

**POLICE SERVICE OF  
NORTHERN IRELAND**

Sustainability Strategy

**NOVEMBER 2009**

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# POLICE SERVICE OF NORTHERN IRELAND

## EXECUTIVE SUMMARY

This document establishes a modus operandi for the development of a Sustainability Strategy and associated Departmental/Regional plans within appropriate governance and monitoring arrangement.

The PSNI, as a public body, is required to comply with a statutory duty, established by the Northern Ireland (Miscellaneous Provisions) Act 2006, applicable from 31<sup>st</sup> March 2007, to promote sustainable development in the exercise of its functions.

This Strategy has considered a wide range of supporting documentation including the 2006 Sustainable Development Strategy for Northern Ireland and the specific objectives contained within the Northern Ireland Implementation Plan.

It is recognised that a great deal of work has been developed and implemented by respective Departments and Branches within the PSNI and, to varying degrees, this work has been reflected within Annual Business Plans, Departmental/Branch Strategies and general performance reports. Furthermore, brief summaries of work to date are generally included within the Procurement, Estates and Transport (PET) Governance arrangements applicable to these Branches.

However, it is now accepted by the Service that a more formal approach needs to be adopted in order that the PSNI can demonstrate compliance with all the obligations of the required policies and guidances. Furthermore, it can be assumed that further legislation and targets will be implemented by the UK Government, and the Sustainable Development Unit of the Office of the First Minister/Deputy First Minister in the short and medium term. This will result in increasing obligations in relation to evidence of compliance and attainment of targets for all public bodies including the PSNI.

This Strategy contains Appendices which demonstrate some of the current *work in progress* within individual Support Services Branches as well as recommending the establishment of a Sustainability Working Group under the Chairmanship of the Director of Finance and Support Services, Mr David Best, with membership representing individual Departments and Regions.

One of the key aspects of a Sustainability Strategy within the public sector is the embracing of the ethos of Sustainability within the entire Service and the development of a corporate social responsibility within the Service and the individual functions.

The Working Group will identify opportunities for the development of policies and practices within the Service which require the establishment of performance related Departmental and Regional Plans. In addition, it will have a responsibility in relation to the establishment of monitoring arrangements and to submit progress reports for key objectives to PSNI Chief Officers.

# PRINCIPLES OF SUSTAINABILITY

## 1.0 Introduction:

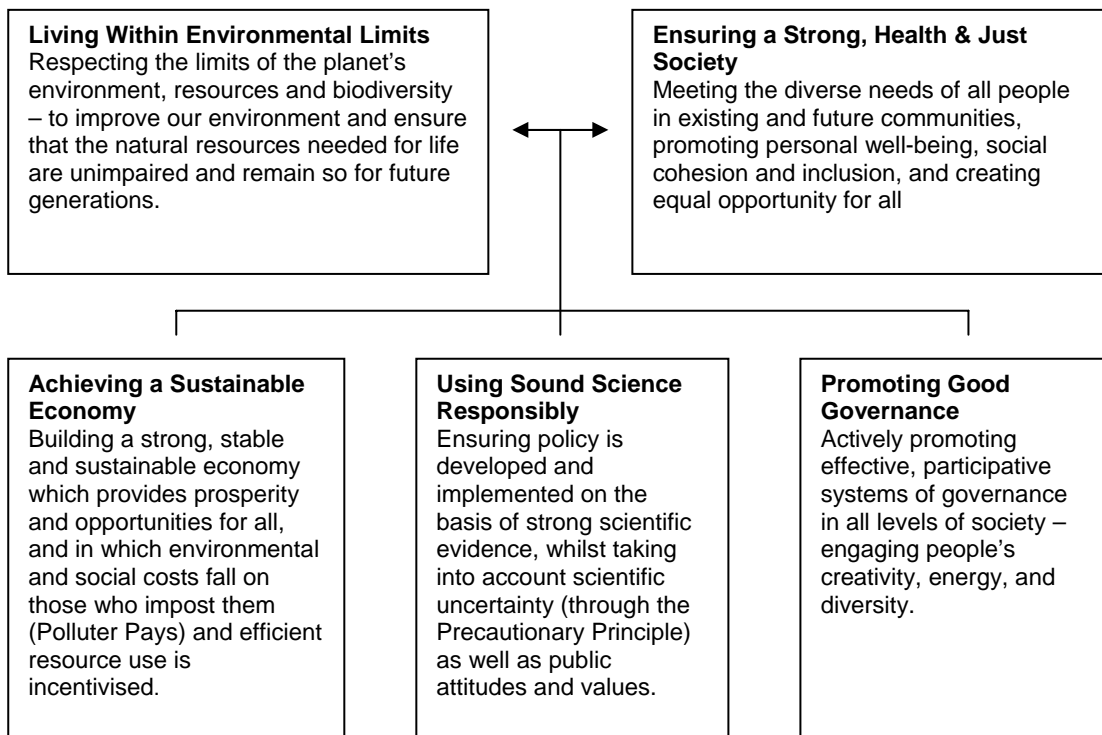
### 1.1 Background:

The past twenty years have seen a growing realisation that the current model of economic development within parts of the World is unsustainable, i.e. economic growth based upon increasing consumer demand in a consumer society. Governments have recognised that action needs to be taken to address the consequences of the loss of biodiversity and the impact on environments and climates. As a consequence of the 1997 Kyoto Protocol, and subsequent policies, the UK Government has introduced a variety of legislation and guidelines designed to create an environment of sustainable development within the UK Economy in general and the public sector in specific. The initial emphasis is focussed on the reduction of carbon emissions within the environment.

A widely-used and accepted international definition of sustainable development is: *'development which meets the needs of the present without compromising the ability of future generations to meet their own needs'*. It is worth noting that at the present time the UK is not even meeting historic established carbon emission reduction targets.

### 1.2 Principles of Sustainable Development:

The UK Government has established a set of principles that provide a basis for sustainable development policy in the UK. For a policy to be sustainable, it must respect all five principles:



### 1.3 UK Priorities

In terms of focusing efforts, the Government has identified four priority areas for immediate action, shared across the UK, these are:

- Sustainable Consumption and Production
- Climate Change and Energy
- Natural Resource Protection and Environmental Enhancement
- Sustainable Communities

The principles and approaches are covered in more detail in 'Securing the Future' – the UK Government's Sustainable Development Strategy published on 7<sup>th</sup> March 2005 with specific targets set out in the Sustainable Operations on the Government Estate (SOG E) Framework (revised 2006).

### 1.4 Northern Ireland

A Sustainable Development Strategy for Northern Ireland was published in May 2006 and was followed up by an Implementation Plan (IP1) in November 2006. A revised Implementation Plan (IP2) is due shortly.

Six **Guiding Principles** have been adopted for Northern Ireland, the first five are shared with the UK and the sixth\* recognises the potential for NI to tackle the key issues and create and take advantage of the opportunities that sustainable development offers.

- 1) Living within Environmental Limits.
- 2) Ensuring a strong, healthy & just society.
- 3) Achieving a sustainable economy.
- 4) Promoting good governance.
- 5) Using sound science responsibly.
- 6) Promoting opportunity & innovation\*

Six **Priority Areas** for immediate Action have been identified, two more than the rest of the GB.

- 1) Sustainable consumption and production.
- 2) Natural resource protection and environmental enhancement.
- 3) Sustainable communities (operational policing aspects).
- 4) Climate change and Energy use.
- 5) Learning and communication for sustainable development.
- 6) Governance for sustainable development.

The Northern Ireland Implementation Plan includes specific objectives and targets to be delivered by the NI Departments responsible to the devolved administration:-

	<u>Objectives</u>	<u>Targets</u>
1. Sustainable consumption and production	3	7
2. Natural resource protection and environmental enhancement	5	14
3. Sustainable communities	3	13
4. Climate change and Energy use	3	9
5. Learning and communication for sustainable development	2	10
6. Governance for sustainable development	<u>2</u>	<u>10</u>
	18	63

Implementation Plan 1 has 63 targets and IP2 is likely to have 58 targets. Many of these specific targets are not relevant to the PSNI but the PSNI does require to contribute in part to some of them.

In the IP1, **three** key areas were highlighted as being particularly significant within the NI context and actions being described for:

Sustainable Communities  
Energy  
Procurement

## 1.5 PSNI Approach

The PSNI is already managing many of the issues that are encompassed within the Sustainability agenda. However, there is an absence of a co-ordinated approach and whilst some of the Government's Sustainability targets are being met, an overall assessment of how the PSNI will contribute to the Sustainability agenda by establishing appropriate objectives/targets and accountabilities has yet to be agreed.

As a public authority/body in Northern Ireland currently responsible through the NI Office, the PSNI has not been involved with the development and input into the NI Sustainability Strategy. Going forwards the focus should be on meeting the Northern Ireland Sustainability agenda rather than that of the UK as a whole.

The PSNI is overdue in addressing Sustainability issues, it became a statutory duty from 31<sup>st</sup> March 2007 that all public authorities must

- "act in the way it considers best calculated to the achievement of sustainable development in Northern Ireland ....."
- "have regard to any strategy or guidance relating to sustainable development....."

The Northern Ireland (Miscellaneous Provisions) Act 2006, applicable from 31<sup>st</sup> March 2007, places a **statutory** duty on public bodies to promote sustainable development in the exercise of their functions.

The amount of material and guidance available on Sustainability issues can appear overwhelming and, whilst there are some clear targets for some areas (for example, energy, water use, and waste), other areas are more 'cross-cutting' and related to the specific activities of the Service.

Guidance on the formulation of a PSNI strategy and action plan will need to be drawn from a number of external sources. In no specific order:

- Sustainable Development Unit of the Office of the First Minister and Deputy First Minister (OFMDFM).
- Sustainable Development Commission.

It is suggested by the Sustainable Development Commission that the preparation of Action Plans should tackle the challenges in four organisational areas:

- Policy
- Operations
- Procurement
- People

To meet the challenges, the whole Service needs to be involved with clear commitment from the highest level and clear lines of responsibility established. Ownership must apply throughout the entire Service – each Headquarter Department and each District Command Unit. A limited comparison may be made with the current PSNI approach to Health & Safety.

## 1.6 Relevant Documents

The wider Sustainability agenda is driven from a number of sources, useful reference documents include:

- 1) “**Securing the Future**” – the UK Government’s sustainable development strategy published on 7<sup>th</sup> March 2005  
[www.sustainable-development.gov.uk/publications/uk-strategy/index.htm](http://www.sustainable-development.gov.uk/publications/uk-strategy/index.htm)
- 2) Sustainable Operations on the Government Estate (SOGE) Framework, revised targets published June 2006  
[www.sustainable-development.gov.uk/government/estates/targets.htm](http://www.sustainable-development.gov.uk/government/estates/targets.htm)
- 3) “**First Steps Towards Sustainability**” – A Sustainable Development Strategy for Northern Ireland – published **9 May 2006**  
[www.ofmdfmi.gov.uk/sustain-develop.pdf](http://www.ofmdfmi.gov.uk/sustain-develop.pdf)
- 4) “**A Positive Step**” Northern Ireland – A Sustainable Development Implementation Plan – published **November 2006**  
[www.ofmdfmi.gov.uk/index/economic-policy/economic-police-sustainable-development/sustainable-development-publications.htm](http://www.ofmdfmi.gov.uk/index/economic-policy/economic-police-sustainable-development/sustainable-development-publications.htm)
- 5) The Northern Ireland (Miscellaneous Provisions) Act 2006 from 31<sup>st</sup> March 2007 places a **statutory duty** on public authorities to promote sustainable development in the exercise of their functions.
- 6) “**Driving Change**” Sustainable Development Action Plans – Guidance. Published by the Sustainable Development Commission, updated March 2008  
[www.sd-commission.org.uk/publications/downloads/SDAPGuide.pdf](http://www.sd-commission.org.uk/publications/downloads/SDAPGuide.pdf)

- 7) Sustainable Development in Government, Annual Report 2007. Published by the Sustainability Commission  
[www.sd-commission.org.uk/publications/downloads/sdig\\_report\\_2007.pdf](http://www.sd-commission.org.uk/publications/downloads/sdig_report_2007.pdf)
- 8) Sustainable Development 'How your District Council Can Play its Part', An Implementation Manual, September 2007  
[www.sustainableni.org](http://www.sustainableni.org)
- 9) Integrating Environmental Considerations into Public Procurement – Central Procurement Directorate Procurement Guidance 04/04 July 2008 (available via CPD website)

## **2.0 SUSTAINABILITY MISSION STATEMENT**

*The Police Service of Northern Ireland will ensure that it implements measures to achieve realistic Sustainability targets satisfying the key elements of the 2006 Sustainable Development Strategy for Northern Ireland, as applicable to a police service focussing specifically on the reduction of its carbon footprint, effective management of energy consumption and energy use and governance/monitoring arrangements for sustainable development.*

## **3.0 SUSTAINABILITY STRATEGY**

The purpose of the Sustainability Strategy of the PSNI is to provide a framework for the Service to achieve defined targets in relation to reduction in carbon footprint, energy management and overall environmental management. This outcome will be delivered through the Service's adoption of working practices that follow sound principles of environmental management. The opportunities and associated risks inherent in this Strategy will be carefully analysed to ensure that the likelihood of achieving the operational objectives of the Service is enhanced and monitored within an appropriate governance arrangement.

The Sustainability Strategy will achieve this outcome by maintaining a pragmatic balance between the following three elements:-

- (a) Environmental (reflecting the existing and future Northern Ireland sustainable development legislation/guidelines).
- (b) Financial and Value for Money.
- (c) Governance and Social Responsibility.

### **(a) Environmental – Carbon Reduction and Energy Management:**

- (1) Using and procuring energy in the most efficient manner.
- (2) Reduction of carbon emissions and waste and implementation of recycling plan.
- (3) Ensuring all suppliers have, and operate in accordance with, appropriate Sustainability standards recognising the impact of the supplied items on the PSNI's carbon footprint.

- (4) Ensuring all procured products/systems are the most environmentally efficient within the context of the required output specifications and that end of life disposal procedures are in place and satisfactory.
- (5) Utilise renewable energy sources to minimise fossil fuel consumption and reduce carbon footprint.
- (6) Procure materials from sustainable sources.
- (7) Seek and promote environmental improvement ideas, where practicable eg increased landscaping within facilities, improved natural lighting, etc, etc.
- (8) Engage full staff ownership in the contribution to carbon reduction and general Sustainability concepts eg training, Ideas in Action.

**(b) Financial – Value for Money:**

- (1) Ensure that capital projects/revenue schemes assess value for money aspects/whole life cost aspects of Sustainability initiatives.
- (2) Ensure that Sustainability initiatives are affordable, practicable, realistic and achievable.
- (3) Ensure that all support services strategies embody the principles of good environmental management.
- (4) Ensure that all significant investment Business Cases (capital and revenue) reflect Sustainability criteria, as part of the Business Case assessment, where appropriate.

**(c) Governance:**

- (1) Establish an appropriate governance arrangement under the auspices of the Director of Finance and Support Services supported by an appropriate working group.
- (2) Develop public awareness (in conjunction with the Policing Board) of the PSNI Sustainability policy with associated objectives and targets reflecting the PSNI Policing Plan.
- (3) Ensure monitoring of Sustainability performance through the governance working group.
- (4) Recognise a corporate risk associated with the Sustainability policy in relation to attaining compliance with required legislation and guidelines.

## **4.0 PRINCIPLES OF SUSTAINABILITY - CONSIDERATION BY BUSINESS FUNCTION**

### **4.1 Finance:**

- Consideration and promotion of “invest to save” initiatives including pump-prime concepts that will generate ongoing revenue budget savings and help deliver Sustainability targets.
- The use of funds from within established budgets to finance environmental initiatives based on Business Case assessment.
- The retention, and possible increase, of the existing ESBU Energy budget utilised specifically for schemes targeting reductions in energy consumption.

## 4.2 Procurement:

- Suppliers & Contractors – PSNI will seek to use suppliers and contractors that provide environmentally friendly, cost effective, goods and services. They will be encouraged through specification to develop environmentally friendly goods and services at competitive prices, while ensuring that statutory regulations and official codes of practice are met.
- Specifications – Procuring Branches will be encouraged to define product/system specifications that are environmentally friendly and attain reductions in carbon footprint of the PSNI.
- A number of environmental factors will be included in the procurement of individual supplies, whilst complying with the PSNI and EU Procurement rules.

The following issues are relevant:-

- Ozone depleting products should not be procured. Where possible, goods and services that minimise the release of greenhouse gases, volatile organic compounds, noxious emissions and other substances damaging to health and the environment should be sought.
- Discharges and emissions from procured goods and services, whether to air, land or water, should be low.
- Materials should be from sustainable or renewable resources and comply with EU and International trading laws.
- Refurbished or recycled materials should be considered.
- Whole life costs and environmental impact should be considered.

## 4.3 Estates:

A range of initiatives are currently under development and in implementation stage by ESBU in relation to attainment of a number of Sustainability targets. In brief:-

- Design and Construction
  - New builds and refurbishment projects are developed on the basis of low carbon design with the objective of achieving reductions in carbon emissions.
  - Maximum utilisation of recycled materials and low wear materials are utilised. Locally sourced and sustainable materials are utilised.
  - Full and effective use of existing land and buildings is promoted.
  - Utilisation of brownfield sites for new build construction is considered within all Business Case assessments.
  - Utilisation of non fossil fuels is assessed in relation to heating processes.
  - Load management systems are already being rolled out throughout the Estate and further projects will be assessed.
  - Ground water recycling for cooling purposes in new build construction is actively assessed in association with designs, which minimise water wastage and run-off.
  - ESBU will continue to work with the Carbon Trust in the design of new constructions to ensure maximum reduction in the carbon footprint of the PSNI.

- Utilities Consumption

- To continue to implement capital schemes designed to reduce energy and water consumption throughout the Estate.
- To encourage good housekeeping within Headquarter and District facilities.
- To establish targets for reduction in Utilities consumption reflecting potential rationalisation of the Estate and further reductions in staffing establishment.
- To ensure that the PSNI complied with contamination and pollution control guidelines as exist within Northern Ireland.

- Estates Sustainability Policy

- ESBU are currently developing an Estates Sustainability Plan focussing specifically on initiatives to be implemented over the next 5 years within new builds and existing facilities. It is intended that this plan will be included in the 2009/10 Annual Business Plan and will reflect associated funding requirements.
- ESBU will ensure compliance with the key aspects of the Sustainability element of the RICS Public Sector Asset Management Guidelines.

#### 4.4 Transport:

- General

The Transport Department is committed to reducing the carbon footprint of the fleet operated by the Service. Vehicles are a highly visible contributor to local pollution through emission of carbon dioxide. Vehicles also contribute to the concentration of nitrogen, sulphur dioxide and particulates in the atmosphere.

The environment vehicles operate in will affect the choice of suitable fuel options. This Service is committed to using diesel as the fuel of choice for our mix of urban and rural operation.

- Minimise fuel consumption by choosing vehicles that offer maximum operational potential with minimum environmental impact.
- Reduce the size of the fleet to ensure the optimum use is made of the vehicles available.
- Continue to use diesel vehicles, where possible, in favour of petrol while the environmental advantage lies with that technology.
- Monitor the alternative fuel developments as these technologies advance to ensure our ability to embrace identified environmental advantages.
- Monitor the carbon footprint of the force vehicles.
- Use only manufacturers that have a demonstrable commitment to best environmental practice.
- Service vehicles at recommended intervals to manufacturers standards using high quality materials to ensure effective and efficient use of fuel is maintained.
- Ensure that all workshop waste/used components are disposed of in the most environmentally suitable way, including the recycling of all materials possible.

## 4.5 ICS

The ICT Systems in use within PSNI account for a considerable proportion of the PSNI's energy consumption. ICS are committed to efforts at both desktop and data centre level to reduce carbon footprint and provide significant cost savings for PSNI.

Energy reduction initiatives such as data centre temperature and humidity variations will continue to be explored in partnership with ESBU. Technologies including virtualisation will also be investigated to determine if the overall server footprint can be reduced. Power efficiency and total cost of ownership will be a key evaluation criteria for all new IT purchases.

- Maximising Return on Investment

PSNI has considerable investment in the existing technical architecture in terms of physical assets, network capacity and software licences. Maximising the existing architectural investment is key to reducing ongoing future costs. This includes:

- Re-examining and exploiting benefits from Enterprise Licence Agreements;
- Re-using spare capacity available within network, storage and server assets;
- Promoting audio and video conferencing using existing IT capabilities to reduce travel and associated costs within PSNI;
- Deploying latest features and versions of technologies we own; and
- Extending platform refresh times to maximise use of existing hardware provided hardware meets minimum energy requirements.

- Network & Telephony Cost Reduction

ICS will explore opportunities to reduce the ongoing costs of operating the PSNI data and telephony networks. As leased lines and infrastructure rental approaches renewal, the ICS Operations Manager and Technical Design Authority will evaluate bandwidth and cost and make cost reduction recommendations.

- End-of-Life Systems

It is in the interests of PSNI to deactivate ICT applications that are no longer utilised. Migration of data onto efficient modern systems provides the platform for information sharing and allows legacy platforms to be switched off, lowering power requirements, reducing data-centre footprint and reducing licensing and support costs.

- RoHS (Restriction of Hazardous Substances Directive) and WEEE (Waste, Electrical and Electronic Equipment) Compliance

Current best practice dictates that all new ICT hardware deployed within the PSNI environment must be RoHS and WEEE compliant. This places the burden of disposal with the original supplier and ensures that all hazardous waste is cost neutral to PSNI.

#### 4.6 Travel:

- The PSNI will consider initiatives to achieve the following objectives:-
  - Reduction in business travel, where appropriate.
  - Encourage staff to walk, cycle, journey share (through SMART Moves) or use public transport for business and private travel.
  - Provision of covered cycle shelters if substantiated by demand.

#### 4.7 District and HQ Department Related Issues:

It is recognised within Districts and HQ Departments that many of the issues considered by other business functions will have a direct impact and application within their specific areas. It will be the role of all personnel in Districts and HQ Departments to ensure that sustainability issues are considered in the decision making process and that support is provided to central business functions in applying the principles of sustainability within their areas of responsibility. Areas of consideration for Districts and HQ Departments include:

- Procurement of goods and services in line with procurement procedures and policies.
- Working in collaboration with ESBU to reduce energy and water consumption on their Estate.
- Establishment of targets within their area of responsibility for greater efficiency in the use of utilities.
- Review of vehicle type and usage in line with operational requirements to minimise fuel consumption.
- Maximisation of vehicle sharing for courses to minimise environmental impact and maximise financial benefit.
- Efficient use of ICT equipment.
- Provision of facilities for recycling and promotion of such facilities.
- Education of all personnel as to the benefits of the sustainable workplace both in financial and environmental terms.

#### 4.8 HR Related Issues:

HR Department will consider the following initiatives:-

- Flexible Working

PSNI will consider flexible working patterns, where appropriate, to the business requirements, which may encourage shared travel, journey reductions and use of technology to achieve reductions in carbon footprint and impact on the environment.

HR policy will recognise the need to encourage cultural change by providing a supportive infrastructure that will allow all staff to make a positive contribution to environmental issues. This may cover areas related to travel, flexible working, working practices, working environment, etc subject to such change being acceptable to business and operational policing requirements and fully compliant with employment and health and safety policies.

- Training

The PSNI will raise awareness of environmental issues so that staff understand their responsibility to support and comply with Sustainability objectives. Where appropriate, environmental issues and best practice will be referenced in relevant training modules to ensure the green message is communicated at every opportunity.

#### 4.9 Governance and Target Setting:

4.9.1 It is proposed that a Working Group is established under the Chair of the Director of Finance and Support Services (Project Champion).

This Working Group will include representatives from Procurement, Estates, ICS and Transport. In addition, the two Regions will be represented by a nominated Head of Business Services. HR will be invited to attend, when required.

Each Support Services Branch will be tasked with developing a Sustainability Plan, with targets, over the next 12 month period in relation to their particular function and business objectives.

Regions and Departments will similarly be tasked with identifying Sustainability issues relating to policing functions and operations.

Targets will then be agreed by the Working Group in relation to the Support Services plans and Regional plans.

Monitoring and review arrangements will be established to assess progress, identify key risks and ensure continuous improvement. Regular reporting mechanisms to Chief Officers will be put in place and liaison with key external bodies established to ensure compliance with legislation and good practice.

4.9.2 It is recognised that the area of Sustainability covers a substantial number of issues. A variety of legislation and guidelines already exist within Northern Ireland and it is reasonable to assume that the legislative framework will become more onerous over time.

In order to attain full ownership of Sustainability Policy within the Service, the Working Group may wish to consider the appointment of Sustainability Managers (*Green Ambassadors*) within each District and principal Headquarter sites. Furthermore, we note the action taken by a number of public bodies to appoint a Sustainability Champion. This resource would be a key individual responsible for ensuring overall compliance with existing legislation, assessment of future legislation and impact on the Service (and inherent operations), ensuring continuous improvement targets, and reviewing individual Branch plans and overall attainment of the Sustainability objectives.

This resource may not be required at this point in time, and indeed the Working Group will need to consider the added value to be gained from the appointment of such an expert resource. However, it should be noted that

other similar, diverse, large, public sector bodies have engaged such resources. Furthermore, we note recommendation of the PSNI Chief Health & Safety Officer in relation to the appointment of an appropriate experienced specialist qualified individual within this area.

We should further identify the role of PSNI Health & Safety Branch within the area of Sustainability. There are a number of Sustainability issues, which also impact on Health & Safety policies and legislation. It is therefore suggested that a member of Health & Safety Branch is included within the composition of the Sustainability Working Group.

## **5.0 CONCLUSION:**

- Whilst the PSNI accepts that the primary responsibility for developing and monitoring Sustainability Plans will lie with the Sustainability Working Group, implementation of Plans must lie with individual Branches and Districts. Ownership must be promoted throughout the entire Service creating a *green* culture of Sustainability supported by good housekeeping, centralised initiatives, environmentally friendly procurement, and target setting.
- PSNI will continue to refine and develop its Sustainability Policy and individual plans in line with business needs, taking into account appropriate best practice and implemented through a process of “continual improvement”.
- These principles and associated policies will be made available to all parties interested in the performance of the PSNI in relation to Sustainability issues in due course.

**Estates – Examples of Sustainability Projects**

ESBU are targeting Sustainability across a number of areas in relation to management of the PSNI Estate. These include several energy related areas, carbon emissions, procurement, construction and environmental protection. Below is a summary of the initiatives currently contributing to sustainability on the Estate.

**Energy Conservation**

One of the key Sustainability targets is energy conservation. ESBUs provide a dedicated Energy Management function. They work closely with both project staff, Estate Management staff and other departments to assist with introducing energy conservation and carbon reduction measures across the PSNI Estate.

The Energy Team is responsible for monitoring of energy usage across the Estate. This is carried out using electronic Building Energy Management Systems (BEMS). They are able to control facility temperatures and regulate heating periods. On average, this results in an overall saving of around 8% of energy and the associated carbon emission reduction. Since 2003, ESBUs have increased the number of sites covered by BEMS from around 25% to 90% of the PSNI Estate.

Specifically the following energy conservation services are provided across the estate:

Control Set Points (Temperatures)	These are monitored and can be readily changed to optimise heating levels.
Time Schedules	These are set in liaison with the end user to reduce operating times of heating systems to a minimum.
Holidays	Holidays and summer/winter time changes can be implemented quickly reducing heating waste.
Conformity	Temperature sensors are routinely installed on the estate to reduce over or under heating. Heating and ventilating control is constantly optimised to suit the operation of each individual building.
Preventative Planned Maintenance	All heating, cooling and ventilation plant and equipment on the estate are serviced at industry best practice intervals and standards. This ensures they are running at their peak efficiency hence reducing waste.
Energy conservation measures	Currently energy conservation measures are introduced where the simple pay back is less than 5 years. ESBUs have a specific annual energy budget that funds these. Examples of conservation measures include lighting controls, expansion of the BEMS network, installation of electrical power perfectors, etc.

**Renewable Energy**

In accordance with Government Sustainability targets ESBUs purchase on behalf of the Service 10% of all electricity used from 'green' sources. Currently this measure reduces the calculated carbon emissions of the Estate.

## **Alternative Energy Sources**

ESBU have installed one Combined Heat and Power installation. This is where a mini generator produces electrical power for a site and the waste heat produced by the engine running the generator is recovered almost entirely and used to heat the buildings on the site.

At the moment ESBU are progressing the installation of a heat storage and distribution system in Seapark. This will be used to recover the heat generated as a by-product of normal incinerating operations.

## **Carbon Emissions**

The reduction of carbon emissions from the Estate is a priority Sustainability target. Energy conservation does have an associated carbon emission reduction. However, there are other measures that can be introduced that also reduce carbon emissions.

One of the main strategies has been the introduction of Natural Gas where available. This has previously also reduced running costs but the cost advantages have reduced recently. The main advantage of Natural Gas is lower carbon emissions for the same amount of heat produced in comparison to oil fired or electrical heating. All sites close to a Natural Gas supply have been changed over to gas heating. The North West was the last region to be completed at the beginning of 2008. ESBU intend to convert more stations when gas is made available in Armagh and East Tyrone in the future.

Other types of primary heating can reduce carbon emissions. The new station being built in Omagh will have a wood pellet biomass boiler and the proposed replacement boiler at Dungannon will also be a biomass boiler. Wood pellets are a zero rated fuel with respect to carbon emissions.

## **Sustainable Construction**

Since 2003 all significant new station buildings had established demanding low carbon design targets. The overarching requirement was to exceed the Building Regulations energy conservation targets by 40%. One example is the new station at Omagh that will use ground water for cooling and the aforementioned biomass boiler for heating. With respect to refurbishment and maintenance of our existing building stock ESBU have recently introduced policies to ensure low carbon design is considered from the outset of a project. A recent example is the refurbishment of Bldg 36 at Mahon Road. In this case a number of low carbon design strategies were used such as making best use of natural light, passive ventilation, high levels of insulation, etc. These policies will be regularly reviewed to ensure they comply with best practice.

Waste management is another significant Sustainability area that is being managed by ESBU in relation to Estate operations. From the end of 2008 all construction projects on the PSNI estate will require to have a Site Waste Management Plan. This follows industry best practice and is likely to become a statutory duty in the future. All recent demolitions required the materials to be sorted and recycled where possible. Steel was recycled, timber was sent for reuse or shredded for animal bedding, Hardcore was screened and used to make up levels on the sites.

Water use is another area that ESBU target. All sites are monitored and any site showing irregularities is followed up in an effort to reduce water leakage.

The vast majority of toilets have water management systems attached to any automatic flushing cisterns. All new mechanical installations must meet current water conservation standards.

Since 2004, all works have included within the project briefs the requirement that 70% of all timber used in the construction should be recycled or sourced from sustainable forests.

### **Sustainable Procurement.**

As part of our tender evaluation process all contractors working on the PSNI estate must demonstrate how they will comply with their statutory duties. This is with respect to environmental protection and how they intend to manage all waste that arises as a consequence of their works. This is monitored for compliance by ESBU.

### **Environmental Protection**

Although most environmental protection is carried out via our contractors ESBU have, since 2005, also targeted potential pollution risks on the estate. The most significant of these is the management and storage of bulk fuels. Currently underway are works to upgrade or remove bulk fuel installations. This applies to both below ground petrol and diesel storage and above ground heating and generator fuel oil.

### Transport – Examples Of Sustainability Practice

#### Incinerator

Confidential waste from the Service is incinerated at Seapark and the heat from this process will be used to heat Seapark Complex. Exhaust gases are cleaned and potential contaminants monitored before going to atmosphere.

#### Fleet

56% of fleet vehicles are diesel, all vehicles meet current EU legislative standards. They are purchased through framework agreements negotiated by the NAPFM and NPIA.

- ❖ by April 2009 the fleet size will have been reduced by 11% (325 vehicles).
- ❖ downsizing vehicle specification which will reduce carbon footprint i.e. smaller cars and smaller engine sizes.
- ❖ Transport Services are involved in the next round of a benchmarking exercise to monitor areas such as fleet usage and carbon footprint compared to other Police fleets.
- ❖ we continue to monitor alternative fuels for vehicles, however there is no viable alternative for Police use at present.
- ❖ no asbestos is used in components such as brake pads, clutch linings, etc.
- ❖ air conditioning gas used in vehicles is removed, cleaned and re-used when the air conditioning system is being worked on.
- ❖ garage waste is recycled including waste oil, fuel/oil filters, brake/clutch linings, batteries, wiper rags and coolant.
- ❖ end of life tyres are recycled at no cost to Transport Services.

### **Procurement – Examples Of Sustainability Practice**

#### **TENDERING CONTRACTS**

The PSNI commenced running competitive tenders through e-sourcing in June 2009. From June 2010 all procurement competitions will be subject to e-tendering with a projected saving of 250k pages per year of tendering documentation.

#### **CATERING SERVICES**

##### **Corporate Social Responsibility**

Key Strategic Objective – is promote quality assured, healthy and nutritious food procured from sustainable sources, whilst minimising the impact on the environment. The business is committed to supporting local food producers, whilst offering a broad range of ethical and fair trade products.

Increasing the availability of local, sustainable and healthy products to deliver the best mix of British, healthy, fair trade or organic products within the supply chain.

The PSNI appointed Sodexo as their service provider on 1 December 2008.

With regard to sustainable procurement, the following refers:

##### **Supplier Code of Conduct**

Sodexo will only engage with suppliers, contractors and partners who follow responsible, ethical, social and environmental practices. All core suppliers for the PSNI Catering Contract comply with Sodexo's Code of Conduct.

##### **Food Safety**

Food safety and traceability are paramount for Sodexo. Sodexo trace every single product back to the supplier, farmer or grower. The Food Safety Supplier Code of Practice ensures that suppliers operate to the highest standard of food safety.

All core suppliers within the PSNI Catering Contract comply with this Standard.

##### **Sustainable Procurement Strategy**

Sodexo's sustainable procurement approach not only reduces their impact on the environment, but also brings cost savings and supports growth and innovation.

Sodexo has set new standards in sustainable procurement to minimise the impact of the business sector on the environment.

## **Local and Regional Sourcing**

Sodexo's Sustainable Procurement Policy was developed in line with DEFRA guidelines, sourcing UK grown produce whenever possible.

## **Reducing Food Miles**

Sodexo strive to minimise their impact on the environment by reducing food delivery miles. Examples with the PSNI Catering Services Contract are:

- Introducing minimum orders and rationalising the number of deliveries and product lines
- Consolidating deliveries in multi-temperature vehicles, allowing ambient and chilled goods to be delivered together

## **Reduction in Packaging**

Sodexo comply with the Producer Responsibility (Packaging Waste) Regulations.

They are continually striving to reduce the weight of packaging and also to ensure that the packaging is made from biodegradable materials.

## **Environmental**

Sodexo recognises its responsibility to the environment and strives to achieve environmental best practice within the Catering sites. Examples are as follows:

- Turning off appliances when not in use
- Turning off lights, wherever possible
- Introducing batch cooking
- Cooking with lids

## **CLEANING SERVICES**

### **Energy Management**

Reducing the number of suppliers and frequency of deliveries.

### **Fleet Management**

Currently Aramark is engaged with the Energy Saving Trust in order to undertake a "green fleet review".

### **Green Packaging**

Aramark are committed to using sustainable packaging.

## **Landfill Diversion**

Aramark have appointed a Scientist who has completed a PhD in developing novel waste management technologies. He is now championing Aramark's quest for zero waste to landfill.

## **Chemicals**

Reducing the amount of cleaning chemicals and introducing micro fibre cleaning techniques.

## **PUBLICATIONS**

- Intranet – management of internal PSNI intranet site
- Electronic communication is the preferred method of ordering
- 1,300 forms in downloadable and electronic format
- Contract in place for chemical disposal with Waste Care (a silver lining industries company). Certification to state that all waste materials generated by PSNI Publications are treated and recycled in accordance with the Environment Protection Act 1990
- The move of Graphics Unit and subsequent networking will remove the need for memory sticks, discs and paper

## **STORES – CUSTOMER SERVICES**

- Electronic ordering of uniforms
- All cardboard is baled on site and is recycled
- Uniform items, ballistic body armour, handcuffs, batons etc are recycled

## **GOVERNMENT PROCUREMENT CARD (GPC VISA)**

The GPC Visa was launched in 1997. It is an established, well recognised and simple to use form of e-procurement.

PSNI introduced the GPC in 2002 and to date (October 2009) there are 32 cards in operation. There have been 73,000 transactions and expenditure of £14.1 million.

The main objective for the Service using the GPC Visa Programme is to generate significant savings by reducing paperwork and administration time as well as the effort involved in processing requisitions, purchase orders and invoices for low value, high volume goods and services.

An increasing emphasis is being placed upon the use of GPC within the Organisation and all contracts are now assessed for compatibility. For example, the new contracts for Outdoor and Cycle Clothing will operate within the GPC Framework.

## **TECHNICAL RESEARCH & QUALITY ASSURANCE**

1. All wooden furniture purchased by the PSNI is manufactured from sustainable forests.
2. All tender documentation requires suppliers/manufacturers to provide equality of opportunity and comply with the Employment Order (NI) 1998; the Sex Discrimination Order (NI) 1976 and 1988; the Employment Equality (Sexual Orientation) Regulations (NI) 2003; the Equal Pay Act (NI) 1970; the Disability and Discrimination Act 1995; the Race Regulations (NI) Order 1997; the Employment Relations (NI) Order 1999 and the Employment Rights (NI) Order 1996.
3. The introduction for suppliers/manufacturers to comply with the requirements of Reach, Registration, Evaluation, Authorisation and Restriction of Chemicals.
4. The introduction for suppliers/manufacturers to comply with the requirements of ISO 14001:2004 Environmental Management System.
5. Use of HOSDB Standards and ensuring compliance with ISO, EN and BS Standards.

## **MURDER ARCHIVE & SERIOUS CRIME EXHIBIT STORES**

The Murder Archive, CICU and SCES send waste cardboard to the General Stores for recycling purposes.

We save energy by ensuring equipment not being used is switched off at the mains.

Our lighting system is sensed throughout the facility, ie only utilised when a member of staff enters the room/store.

All information is stored on the NICHE database, which cuts down on the use of paper.

## **ICS – Examples Of Sustainability Projects**

### **Green IT**

In May 2008 the ICS Head of Branch and Technical Design Authority attended the national Green IT conference in London. The objective was to determine what initiatives were possible within ICS that would provide both environmental and cost saving benefits to PSNI. Information learned at the event prompted ICS to conduct a sample review of energy consumption at the data centre in Lisnasharragh. Using historical figures provided by ESBU it was possible to determine that the data centre contributed significantly to the overall electricity usage at the Lisnasharragh site. Investigations were subsequently started between ICS and ESBU to determine what temperature and humidity changes could be made in the data centre to reduce electricity consumption without placing undue risk on the electronic equipment housed in the data centre. Successful humidity changes were implemented in both the Lisnasharragh and Brooklyn data centres in June 2008 resulting in efficiency improvements in both data centres.

ICS have not only focused on the data centre. In August 2008 ICS published a bulletin to the Service with guidance on what individuals can do to help reduce IT costs. This included instructions on how to configure double-sided printing and optimising common terminal power consumption.

### **End of Life Systems**

Legacy systems have always been costly in terms of the ongoing support, manpower and licensing costs. Within IT, it is now recognised that the footprint and energy consumption of these systems is also a cost that must be considered. ICS have active projects underway to terminate a number of end-of-life systems including MHS and MARS.

The MARS system for example consists of more than 30 servers distributed across multiple sites. The servers themselves are not the latest technology and are therefore not as energy efficient as modern equivalents. As the Duty Rostering (Options) and EDRMS (TRIM) projects are now well established the need to continue using the MARS system is minimal and ICS continue to work with the business to migrate users away from MARS to enable deactivation and subsequent savings.