFRA and various private and public organisations  
upon request.