

POLICE SERVICE OF NORTHERN IRELAND

Sustainability Strategy

November 2013

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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 31st March 2007, to promote sustainable development in the exercise of its functions.

This Strategy has considered a wide range of supporting documentation including the 2010 Sustainable Development Strategy (Everyone's Involved) Sustainable Development Strategy for Northern Ireland and the specific objectives contained within the Sustainable Implementation Plan 2011-2014.

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 respective Governance arrangements applicable to Estates, Transport, ICS and Procurement 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 guidance. The Sustainability Delivery Group are proposing the appointment on a Contract basis of a self funded Sustainability Manager post within the PSNI. This will be progressed shortly. 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, medium and long 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 noting the establishment of a Sustainability Delivery Group under the co-Chairmanship of the Director of Finance and Support Services and ACC Operational Support Department, 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 Sustainability Delivery 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 via the Resource, Demand and Risk Committee, chaired by the Deputy Chief Constable, Judith Gillespie.

1.0 INTRODUCTION

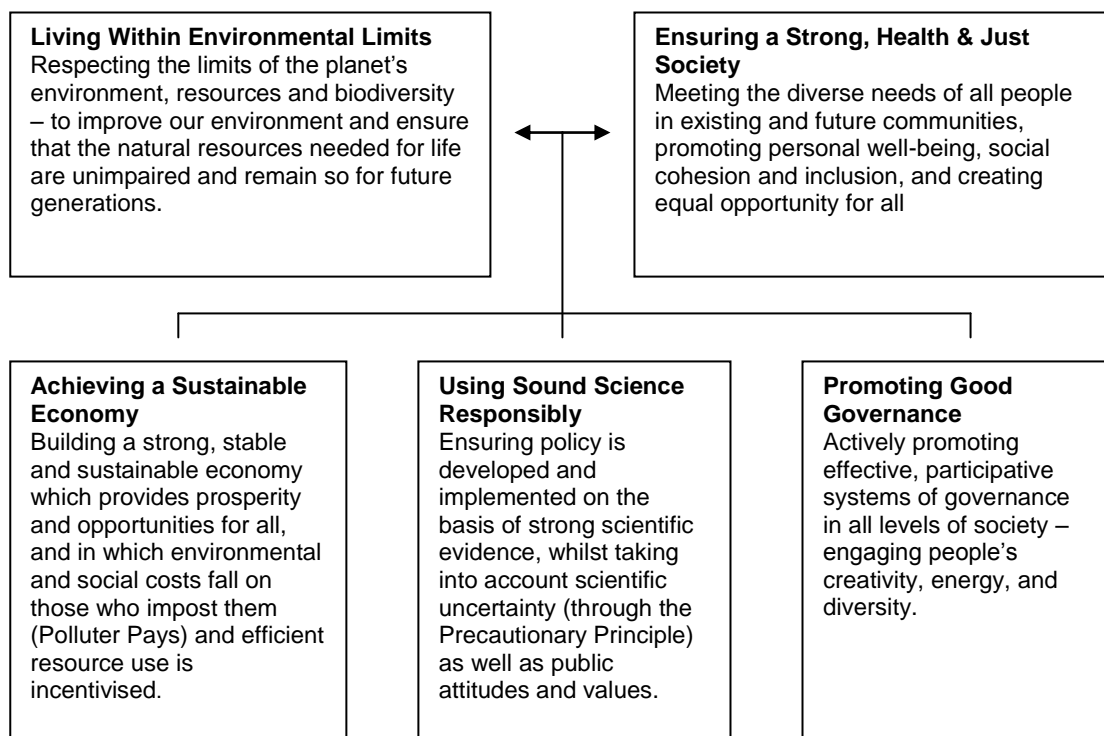
1.1 Background:

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 7th 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 2010 and was followed up by a Sustainable Development Implementation Plan 2011-14 in April 2011.

The Sustainable Development Strategy for Northern Ireland provides us with our own distinctive direction of travel while simultaneously aligning to principles and actions adopted by the EU, within the following themes:

Economic Prosperity:

Promote a prosperous, innovative, knowledge-rich, competitive and eco-efficient, responsible economy which provides high living standards and full and high quality employment.

Social Cohesion:

Promote an equal, democratic, socially inclusive, cohesive, healthy, safe and just society, with respect for fundamental rights and cultural diversity that creates equal opportunities and combats discrimination in all its forms.

Environmental Protection:

Safeguard the capacity of our natural environment to support life in all its diversity, respect the limits of our natural resources and ensure a high level of protection and improvement of the quality of the environment. Prevent and reduce environmental pollution and promote sustainable consumption and production to break the link between economic growth and environmental degradation.

Meeting Our National and International Responsibilities:

Build a peaceful, fair and prosperous society that makes a full contribution to national and internal sustainable development programmes.

We are all affected by the challenges of sustainable development. The Strategy outlines a co-ordinated set of participatory and continuously improving processes, which integrate responsible economic, social and environmental objectives, for the betterment of all in our society (it sets out twenty commitments contained in Annex ‘A’).

The implementation plan for Northern Ireland sets out six priority areas for action under the Strategy. These are:

- Building a dynamic, innovative economy that delivers the prosperity required to tackle disadvantage and lift communities out of poverty.
- Strengthening society so that it is more tolerant, inclusive and stable and permits positive progress in quality of life for everyone.

- Driving sustainable, long-term investment in key infrastructure to support economic and social development.
- Striking an appropriate balance between the responsible use and protection of natural resources in support of a better quality of life and a better quality environment.
- Ensuring reliable, affordable and sustainable energy provision and reducing our carbon footprint.
- Ensuring the existence of a policy environment which supports the overall advancement of sustainable development in and beyond Government.

Each Executive Department under the devolved Government has set out its contribution to the Plan taking positive actions to ensure the commitments in the Strategy are fulfilled.

1.5 The PSNI Approach

As a public authority body in Northern Ireland currently responsible to the Department of Justice, the PSNI has not been involved with the development or had input into the NI Sustainability Strategy or the implementation plan. But going forward, the focus should be on meeting the Northern Ireland Sustainability agenda rather than that of the UK as a whole.

The Sustainable Development Implementation Plan 2011-14 includes specific objectives and targets to be delivered by the NI Departments responsible to the devolved administration.

The PSNI is already managing many of the issues that are encompassed within the Sustainability agenda. In addition, the PSNI contribute annually to the ARENA Network Environmental Benchmarking Survey which monitors the PSNI progress in relation to a wide ranging number of Environmental Management and generic Sustainability issues.

Sustainability issues, became a statutory duty from 31st 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 31st 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 has been 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 7th March 2005
- 2) Sustainable Operations on the Government Estate (SOG E) Framework, revised targets published June 2006
- 3) **“First Steps Towards Sustainability”** – A Sustainable Development Strategy for Northern Ireland – published **9 May 2006**
www.ofmdfmi.gov.uk/sustain-develop.pdf
- 4) **“A Positive Step”** Northern Ireland – A Sustainable Development Implementation Plan – published **November 2006**
- 5) The Northern Ireland (Miscellaneous Provisions) Act 2006 from 31st 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
- 7) Sustainable Development in Government, Annual Report 2007. Published by the Sustainability Commission
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
- 9) Integrating Environmental Considerations into Public Procurement – Central Procurement Directorate Procurement Guidance 04/04 July 2008 (available via CPD website)
- 10) **Everyone’s Involved**, Sustainable Development Strategy for Northern Ireland (May 2010).

- 11) **Focus on the future**, Sustainable Development Plan for Northern Ireland 2011-14 (April 2011).
- 12) PSNI Environmental Policy Statement (2009).

2.0 SUSTAINABILITY MISSION STATEMENT

The Police Service of Northern Ireland will seek to implement measures to achieve realistic Sustainability targets satisfying the key elements of the 2010 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, value for money 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 e.g. increased landscaping within facilities, improved natural lighting, etc, etc.
- (8) Engage full staff ownership in the contribution to carbon reduction and general Sustainability concepts e.g. 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) Appropriate governance arrangements, under the auspices of the Director of Finance and Support Services and ACC Operational Support Department, supported by an appropriate Delivery Group have been established and will be reviewed on a regular basis.
- (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 Delivery Group and annually to the Risk, Demand and Resources Committee.
- (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 minimised.
- 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 undertaken by Estates Services Business Unit 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 Energy Organisations to ensure the design of new construction will maximum the reduction of the PSNI's carbon footprint.

• 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

- Each financial year, Estates Services Business Unit include within their Annual Business Plans, a programme of initiatives relating to sustainability measures and infrastructural improvements designed to achieve the Government targets relating to energy consumption, energy management, reductions in carbon emissions and waste usage.
- 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 affects the choice of suitable fuel options for vehicles. 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.
- Where possible, 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 and reduce the fleet CO2 emission level by 5% during 2013/14.
- 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.
- Policies on the disposal of vehicles will be reviewed to ensure that environmental impact is minimised. In 2012/13, approximately 200 decommissioned armoured landrovers were sent for recycling.

4.5 ICS

The ICT Systems in use within PSNI account for a considerable proportion of the PSNI's energy consumption. ICS is 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 delivered to reduce the overall server footprint. 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 Software 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

- Adopting platform refresh times that maximise use of existing hardware provided hardware meets minimum energy requirements.

- Network & Telephony Cost Reduction

ICS will continue to deliver reductions in 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 and desktop devices 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 In accordance with PSNI Governance processes, a PSNI Sustainability Delivery Group has been established under the co-Chairs of the Director of Finance and Support Services and ACC Operational Support Department.

This Delivery Group reports to the PSNI Risk, Demand and Resources Committee chaired by the Deputy Chief Constable.

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

Each Support Services Branch is 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 are then agreed by the Delivery Group in relation to the Support Services plans and Regional plans.

Monitoring and review arrangements are an inherent process within the Delivery Group in order to assess progress, identify key risks and ensure continuous improvement. Regular reporting mechanisms to Chief Officers via the Internal Governance arrangements, has been 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 Delivery Group may wish to consider the appointment of a Sustainability Manager (*Green Ambassador*) within the Service. 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.

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 invited to attend the Sustainability Delivery Group, as appropriate.

5.0 CONCLUSION:

Whilst the PSNI accepts that the primary responsibility for developing and monitoring Sustainability Plans will lie with the Sustainability Delivery 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.

NORTHERN IRELAND SUSTAINABLE DEVELOPMENT STRATEGY

Compendium of Commitments

Commitment One:

In the development of new strategies and policies, we will require Departments to incorporate comprehensive 'sustainability scans' as one component of their Impact Assessment process, which will provide SMART evidence of the inclusion of sustainability criteria.

Commitment Two:

We will, therefore, extend our efforts to work with our regional, national and international colleagues to exploit more fully the knowledge networks which support the advancement of sustainable development.

Commitment Three:

We will continue to further develop our relationship with national and EU institutions to explore, and consequently make greater use of, opportunities associated with innovation and sustainability programmes which complement our plans and priorities.

Commitment Four:

We will identify the most effective ways of encouraging stakeholder participation in informing us about our work in relation to sustainable development, and develop appropriate mechanisms to facilitate this.

Commitment Five:

We will ensure that the recognition of sustainable development as a cross-cutting principle continues and is reinforced in future PfGs by running the development of future PfGs and Sustainable Development Strategy Implementation Plans in parallel.

Commitment Six:

We will explore the means by which capacity building measures can be introduced to ensure that all public sector employees maintain sustainable development skills and knowledge as appropriate to their role.

Commitment Seven:

We will seek ways to assimilate our PfG priorities and principles with regulatory mechanisms to best support the achievement of positive sustainable development outcomes.

Commitment Eight:

We will publish an Implementation Plan setting out how we will achieve our Strategic Objectives. This will set SMART targets for action to achieve each Objective and identify a Department with responsibility or leading progress on each target.

Commitment Nine:

We will ensure that guidance relating to the existing Statutory Duty on Sustainable Development, contained within Section 25 of the Northern Ireland (Miscellaneous Provisions) Act 2006, is appropriate in supporting our ongoing sustainable development ambitions.

Commitment Ten:

The inclusion of the principles of sustainability will, alongside existing statutory obligations, be central to all policy training developed and delivered in the Northern Ireland Civil Service. This will mainstream sustainability into the heart of all policy making.

Commitment Eleven:

We will review and consult on the effectiveness of our current policy making guidance to reflect the objectives expressed through this Strategy.

Commitment Twelve:

We will develop a sustainable development information database which is accessible to all, which reports and informs on strategic developments across the NICS.

Commitment Thirteen:

We will create a collaborative mechanism which brings together representatives from the public and private sectors, the community and voluntary sector and wider society, with the common purpose of progressing our sustainable development ambitions.

Commitment Fourteen:

We will invite stakeholder representation from the social, economic and environmental sectors to ensure a balance of interests in the development and consultation phases of our new Implementation Plan.

Commitment Fifteen:

We are committed to exploring ways in which we can build upon our e-govt infrastructure to more effectively promote, share and communicate sustainable development learning, practices and experiences in such a way as to promote the achievement of targets within the Implementation Plan.

Commitment Sixteen:

We will develop robust reporting mechanisms for sustainable development to support implementation.

Commitment Seventeen:

We will ensure that policy, strategy, procurement and investment decisions taken by Government are based on a strategic consideration of their 'whole life' consequences and measure this against the achievement of long-term economic, social and environmental impacts.

Commitment Eighteen:

We will publish a comprehensive programme to promote, establish and facilitate ethical and fair trade relations which support sustainable growth. We will continue to proactively promote our programme internationally through the lifetime of this Strategy.

Commitment Nineteen:

We will develop indicators to monitor progress against our Strategic Objectives that complement existing national and international monitoring and reporting frameworks.

Commitment Twenty:

We will explore ways to effectively report on Department's sustainable development performance, in line with established international good practice guidance.

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 which contribute to sustainability within the Estate.

Energy Conservation

One of the key Sustainability targets is energy conservation. ESBU provide a dedicated Energy Management function. They work closely with project staff, Estate Management staff and other Departments to assist with energy conservation and reduction of carbon emissions 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. At this point in time, 98% of the Estate is subject to BEMS Control.

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 Reporting and Monitoring	Monthly reports are produced for benchmarking purposes and each Department is enabled to compare and monitor their consumption.
Energy Conservation Measures	Currently energy conservation measures are introduced where the simple pay back is less than 5 years. ESBU has a specific annual energy budget that funds these. Examples of conservation measures include lighting controls, technology improvements of the BEMS network, installation of electrical power optimisation, etc.

Workshops have been organised within Districts with Premises Officers to match heating requirements with attendance/occupation patterns. These have proved to be beneficial producing savings on one site alone of £14,000 per-annum.

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 is the conversion of existing boiler plant to Natural Gas, where available. The main advantages of Natural Gas is reduced running costs and 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. We will continue to convert systems as the Gas infrastructure network is extended and were it is economically viable.

Other strategies include renewable energy sources and alternative sources have been employed, some examples of which are below:-

Renewable Energy

In accordance with Government Sustainability targets, ESBU purchase on behalf of the Service, virtually 100% of electricity from 'green' sources.

Renewable energy heating has also been installed at three sites in the form of biomass boilers producing the site heating requirements from wood pellets.

The latest unit installed at Lisnasharragh provides 300kW of heating, reducing carbon emissions by 93% and heating costs 67%. The payback on the capital investment, taking into account the Renewable Heat Incentive, will be approximately 4 years.

Currently PV (photo voltaic) is being evaluated for inclusion in re-roofing schemes at Lisnasharragh, Dungannon and Seapark. It is hoped that these will produce 50Kw of electricity at each site with associated reduction in carbon emissions.

Alternative Energy Sources

Estate Services Business Unit have installed a sophisticated Heat Recovery System within the Seapark Logistics site based on recycling waste heat from the incineration system to heat and cool the site through a heat exchanger and an absorption chiller.

Water Consumption

Extensive work has been conducted within the last four financial years at PSNI sites to minimise water leakage and reduce water consumption. A programme of metering has been introduced at sites across the Estate and significant savings have been achieved. Water consumption has been reduced by 75% since 2004/05 and the government target of 25% reduction for Department's consumption was achieved in 2006/07.

One example is the Lislea Drive facility where £234k has been recovered during the past two financial years in relation to water metering and water usage improvements.

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 uses 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. 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 have required 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, and 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. A substantial fuel installation upgrade works programme is nearing completion which has resulted in the rationalisation of under utilised fuel facilities, thereby minimising the risk of potential pollution and replacement of below ground fuel storage tanks – a defined key pollution risk as these tanks have aged over many years.

Waste Management

Estate Services Business Unit are currently procuring a centralised Waste Management contract for the entire Estate. At the present time, individual Districts and HQ sites have localised Waste Management processes utilising local Councils and private sector Contractors on the basis of a variety of arrangements.

The new centralised Waste Management Contract will cover the entire Service with one supplier, ensuring full compliance with segregation and recycling obligations and has a target cost reduction of £200k in Year One of full operation.

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

Transport Services is committed to best environmental practice by reducing the fleet's carbon footprint where possible. During 2013/14 and onwards efforts will be made to reduce the impact of the PSNI fleet with CO₂ g/km the likely measurement. As part of the procurement process TSB seeks to minimise the impact on the environment. The incorporation of Start/Stop technology into replacement vehicles will have a positive impact.

We are reducing the soft skin fleet to ensure best utilisation is made of the vehicles available. (Through the TDG plan to review soft skin vehicle usage in 2013/14).

With advances in technology the use of Diesel over Petrol Engined vehicles will be reviewed.

New sub 100g/km CO₂ vehicles are currently being tested to assess their suitability for use in the PSNI fleet.

During 2013/14, a pilot project has commenced on the use of alternative view vehicles by PSNI. Manufacturers have been provided with an opportunity to provide vehicles for assessment. This has had a positive result to date.

Policies on the disposal of vehicles will be reviewed to ensure that environmental impact is minimised. In 2012/13 almost 200 decommissioned armoured land rovers were sent for recycling.

We are using manufacturers that have a demonstrable commitment to best environmental practice and that comply with Euro IV and V emission standards.

We are ensuring vehicles are serviced at recommended manufacturer interval standards and that all workshop waste/used components are disposed of in the most environmentally suitable way, including the recycling of all materials possible.

Almost 3 tons per annum of Halon gas is used in PSNI vehicles for fire suppression. By 31/12/13 this gas will have been replaced with new clean agents.

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 have been subject to e-tendering with a saving of 250k pages per year of tendering documentation.

CATERING SERVICES

Corporate Social Responsibility

Key Strategic Objective – is promoting 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.

As a large scale purchaser Sodexo is committed to the principles of sustainable food procurement and they take into consideration animal welfare, workers justice and economic viability.

Within Sodexo's Better Tomorrow Plan (BTP) there are fourteen commitments to action across health, nutrition, and wellness, local communities and the environment. They range from tracking our carbon footprint to sustainable procurement and making sure that our clients and customers benefit from varied and balanced food.

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.

Suppliers to Sodexo are regularly audited by Safeguard (its Health and Safety Consultancy) against its Supplier Code of Conduct, a key part of which is traceability and origin of key ingredients.

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 regional sourcing strategy map shows suppliers by produce type is available to its Managers through its intranet.

Over 70% of purchases from Sodexo's top six direct suppliers are manufactured, grown or reared in the UK.

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.
- Since June 2009, delivery miles have been reduced by 72% and corresponding CO² emissions by 89%.

Reduction in Packaging

Sodexo has its own packaging forum since December 2008, where its suppliers meet to share best practice and hear from DEFRA and WRAP, nineteen initiatives have been submitted and these include a packaging redesign of an existing product supplied by Unilever, which has reduced plastic use by 9% and paper use by 11% per item, bringing a reduction of at least half a tonne of waste.

Environmental

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

- Turn off extraction units when equipment not in use
- Turn off all non essential equipment at the end of the day
- Ensure equipment is well maintained and working at its most efficient
- Raise awareness about the use of hot and cold water
- Use the correct size of cooking pans
- Minimise the number of chemicals in use
- Use chemicals in the correct way, never discard undiluted chemicals into sink or surface water drains

Cooking Oil

Sodexo is committed to the proper recovery and recycling of Used Cooking Oils (UCO) in a manner that prevents the oil being allowed into the animal food chain, landfill or fly tipping. We believe that traceability is essential in this process and demand that contractors and any sub-

contractors can provide clear and unequivocal information for all transportation, storage and processing of UCOs from Sodexo sites.

Sodexo's specialist supplier, Agri Energy, filters all cooking oil to prolong the lifespan. Waste oil is then collected and turned into bio diesel.

Cleaning

Sodexo use chemicals in concentrated format and cleaning material that limit the use of water.

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.

PRINT + DESIGN

- ❖ A new four colour Direct Imaging printing press has been installed to replace two old single colour presses to make more efficient use of resources used in the printing process.
- ❖ The new press will offer the possibility of using a greater range of paper stock. We will explore the potential of using recycled paper with our paper suppliers and will show that it is recycled on our printed material.
- ❖ Where possible, cartridges and drums used in the printing process are returned to the supplier for recycling. Those that cannot be recycled are removed by an approved contractor for safe disposal.
- ❖ Approximately 750 forms are held in electronic format on the Intranet for completion on-line by Officers and staff. Around the same number are held in downloadable format to be printed on demand.

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 (September 2013) there are 47 cards in operation. At 28 September 2013 there have been 147,083 transactions and expenditure of £33.9 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. In furtherance of this objective, PSNI have added additional contracts onto the programme and, where appropriate, online ordering is being introduced and extended.

PSNI continues to integrate the GPC into daily working practices and with the establishment of a new Contract in January 2011; financial reporting is available on-line on a real-time basis to Administrators and Cardholders alike. In effect, all paper based statements (which is in excess of 3,000 pages per month) have been discontinued. An additional benefit is that the considerable storage space that has been set aside is no longer required.

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.

MATERIALS MANAGEMENT

Materials Management have embraced the PSNI initiative and fully utilise the TRIM records management system. All records are now held on that system, thus considerably reducing paper records.

Materials Management and Technical Research / QA have been discussing Environmental / Sustainability criteria for use in evaluating future contracts. We have agreed a set of criteria, which will be evaluated and further developed as required. These are:

- Tenderers should demonstrate if they have an effective distribution system and strategy in place (transport/delivery methods), that reduces, and continues to reduce, the impact on the environment (e.g. fuel consumption)
- Tenderers should provide information on the material/packaging that they recycle
- Tenderers should provide information on the recycled material/packaging that they make use of
- Tenderers should provide a copy of their sustainability/environmental policy

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.

We ensure all equipment used within the areas is maintained to the appropriate standard and working efficiently.

Our lighting system is sensed throughout the facility, i.e. 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.

WEAPON CONTROL

Gun belt rigs examined for reusability to Force. Those rejected sent through Combined Stores (Maydown) for recycling.

Plastics of all types sent through Combined Stores (Maydown) for recycling.

Cut metal weapon parts from weapons designated for destruction ex cutting machined are sent to England for smelting and subsequently cast into useful industrial products such as grating and manhole covers.

All of the above are and will continue to be environmentally friendly by the recycling of the listed items and not being used for landfill.

ICS – Examples of Sustainability Projects

Green IT in the Datacentre

Through 2012, ICS made a significant contribution to the PSNI Green Sustainability agenda through its *Transformation Project*. This project aimed to reduce the number of physical servers in the data centres using virtualisation technology. This has resulted in fewer servers that require less packaging, physical space and data centre cooling. Even with the increased demands on ICT and newly introduced systems, the transformation project has resulted in a 10.2% reduction in power consumption when compared to the data centre electricity usage at the same time last year.

Green IT at the Desktop

Energy Saving is now an integral evaluation criterion for all ICS projects. Suppliers are evaluated on areas such as low-energy capability, green packaging and recyclability. The desktop PCs are Energy Star compliant devices with ultra-low power screens. These use a fraction of the energy of the machines from 5 years ago.

Another on-going initiative is the Managed Print Project. This is aimed at reducing the quantity of printers, paper and toner used throughout the PSNI.

ICS, at all levels, continues to identify additional, innovative methods of making environment improvements across all areas of work and activities.