

Police Scotland Environmental Strategy 2021



**POLICE
SCOTLAND**
Keeping people safe
POILEAS ALBA

**SCOTTISH POLICE
AUTHORITY**

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Chief Constable's

Foreword



Police Scotland is one of the largest public sector organisations in the country and will make a significant contribution to the Scottish Government's 2040 carbon neutral and 2045 zero greenhouse gas emissions targets.

Policing affects the environment in which we and our fellow citizens live and work and we will seek to reduce the impact of our operations and activity on the environment. In the last five years we have reduced our carbon emissions by just over 25%. We aim to build on that progress for a further 35% reduction by 2025.

Sustainability will be key in our estate management, in new police or shared accommodation, and when upgrading existing buildings. We are decarbonising our fleet, aiming to be the first and largest public sector fleet in the UK to operate fully with ultra-low emissions vehicles.

As we improve the efficiency of our buildings, we will also consider how we use our land and how we can increase the biodiversity of our surroundings.

We will work closely with communities and partners on local initiatives and programmes that benefit everyone in society.

Wherever possible, Police Scotland will seek to generate our own energy, and use renewable energy as an alternative. An energy efficiency programme will support our people to work in a way that embeds environmental sustainability.

As with many organisations and businesses, the COVID-19 pandemic has altered many of our working practices and in some circumstances has accelerated change.

Policing holds a unique and important role in society, founded on the consent of our fellow citizens, and we aim to be environmentally sustainable.

As an ethical and values driven organisation, we will play our part to protect the environment for the wellbeing and future of Scotland.

A handwritten signature in black ink, reading 'Iain Livingstone'.

Iain Livingstone QPM
Chief Constable

Why does Police Scotland need an Environmental Strategy?

Police Scotland is one of the largest public services, operating nationally across Scotland, from the most remote island and rural areas, to densely populated cities.

We are closely connected to the communities we live and work in.

Together, we recognise our responsibility to act to address the growing threat of climate change on the world in which we live.

In our Joint Strategy for Policing (2020), Policing for a Safe, Protected and Resilient Scotland, we committed to “making a positive impact through outstanding environmental sustainability”.

This strategy sets out how we will do that.

A global emergency

Climate change and biodiversity loss are one of the critical issues of our time, with a substantial body of evidence demonstrating the impact human activity is having on the planet, natural habitats and the availability of resources.

Climate change

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In 2013 the United Nations concluded categorically that climate change is real and human activity, largely from the burning of fossil fuels and the release of greenhouse gases, is the primary cause.

At present a 1.1C rise in global temperatures from pre-industrial levels has been observed. To prevent temperatures rising to beyond 1.5C countries must reduce emissions by 7.6% each year up to 2030.

In 2015 countries signed up to the Paris Agreement, under which member states are obligated to determine, plan and regularly report on the contribution it undertakes to mitigate global warming and ensure that global average temperatures remain well below 2C in recognition that such action will significantly reduce the risks and impact of climate change.

In May 2019, the **Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)** published the biggest ever global health check of the state of life on Earth. It found that the health of the planet's ecosystems, on which we and all other species depend, is deteriorating faster than at any time in human history.

COP 26

The United Nations Climate Change Conference of Parties (COP 26) will take place in November 2021. COP 26 will be the first global stocktake of the Paris Agreement and will see participating countries submit their contributions and set out what measures they intend to take in order to make further emissions cuts.

There are increasing calls from governments, business leaders and citizens to design post-pandemic economic recovery in such a way that it supports the shift from the use of fossil fuels and protects the natural world to create sustainable, secure, equal and productive economies that not only support growth but promote better public health outcomes and improve wellbeing.

The pandemic has demonstrated we can work together to create change at a previously unimaginable pace and scale. To build upon this momentum we must capture what worked well, identify what activities generated the greatest impact and how we can incorporate these into our business as usual models as we move forward.

Scotland's response

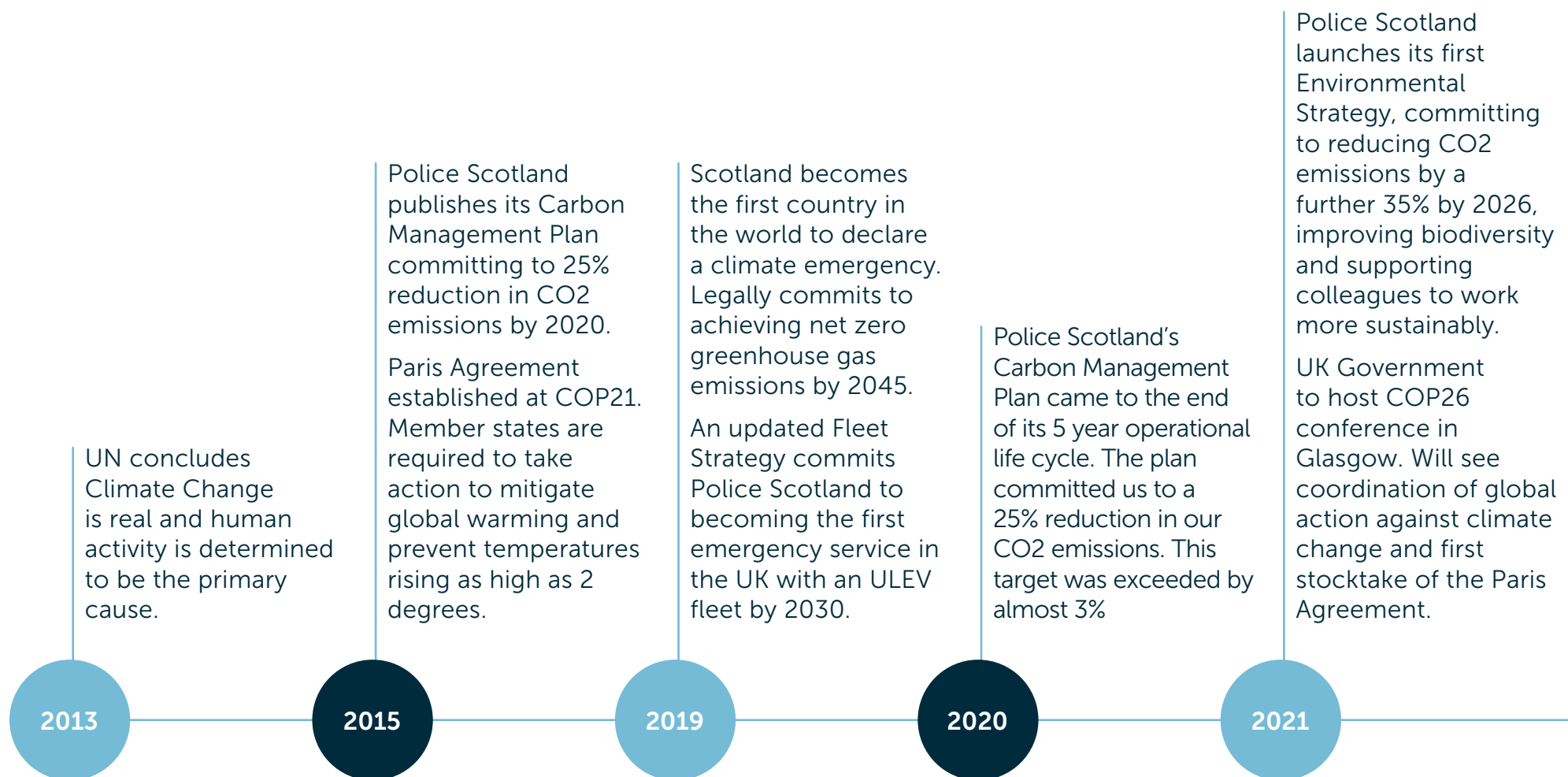
In 2019 Scotland became the first country in the world to declare a climate emergency. In doing so the Scottish Government acknowledged the real and present threat of climate change and biodiversity loss, as well as the transformative change and action required to mitigate further harm.

Although Scotland is a small nation, and our contribution to global emissions is small (0.07% of total emissions) we have a moral imperative to take responsibility for our own climate impacts, share our knowledge and learning and where we can provide assistance to other nations on their own carbon reduction journey.

The Scottish Government has established a legislative framework to support its environmental ambitions. By 2045 Scotland's contribution to climate change will have ended and we will have achieved net-zero greenhouse gas emissions. The Climate Change (Emissions Reductions Targets) (Scotland) Act 2019 sets targets to reduce Scotland's emissions of all greenhouse gases by net-zero by 2045 at the latest with interim targets for reductions throughout.

This work is underpinned by a commitment to contribute to the United Nation's Sustainable Development Goals. These set out 17 internationally agreed "global goals" which aim to tackle poverty, inequality and climate change by 2030.

Alongside ending Scotland's contribution to emissions, work will run parallel to address the threat to natural environments from climate change and human activity. A strategic and legislative framework will support work to restore the natural world, the better use of resources through the introduction of a circular economy and contribute to improvements in the health and wellbeing of citizens. Success will require significant economic and societal changes, supported by meaningful contributions from all sectors as well as individual citizens.



What will the Environmental Strategy do?

Enable a sustainable policing service for Scotland that protects our environment

We are at a critical juncture in the history of our planet, with a narrowing window of opportunity to reverse the devastating impact human activity is having on the climate, the availability of resources and the wellbeing of communities. Each of us has a responsibility to contribute to efforts to reverse current climate trends, restore the natural world and leave behind a healthy planet to support future generations.

The Environmental Strategy sets out Police Scotland's commitment to environmental sustainability and represents our organisational response to the climate crisis. The strategy describes how we will provide the right support to our people and communities for this to be successful. By carefully considering the impact our operations have on the environment, and identifying opportunities to do better, we can support national and international carbon reduction commitments.

Our Carbon Management Plan (CMP), published in 2015, committed us to achieving a 25% reduction in our carbon emissions by 2020, a goal we exceed in 2019. Since then we have also launched

a pioneering Fleet Strategy, which will deliver a ULEV fleet by 2030, and an updated Estates Strategy that will facilitate the transformation towards a modern, energy efficient estate. We have done good work so far, but there is more to do and we all have a part to play.

The Environmental Strategy builds upon our earlier achievements and focuses on our wider organisational response - how we will support our people to work sustainably, our initiatives to improve biodiversity across our estate and our responsibility to improve the wellbeing of our local communities. A high-level phased implementation plan will set out the detail of our ambition and planned activity across the life-cycle of the strategy and its alignment to our other enabler strategies. Our operational responsibilities towards tackling environmental and wildlife crime is set out within our Annual Police Plan. We will continue to support partners and communities as we prevent and detect these types of crime.

Securing appropriate levels of investment from the Scottish Government will be critical to our success and enable us to deliver sustainable change across our organisation, reduce our consumption of resources and work with our public sector partners to support wider ambition.

Police Scotland's Environmental Strategy

Principles

To create a culture where our people are enabled and supported to make environmentally sustainable choices

To contribute effectively to national climate change policy and carbon reduction targets

Our policing approaches are environmentally sustainable by default and supported by digital solutions

Our sustainability ambition is supported by investment in projects that reduce our carbon emissions and achieve savings

We collaborate with partners and focus on our communities to achieve better environmental outcomes

Priorities

Our organisation

Developing the infrastructure to contribute effectively to carbon reduction targets and legislative requirements

Our people

Supporting and encouraging our people to work more sustainably

Community in focus

Working with communities and our partners to achieve better environmental outcomes

Activities

- Embed the principles of the circular economy
- Review procurement policies to ensure support for sustainability
- Continue work to reduce our carbon emissions and support energy efficiency across our Estate
- Utilise ICT, including increasing use of green ICT to support activity

- Identify and embed best practice into the way we work
- Consider the environmental impact of our travel in line with Fleet Strategy
- Raise awareness through Small Action, Big Impact
- Establish a Green Leaders Network to promote and support sustainability

- Understand and improve the biodiversity across our Estate
- Expand upon or introduce new biodiversity initiatives
- Support a healthy and inclusive Scotland
- Working in partnership to deliver a sustainable future for our organisation

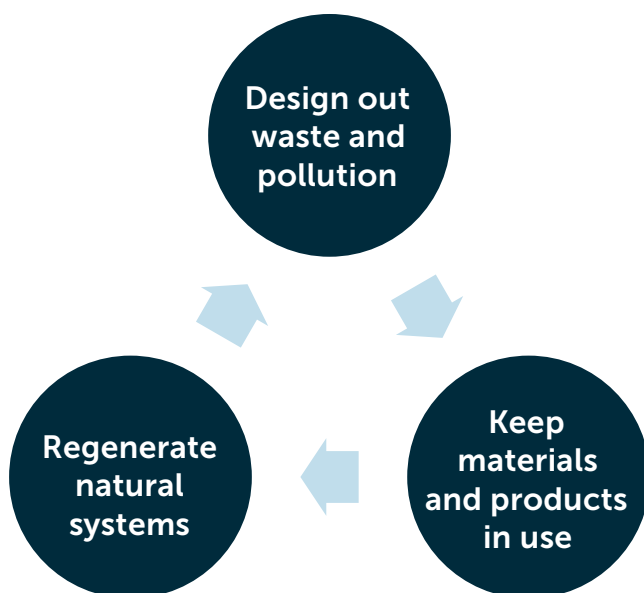
Our organisation

Developing the infrastructure to contribute effectively to carbon reduction targets and meet legislative requirements

Additional investment in public sector infrastructure will play a critical role in tackling the threat of climate change and biodiversity loss. Low carbon initiatives, climate resilience and nature based solutions will support Scotland's transition to net-zero by 2045.

Police Scotland commits to reducing our consumption of resources and finding innovative ways to use what we have better. We will identify opportunities to make best use of our estate, facilitate cross-sector co-location with partners and support efforts to decarbonise the wider public sector estate. Our use of ICT and technology will support our approach as we look to improve connectivity within our organisation, enable our officers and staff to carry out their roles more efficiently.

Introducing a circular economy to Police Scotland



What is a circular economy?

Traditional linear economies encourage a make, use and dispose approach towards goods and resources. A circular economy is one that encourages responsible consumption, where people and organisations respect the limits of natural resources, maximise the life-cycle of goods and minimise waste.

In Scotland we consume resources as though we have three planets instead of one at our disposal, with four fifths of our carbon footprint coming from the creation of products and materials.

In 2019/20 Police Scotland produced 2,443 tonnes of waste:

- 441 tonnes landfill
- 1,089 tonnes waste recovery (refuse derived fuel)
- 441 tonnes derived from recycling bin
- 460 tonnes Shred It (secure destruction of confidential waste)

We have a responsibility to help conserve and support the regeneration of natural resources. If we do not protect these finite resources scarcity issues will become increasingly prevalent in future. This will have a devastating impact on the natural environment and threaten the long term viability of life on the planet.

Changing our approach

Police Scotland commits to introducing the principles of the circular economy to our organisation, transforming our approach to goods, resources and waste. We will reduce our consumption of goods, make things last, share assets with partners and where we can reuse and recycle goods and materials.

The diagram below demonstrates the options we will explore as we change our approach towards goods and resources. They include actions officers and staff can take during the course of their

working day, options for our organisation and opportunities for us to influence partners and other key stakeholders, including suppliers and contractors.



For an organisation of our size and scale, a circular economy is a pragmatic response to reduce the amount of waste we generate, allowing us to maximise the lifecycle of the resources and goods at our disposal.

Across the next five years we will explore opportunities across the organisation to implement innovative, collaborative and practical initiatives such as the reuse and repair of furniture, materials and equipment.

When items do eventually reach the end of their life cycle, and we have to dispose of them, we will ensure this is done ethically and in such a way that does not harm the environment, satisfying our responsibility to ensure that our waste is either reused or forms the feedstock for other materials and goods so that we close the loop on the circular economy.

Our procurement colleagues will work with waste contractors to find ways of lowering our consumption of materials in order to reduce all types of waste being discarded from our sites. This will include additional scrutiny such as audits of waste performance sites, and regular review of waste reporting in order to highlight issues for action and good practice that can be replicated.

The role of procurement

Our circular economy will be supported by procurement processes where sustainability is considered at each stage. The best option for the environment is not to buy anything and reuse what we have. If we do need to procure new goods and services we must ensure we set criteria that align with our environmental priorities.

In line with the Scottish Government's Climate Change Plan 2018-32, we will to procure goods and services in ways that are environmentally friendly and identify opportunities to work with our public sector partners to promote sustainable procurement, support wider climate and circular economy ambitions and maximise collective purchasing power.

By updating our Procurement Strategy we can embed environmental sustainability criteria into our decision making to allow us to procure goods and resources that are environmentally sustainable throughout their life cycle, whilst also influencing suppliers to demonstrate their

environmental impact and sustainability credentials. Our future procurement standards will also include robust scrutiny of the supply chain, ensuring strong ethical and environmental practices are evident throughout the creation of the products we procure.

Updated procurement processes will provide us with the scope to ensure the technology we invest in allows us to work in as environmentally efficient way as possible, whilst maintaining the security of the devices and protecting our data. We will prioritise opportunities to utilise cloud based solutions, increase our use of digital devices, reduce our reliance on printers and printing and roll out more laptops to officers and staff in suitable roles.

Our buildings

We have the second largest police estate in the UK, the widest geographical coverage, and a presence in each of Scotland's 32 local authority areas. Our buildings are one of the most visible symbols of police presence across Scotland. They are also our workspaces and their quality is vital to the wellbeing of our officers and staff.

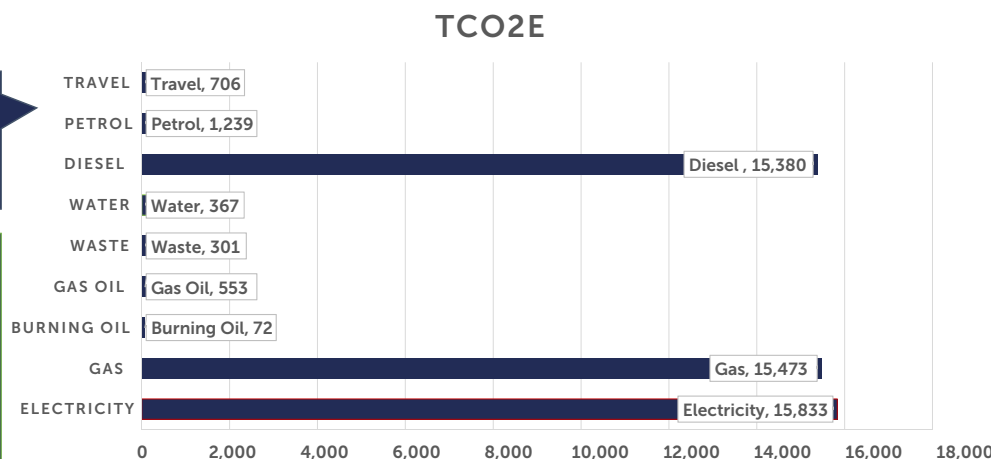
Some of our newer sites such as the Scottish Crime Campus and Dalmarnock feature energy efficiency and low carbon technology by design, however, many of our older buildings may require substantial upgrade and retrofit in order to improve them to the standard of sites constructed in the last 5-10 years.

Reducing our carbon emissions

In 2019/ 20 Police Scotland emitted 49,924 tCO₂e in the course of our service delivery. As demonstrated in the graph below the vast majority of our emissions are generated from our use of gas, electricity and diesel.

In 2019/20 Police Scotland emitted 49,924 tCO₂e in the course of our service delivery

This data is the baseline for our future ambition – a commitment to reduce our carbon emissions by a further 35% over the next five years. Here are the key programmes that will help us achieve this:



Over the next five years we will aim to reduce our carbon emissions by 35%. To achieve this we will prioritise activity across three key areas, continuing a number of initiatives already underway across the organisation. To fully realise our ambition will require appropriate levels of investment from the Scottish Government.

Estates 13%

The way we provide our services is evolving and our buildings must keep pace. Focusing on the disposal of older building stock and relocating to modern sites with partners will support our sustainable future. Over the next 5 years, we will bring forward 85 individual co-location projects.

Resource Efficiency 12%

Our Estates Team will work to improve the energy efficiency of our buildings through day to day maintenance and upgrades to the energy infrastructure. We will undertake an estate wide feasibility study to support an LED retrofit and look to increase our generating capacity by expanding upon our use of solar panel arrays.

Fleet 10%

Our Fleet Strategy provides a clear context, rationale and timeline for the electrification of our entire fleet by 2030. We have already begun this process with the replacement of a number of our departmental pool cars with electric vehicles.

Energy efficiency

In addition to our normal day to day planned and preventative maintenance programme, we will introduce energy efficiency measures designed to reduce carbon emissions. This will include reviewing all the ways in which we use energy in our buildings and assessing what action we can take to reduce energy consumption. This will include lighting, space heating, building fabric and ventilation. We will also take into account the impact of energy consumption of ICT equipment and technology.

We will also explore opportunities to expand upon our own generating capacity by increasing our use of renewable energy technology sources. As we pursue our long-term carbon reduction and sustainability goals we will do so with a view to becoming increasingly self-sufficient, with the ability to generate much of the energy we need to power our buildings and fleet, and significantly reducing our reliance on electricity consumed from the National Grid.

Supporting the Estates Strategy

Our Estates Strategy published in 2019 acknowledges the evolution of our unique policing services in response to changing demands. The strategy aims to address the opportunities and challenges ahead by focusing where it is practical do so on the disposal of older buildings and the relocation to modern, energy efficient buildings where we can collocate with our emergency service, public and third sector partners.

In relocating to alternative premises, we must ensure that we are making a sustainable choice in site selection. To do so we will establish robust energy and environmental performance criteria and only consider buildings that align with these standards.

Within our existing estate we will strike a balance between the remaining life-cycle of buildings and the appropriate level of investment required to achieve optimum environmental efficiency. Where we can we will identify locations that provide best value and pursue funding opportunities in line with Scottish Government net-zero commitments and ambition to decarbonise the public sector estate.

Co-location

The Estates strategy, published in 2019, acknowledges that the demands on policing have changed. The types of crime we are required to respond to has evolved with ever increasing digital elements, the way we communicate with the public is changing in line with wider technology change and there are compelling arguments to co-locate more with our partners.

When we co-locate with our public and third sector partners we can design services that better address the needs of our communities and support individuals at risk of harm. Co-location facilitates collaborative working, improved communication across different organisations and fosters a better understanding of our individual roles and responsibilities. It also generates environmental benefits. Operating out of one location instead of many will help to reduce carbon emissions and mitigate negative environmental impacts.

With our partners we can do more than just occupy the same space. Together we can leverage our collective influence to secure additional investment to either improve the environmental efficiency of existing buildings or advocate for the development of purpose built spaces that are environmentally sound by design in line with wider Scottish Government ambition.

Supported by technology

We rely on technology to support our work to keep people safe, respond to crime, communicate effectively with each other and work effectively with our partners. Running safe and secure ICT, communication and monitoring equipment is one of the main contributors to our carbon emissions. By using up to date technology and software we can ensure we are operating effectively and in an environmentally conscious manner.

"There is an enormous amount of paperwork connected to Police Scotland, and although we are currently moving towards more digital processes, there is still a culture of mistrust and lack of confidence in technology and its ability to replace paper..."

ICT data and storage programme

Our data storage requirements are significant with various storage arrays throughout our estate, with usage ranging from cybercrime, archive and backup. As these arrays reach the end of their planned life, they are replaced with newer technology.

In the coming years we intend to replace the majority of these systems going forward with what are known as "all flash" arrays – which replaces traditional technology with solid-state memory storage.

This technology is more energy efficient, requires less cooling and can store more information within less physical space meaning we can reduce our energy consumption whilst maximising our capacity.

We will explore ways to work more effectively whilst reducing our carbon footprint.

A robust digital infrastructure will mean colleagues can work together and collaborate effectively with partners online, reducing the necessity for frequent face to face meetings and extensive business travel.

We will also look to identify and review inefficient and outdated business processes across the organisation. We will seek opportunities to transfer working practices online, make best use of our hand-held devices, and improve our connectivity with partners and communities.

Our People

Supporting and encouraging our people to work more sustainably

Our commitment to all officers and staff is to provide leadership, guidance and support to drive change to lower our carbon footprint to levels we can be proud of and sustain.

We all have a part to play and a responsibility to consider how individual actions and behaviours impact on the environment. As such we all must carefully consider our use of resources, how we travel and where and how we work.

The COVID-19 pandemic demonstrates that we can adapt to new models of working at pace, utilising the digital tools available to us to maintain business as usual. We must identify the practices that best support our people and can become a permanent feature in the way we work.

We have made significant progress reducing our greenhouse gas emissions in recent years, as we look towards the improvements we can make in the future, the development of the culture and infrastructure to support our people to work sustainably will be key to our success.

Where are we now?

Since Police Scotland was established in 2013 we have continued to experience change and transition, with a focus on delivering more effective services for the public whilst making efficient use of resources available. We continue to make progress, but there is more we can do support our people to work in an environmentally conscious and sustainable way.

To support our people to work more sustainably we need to understand and address the key issues currently hindering our ability to adopt more environmentally friendly working practises across the service.

Through our survey, diary study and other conversations we know that some of the biggest challenges for people are the availability of time, means, resources and support to change behaviours in the workplace. As in our home lives, adopting and supporting more environmentally friendly practices is often connected to convenience and belief that actions will be effective.

There is strong support for reducing and removing processes and behaviours that have a detrimental effect on the environment, but its felt that this can conflict with operational demands, health and safety imperatives, convenience and cost.

The COVID-19 pandemic has been challenging for everyone and has necessitated changes in how we work. As an emergency service, we had to adapt to new and remote ways of working in an unprecedented time in order to keep the public and our people safe.

"We should also make greater use of homeworking and agile working from stations and offices closer to home to cut down on our carbon footprint. More use of MS Teams for meetings rather than having officers and staff travel for meetings."

Whatever the future holds, our organisation will adapt to meet the opportunities and challenges of a post-pandemic world. We will identify best practice and develop policies that provide our people with options as to how and where they work in line with business and operational need, closely monitoring opportunities such as a reduction in the size of our estate and ensuring responsible use of resources.

Critical to success will be the culture we promote and support. Incorporating these factors into the way we work in future will help contribute to our efforts to reduce our environmental impact.

Colleagues have told us that they want:

- To understand the positive effects we can have by making change, and to see evidence of progress
- To motivate and encourage others to join in and to maintain effort
- Ready access to clear guidance about green options and choices

- Support for working remotely and virtually and reduced travel

What will change?

Our insight work has allowed us to identify a series of priorities that will support our officers and staff to work in a more environmentally sustainable way. We understand the demands a career in policing places on our people. We want to make much of what we do to reduce our environmental impact business as usual and automatic by creating the conditions, as well as providing the necessary resources, to enable our officers and staff to work more sustainably.

How can we support our people to work sustainably?

Improving communication:

Transparency and openness around environmental progress. Increased availability of guidance for colleagues of environmental issues would help people understand the impact of their actions. Increased availability of advice and communication around how to act in environmentally friendly way, an open culture that will allow these changes to occur.



Travel: Operational colleagues frequently discussed the effect the current fleet has on the environment. Similarly the footprint of regular business travel and commuting was highlighted. Encouraging and increasing the use of ULEV, improving the charging network available was widely supported.

Utilise ICT: The lack of system connectivity, digital infrastructure and an over reliance on printing was seen as a common barrier to behaving in an environmentally friendly way. By increasing efficiency of individual's tasks we could reduce out consumption of paper and travel less.

How we work: Empowering out colleagues to work from home where possible, allowing us to use our estates in different, more environmentally friendly ways was suggested. Respondents discussed the effect our estate has on our environmental impact. A lack of facilities for recycling discussed alongside how we have older, less efficient buildings.

Culture: Many respondents felt changes were often blocked by organisational culture, as well as outdated views around the importance being placed on environmental impact. Similarly, some reported the "red tape" involved in making environmentally friendly changes would inhibit progress.

Smarter Working

The COVID-19 pandemic saw unprecedented changes to the way we work and deliver our services. Flexible working, home working, a reduction in business travel and an increased use of technology to communicate with colleagues and partner organisations characterised this time.

Although much of what we adopted was out of a necessity to keep people safe, we recognised the importance of identifying what has worked well and what should become a permanent feature of the way we work.

Our Smarter Working project saw us engage with colleagues across the organisation.

These invaluable insights will inform work that is underway to review how we progress and what options we can offer our people in the future.

Throughout these discussions we will prioritise the wellbeing of our officers and staff as we explore how we can balance operational and organisational priorities with the flexibility and agility expected from a modern workforce.

Transport and travel

How we travel

In 2019/20 we travelled a total 2.47 million miles for non-operational purposes. This included attendance at meetings, government briefings and conferences. This travel took the form of private and pool cars, public transport and a small proportion of flights. This has supported organisational performance, our compliance and in discharging our duties. As a result of this travel, we are responsible for 706 tCO₂e at a cost of £1.3m.

However, COVID-19 has changed that significantly and many events and meetings have taken place virtually, and we are determined to find the right balance in future. We will review, update and promote our transport policy to support the choices our officers and staff make to encourage using greener ways to travel or alternatives, and support active travel. We recognise different options must be available for operational response travel and non-operational functions to ensure the safety and wellbeing of our officers and staff at all times.

The introduction of a new travel hierarchy will encourage a culture of choice where we can choose technology over travel, where using virtual meeting tools will be the default where it is appropriate to do so and when travel is necessary have the ability to choose electric vehicles over petrol or diesel.



Supporting the Fleet Strategy

It is important we review and consider incentives with impact and will re-focus on our cycle to work scheme and work with our transport partners to review our transport incentive scheme to support the use of public transport.

We will explore opportunities to introduce a similar salary sacrifice scheme to encourage our staff and officers to purchase ULEV and will be one of the first public sector organisations to do so. It is key we motivate and support our people to make individual contributions that will improve local pollution, individual health and have financial benefits.

We continue to move towards the UK's first fully ULEV blue light fleet which will help us to sustain reduction in our use of fossil fuels, and overall carbon footprint. It is an ambitious strategy that will provide vehicles that operationally support and enable our people to do their jobs efficiently, effectively and in a sustainable way, bring cost reductions and efficiencies in our use of public funding and importantly for this strategy will demonstrate our commitment towards a low carbon footprint within one of the largest public sector fleets in Scotland.

The future

Fleet services will continue to invest in innovative solutions to improve service delivery. A new app will provide the groundwork for more efficient and regular maintenance of vehicles ensuring energy efficiencies and low carbon emissions, whilst future technology may bring a move to hydrogen fuelled vehicles and 5G enabled autonomous vehicles. We will remain cognisant of future technology advances and aim to remain aligned to them when considering change to our fleet.

Understanding our environmental impact

Raising awareness

We will incorporate environmental awareness upskilling into all levels of training for all colleagues, leaders, staff and officers. New technology and ways of working will be supported with appropriate learning and guidance, thus improving staff and officers' knowledge of the environmental impact that can be used and shared with our partners and communities.

Knowing the changes we make are for the long-term, using technology, innovation and digital channels we will continue to raise awareness and be current in our approach. Improving our practical knowledge and being aware of the environmental impact of our everyday actions is a priority focus using our digital communication channels to share key principles and guidelines for staff and officers

Supporting the circular economy - Small Action, Big Impact

We know that our people want to be able to recycle, re-use goods and dispose of waste appropriately at work as many already do at home. Much of the feedback we received in our survey and diary study on this subject highlighted that waste is a concern for our people in terms of the amount we generate as an organisation and what we do with it, as well as a desire to do more in future.

In 2019 we launched our Small Action Big Impact campaign to encourage our people to make small changes in behaviour in relation to their energy and water consumption. As well as poster and intranet information and guidance, the campaign toured key sites to engage directly with colleagues on the key issues of climate change and sustainability.

Over the next five years we will expand the campaign to include a particular focus on providing our people with the knowledge and resources to support the adoption of sustainable practices,

including support to enable proper waste segregation across our sites. We will also explore opportunities to introduce a standardised waste and recycling policy to provide our people with a robust process that is consistent across all of our sites and helps improve colleague confidence.

Small Action Big Impact will have a key role to play in building knowledge and awareness of the importance of proper recycling, particularly around what happens to our waste once we are finished with it. Where practical, we will reinstate our physical campaign work to further engage with staff site by site as well as away days to our contractors waste treatment sites to understand happens to the waste we create.

Colleague engagement and participation

Green Leaders Network

We will establish a network of Green Leaders asking staff who are passionate about the environmental climate crisis in their home lives to volunteer and promote sustainability initiatives in the workplace.

We will encourage and support the Green Network at Police Scotland and will develop colleague's environmental skills engaging other members of staff and acting as a point of contact for those wanting to take green action. The role will enable Green volunteers to effect high-level change against the strategic goals.

A robust plan and structure to manage the network will provide direction and support for our Green Leaders who will understand the cause and impacts of climate change, share their knowledge and motivate colleagues, supporting the successful introduction of changes.

Ongoing engagement

We will cultivate an environment and culture in which our people are engaged and committed to supporting our sustainability goals. We will support our staff and officers to develop their awareness of and put in place ongoing engagement programmes encouraging behaviour change supporting local communities and partners to regenerate local areas.

Using the channels available to us including the Intranet, we will encourage colleague participation, utilise digital capability, and share colleague events. It is important we continue to drive our communications online and it is accessible by all colleagues reducing the use of paper and printing.

We will welcome suggestions and feedback using new innovative systems that will accommodate ideas for change and development. Using digital technology, and with support from the Green Network, we will actively encourage our people to share and contribute to the changes we make. Furthermore, successful engagement assumes an openness and transparency at all levels and we are committed to embed environmental conversations into our Governance process, providing our Green Leaders a platform for environmental discussion.

Incorporating environmentally sustainable practices into our working day cannot add additional pressures on to our officers and staff. This must be a transition, where over time it becomes integral to our daily routines. As we pursue our sustainability ambitions we must ensure that we do so in such a way that it supports the wellbeing of our officers and staff and seamlessly underpins our operational activity.

Communities in focus

Working with communities and our partners to achieve better environmental outcomes

Police Scotland works to improve the safety and wellbeing of people places and communities in Scotland. Where we have an operational responsibility to prevent and detect environmental and wildlife crime, we also have an organisational responsibility as a public body to conserve biodiversity through the protection of habitats and species on our estate. This places a responsibility on us to act in as sustainable a way as possible and to report on our actions to do so.

Working to improve biodiversity, adopting sustainable practices and minimising our impact on the environment not only benefits our organisation but also helps to support our work with partners and communities. As Scotland transitions towards net-zero we will see significant changes to the way we live and work. To ensure preparedness it will becoming increasingly vital to embrace cross-sector collaboration and innovation.

We will support community placemaking, a term used to describe working together with people who live in and use public spaces to plan for, design and manage them so that they are revitalised, and can support environmental resilience through biodiversity and natural production.

Biodiversity

Biodiversity refers to the variety of life on Earth, as well as the many different ecosystems in which living creatures interact with the soil, water and air surrounding them. This complex infrastructure of life forms characterise the natural systems that have made Earth habitable for humanity and provide the resources that support our health and wellbeing. Protecting and enhancing biodiversity is critical to the long term viability of life on the planet.

Global reports demonstrate that biodiversity is increasingly jeopardised by human activity and we have a limited window of opportunity to reverse these trends¹. In the past fifty years the human population has doubled. Our demand for resources and materials exceeds what can be renewed by the planet. At the same time global numbers of mammals, insects and other forms of wildlife have decreased by two thirds². This also includes species native to Scotland such as wildcats, mountain hare and red squirrel, all of which are at risk of extinction.

Police Scotland has a duty to reduce our impact on the environment and further the conservation of biodiversity found within our estate. To do so we are committing to better understanding the relationship our organisation, its activities, buildings and land has with the natural world.

¹ The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) <https://ipbes.net/global-assessment-report-biodiversity-ecosystem-services>.

² WWF Living Planet Report 2020: https://www.wwf.org.uk/sites/default/files/2020-09/LPR20_Full_report.pdf

Understanding and improving local habitats

We are fortunate to have a wide and varied estate across both rural and urban locations that allows us to deliver the unique policing services we provide to the communities we serve. As we seek to better understand the biodiversity that surrounds our workplaces we will undertake the following activities:

- **Conduct a biodiversity assessment** to establish what species and habitats are present on our estate and identify locations where biodiversity initiatives or green infrastructure can be introduced.
- **Develop a Biodiversity Plan** to improve awareness of biodiversity across the organisation, utilise the support of the Green Leaders network, implement recommendations from the biodiversity assessment and monitor progress.

The Biodiversity Plan will also help us expand upon work currently underway to support and improve the biodiversity present within our estate such as:

- The establishment of hedgerow, wildflower meadows, natural land and ponds to provide habitats for various plant and animal species.
- Changing plant and land management practices to preserve the conservation of species, habitats and food sources.
- Building on the success of existing biodiversity initiatives, for example at the Scottish Crime Campus, with new opportunities across our wider estate.

We will consider the innovative approaches to supporting biodiversity being developed across Scotland, including introducing small, dense woodlands into urban environments. These aim to improve urban biodiversity, green space provision and carbon capture as well as providing opportunities for citizen science involvement. Such initiatives support wider reforestation work underway across the country, where a focus the establishment of native species such as oak, alder, birch and hazel is the focus.

Working together to improve biodiversity

Our Green Leaders network will play a pivotal role as we explore options to understand and support biodiversity across our Estate, leading or supporting key initiatives such as the Biodiversity Audit and the range of environmental projects that will develop as a result.

Although not all of our locations can support large scale biodiversity projects, there remains a multitude of accessible, small scale initiatives we can implement. Green Leaders will identify and introduce suitable options that enhance biodiversity at Police Scotland sites, supporting species and habitat conservation within the local environment.

Where appropriate to do so we will also look to incorporate environmental projects into the work we already do with communities and schools, exploring innovative ways to improve local green spaces and biodiversity as well as leveraging our Police Scotland Youth Volunteer network to incorporate similar activities into their work. Sites such as the Scottish Police College with its extensive grounds, ready access to woodland and existing greenhouse facilities provide ample space and opportunity for us to develop programmes that support and improve biodiversity and connect people with the environment.

The ongoing monitoring of the biodiversity present across our estate will form a critical part of this work. As we seek to improve upon our biodiversity activity, we will consider options to develop or utilise citizen science applications that provide our people with opportunities to record the wildlife and species they observe as they explore and interact with our estate. The data we will collect will help us to assess the progress of biodiversity initiatives and also identify where we can do more to support species and habitats

Working with communities and partners

Responding to environmental concerns and the pursuit of sustainable solutions are a shared goal for members of the public, business, third sector partners and local communities. Scotland's journey towards net-zero will see significant economic and social changes as we seek to reduce our consumption of resources, restore natural habitats and contribute to global efforts to combat the climate crisis and biodiversity loss.

As we pursue our sustainability ambitions new and existing partnerships will become increasingly important as we look to make the best use of resources available to us, share space and contribute our knowledge, skills and expertise to the creation of healthy and inclusive communities.

Supporting local communities

The link between nature, an active lifestyle and good health is well recognised. High quality green spaces provide habitats for wildlife as well as unique points of interest and character for local areas. These spaces are open for everyone to enjoy, offering individuals or groups opportunities for recreation, exercise and sport. They form critical parts of active travel networks, as well as places for children to play and learn. They are spaces near to where we live and work where we can interact with the natural world or even observe local wildlife. We will use placemaking principles to work with local communities, embedding protection and safety at design stages.

The COVID-19 pandemic led to increased connectivity within local places. As we have stayed close to home, many of us began to explore or exercise within the green spaces that surround us, often for the first time.

We recognise the importance of the natural environment in our physical and mental health and the overall wellbeing of our communities. To help to create a healthy and inclusive Scotland, we will support and advocate with partners and communities for additional investment to ensure local green spaces remain safe and accessible all.

We will work with partners to support our natural infrastructure and secure increased funding for nature based solutions, low carbon measures and projects that promote climate resilience within our local communities.

Partnerships

We have set bold ambitions to secure a sustainable future for our organisation, our people and the communities we serve, however we must also acknowledge that we cannot achieve this on our own. As Scotland progresses towards net-zero by 2045, success will depend upon transformative action across all sectors of the economy and society.

For Police Scotland the partnerships we have and will develop across the public sector, business, third sector organisations and academia are critical. We must work together and share our resources to protect the environment, reduce our emissions and improve the health and wellbeing of local communities. During the COVID-19 pandemic cross sector collaboration enabled us to work together to respond and adapt to an unprecedented challenge impacting on every area of our lives.

As we move forward we will continue to work with partners to achieve our environmental and sustainability goals. Innovation will be critical here and we will leverage our existing networks to seek out opportunities to try new things as we promote sustainability. With our partners we will aim to identify and pilot innovative environmental projects, sharing our learning to scale up what works well and has the potential to deliver positive environmental impacts across Scotland.

Governance

The consideration and mitigation of environmental impact is increasingly seen by leaders as a key feature of a socially responsible organisation. Visibility, accountability, and measured progress are key to developing confidence

To ensure there is effective and ongoing ownership, delivery and reporting of the Environmental Strategy and to support its success, it is imperative to define an appropriate and lasting governance structure.

A robust working Governance structure will support Police Scotland to promote and embed environmental sustainability within its strategic planning processes and operational activities to ensure it becomes and remains integral at all levels of its operations.

It will become part of our everyday working practices where we should never have to compromise one for the other. Ownership and accountability will be integrated into the current leadership reporting structure and form a robust and ongoing membership within the Strategic Leadership Board.

Environmental Sustainability Board

The Environmental Sustainability Board will consist of key representatives from across the organisation, with clear ownership for the delivery and reporting of the strategy, with roles and responsibilities clearly defined at all levels. It will be a welcome and permanent addition to the current governance structure within Police Scotland, working towards a sustainable future within the organisation.

Member's responsibilities

The board will consider the environmental impact and energy saving opportunities in all business decisions and interactions and will encourage others to do so. Where there are trade-offs between different environmental and or community impacts, they will seek to strike a fair balance in identifying and delivering an appropriate and sustainable solutions.

They will be responsible for the delivery and implementation of the strategy, including prioritisation and funding, pursuing cross-sector collaboration, embracing innovation and to achieve, where possible, shared efficiencies.

Future focused

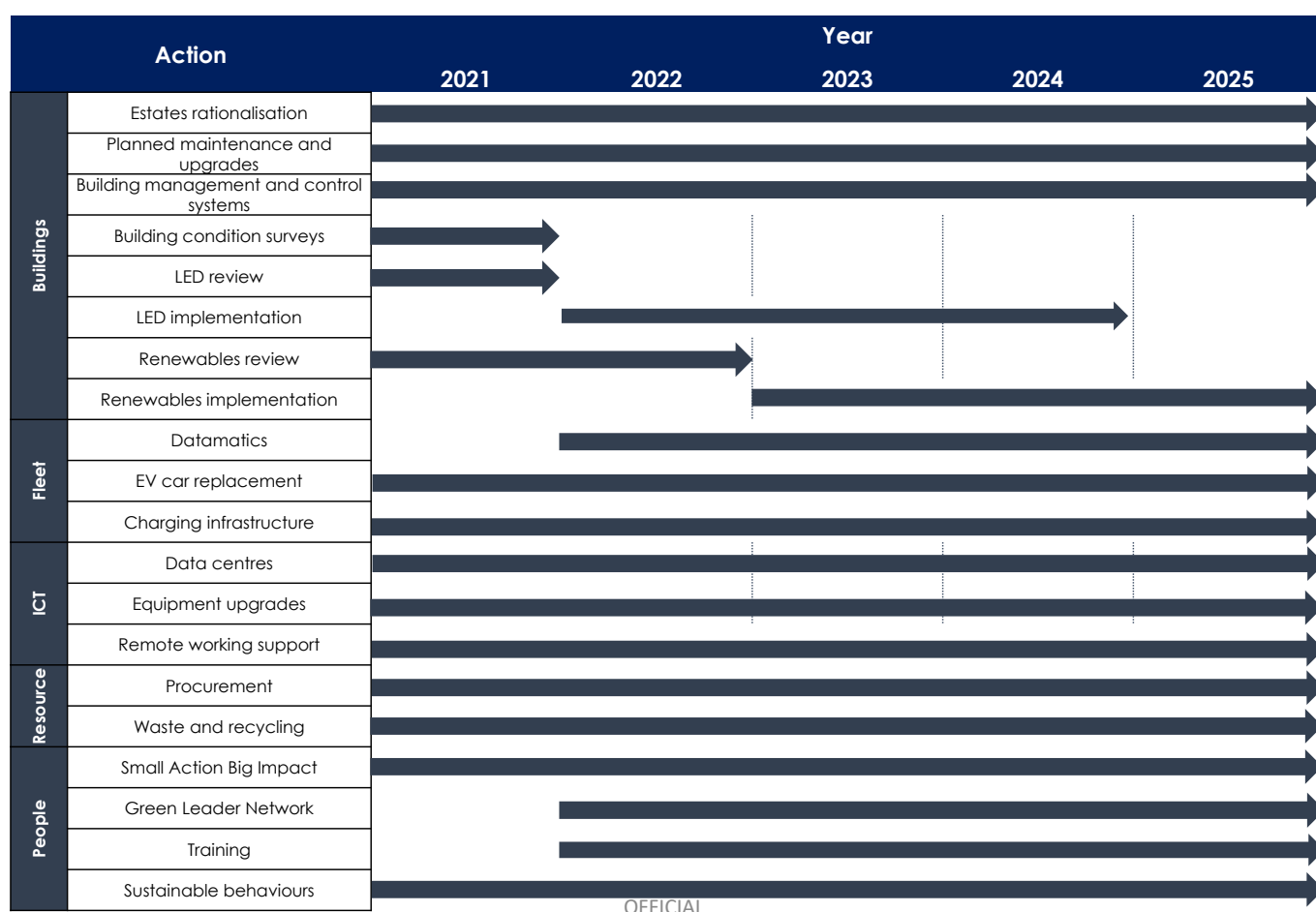
As Scotland pursues a path towards net-zero new technology and innovative solutions will emerge. We must be ready to anticipate these changes and align where we can. We must be able to adapt, flex and shape our environmental goals to meet the challenges and opportunities that will arise.

We will balance short and long-term actions in our decision making, often actions with the greatest carbon impact are slow to implement and must be carefully balanced with immediate actions that raise awareness and help create a mind-set change in the short-term.

Implementation

We will develop a plan and supporting programme to implement this strategy. Robust project planning and effective governance will ensure that implementation of work against this Strategy is effective and impactful. Parameters will be defined, projects will be relevant, measured and tracked to report on progress and success shared.

Delivery will be phased, ensuring we are ambitious where we can be, that our projects are attainable and timelines deliverable. The plan will be a living document and will be required to adapt, flex and align to new innovations and change.



We are committed to collaborating with partners and using innovative methodologies as we implement the strategy. There are opportunities to work with others, including around technology and energy, to support Scotland's enterprises in the global push to test new solutions and advance progress.

Tracking and reporting progress

Measuring and sharing success and achievements is paramount to make sure we are delivering what we set out to accomplish. Tracking and reporting is critical to the successful implementation of the strategy. It is two-fold; legislative and informative

Legislative

Currently Police Scotland is required to provide various environmental reports, two of the key reports are an annual Climate Change Report to the Scottish Government and obtain a 10 year Energy Performance Certificate (EPC) for its buildings. The Climate Change Report provides information on our main emission sources. The data is validated by third party assurance processes and is scrutinised by Scottish Government. The EPC is obtained every 10 years for each building and is audited by registered EPC assessors.

The Environmental Sustainability Board will drive and deliver all legislative and local tracking and reporting, will ensure it is incorporated into the performance framework and become an integral part of our decision making and policing.

Informative

Through effective data management and close monitoring of future energy, fuel usage and waste management, we will be able to identify new projects for carbon reduction and target areas of inefficiency and waste.

Identifying and developing energy saving projects, setting goals and encouraging responsible management of environmental protection issues, means the availability of accurate and reliable data and information is crucial to measuring our success, sharing our progress and achievements as well as ensuring our reduction targets are realistic and achievable.

We will use clear language and creative visual outputs to ensure access to our progress is inspiring to drive culture change and is available to everyone in the organisation.

Performance Framework

A regular and comparable reporting structure and process will be critical to deliver routine updates and contribute to an annual review by the Board which will outline an annual improvement plan to show we are on track, adjusting and highlighting priorities for the year ahead. Our current reporting structure delivers existing measures that are reported annually

to the Scottish government, however there is a requirement to improve our reporting to include new measures and projects from the strategy into the performance framework, using tangible and non-tangible for example project reporting, quality information, ensuring we are fully aligned with the strategy.

Aspect	Buildings						Fleet		Corporate travel
Emission source	Water	Electricity	Gas	Gas oil	Fuel oil	Waste	Diesel	Petrol	Distance
Metric	m ³	kWh	kWh	Litres	litres	Tonnes	Litres		Miles/ mode
Collated	Monthly	Monthly	Monthly	Quarterly	Quarterly	Quarterly	Annually		Annually
Reporting cycle	Annual								
Reported to	Scottish Police Authority								
External reporting	Climate Change Report - Scottish Government								

Communication

Effective communication with our people is crucial, which was echoed in our survey. To achieve this we will create a dedicated space within our intranet site to ensure progress and updates are easily accessible. This will also contain information and resources in support of our environmental initiatives such as the Green Leaders Network and the Small Change, Big Impact Campaign.

Informative data is a key tool to ensure we continue to drive change and share our success making sure our people are inclusive on this journey. Regular updates and progress data will be accessible to all colleagues.

We will also utilise social media as a means to share our successes and how everyone can become involved. Carbon emissions data will be clear and engaging and comparable where possible to demonstrate the impact of our actions and encourage participation.

Funding and Investment

To implement a new Environmental Strategy, we must invest in a range of projects that reduce our resource consumption and improve our environmental performance. The balance of cost, payback and environmental impact must be clearly assessed and be included to lead our future decision making. This will lead us to actively invest in spend to save initiatives to achieve ambitious reductions.

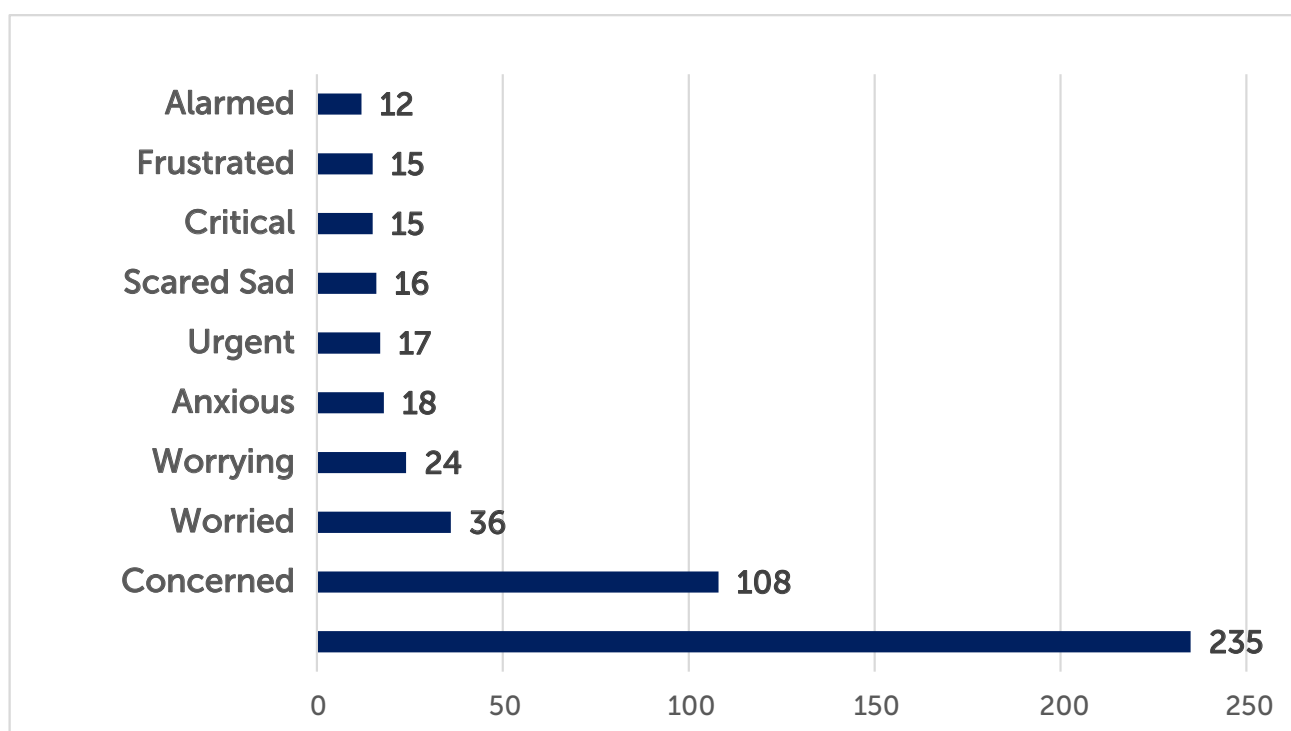
Appendix A:

Insight and Engagement

To gauge our colleague's views on the environment we conducted a national survey. Just over 1,000 of our officers and staff participated from across local and national operational policing, and corporate and support services right across Scotland.

The survey revealed that almost all respondents (94%) agreed or strongly agreed that Police Scotland has a responsibility to reduce its environmental impact. However only 10% of our colleagues felt that we were doing a good job of this. Participants were asked to use one word or statement to describe how they feel about the climate crisis.

The most common responses included:



The survey was supported by a diary study, in which almost 50 individuals across various roles, ranks, divisions, and departments recorded their day-to-day experiences and how environmental thinking currently impacts their work experience over the course of a week.

This has provided an invaluable insight into the experience of colleagues, the efforts they go to in order to mitigate their environmental impact as well as the opportunities we have as an organisation to provide support, update our practices and how we can provide additional information and practical support.

Area	Feedback from diary study	How the Environmental Strategy will aim to address this?
Time	It is often perceived as faster to stick to traditional modes of working as they are more familiar and offer a level of convenience, whilst delivering proven results. In comparison, greener ways of working require more planning to implement and can take some getting used to as they differ from the "business as usual" way of working. Participants also highlighted that due to high workloads their working hours felt "busy" and dealing with urgent events and tight deadlines left them in a primarily reactive state.	The strategy aims to embed environmental sustainability into the way we work and how we deliver our services. Wherever possible we will mitigate or remove additional demand on our officers and staff. Organisational activities such as Introducing the principles of the circular economy, implementing sustainable procurement criteria and the roll out of various energy efficiency initiatives across our estate will support our environmental ambitions.
Availability of recycling facilities	Whilst there has been campaigns that highlight the benefits and needs for recycling at work where possible, additional on-site resources are needed to maximise the benefits of these efforts. In instances there were insufficient recycling points in stations and offices in order to properly dispose of all recyclable materials. By only having limited numbers of recycling stations available, this contributes to supporting the perception of recycling not being primary disposal method we should be using.	The Environmental Strategy aims to improve the knowledge and awareness around our use of resources and support our people to dispose of waste items appropriately. Small Action, Big Impact will support efforts to raise knowledge and awareness on effective recycling.

Understanding environmental impact	One of the main recurring themes was understanding the true impact that the adoption of positive behaviours was having on the environment. Much of the information available is of the damage and negative aspects of wasteful and high emission activities. More should be done to showcase the benefits of these positive efforts to stimulate motivation to persevere and encourage others to join in.	Effective communication with our people will be critical to the success of the strategy. We will utilise existing initiatives such as the Small Action, Big Impact campaign to raise knowledge and understanding of environmental issues and best practice. A dedicated intranet site will highlight our achievements, and provide information to support our officers and staff and encourage participation in environmental initiatives. Copies of our statutory reports will also be made available.
Working practices	Respondents often cited organisational culture as a barrier. One respondent discussed travelling into work despite being able to do their job from home but had done so because they felt they needed to present visible leadership. Others discussed the positive environmental benefits of working from home and changing working practices, individuals felt that they could have a greater environmental impact than when they were in offices, with people saying they could eat in more environmentally friendly, recycle more easily and travel less often. There is strong internal support for operating in a way that minimises, and where possible removes processes and behaviours that have a detrimental effect on the environment.	The environmental impact of our work will inform decisions about how we work in future. The Covid-19 pandemic led to increased levels of home and flexible working, facilitated by the roll out of IT and digital solutions. As we look towards the future we will incorporate best practice, offering our people options as to how and where they work in line with business and operational requirements. Updated travel and transport policies will support our people to travel only when necessary and by the most environmentally friendly means possible.
Available fleet	Operational demands present a particular challenge as incidents often require urgent attention and a rapid response. Officers are acutely aware of the environmental effects of driving an aging response fleet at what are essential, yet fuel inefficient speeds.	The Environmental Strategy supports the Fleet Strategy and work underway to improve our current fleet, ensure the right vehicles are in the right place at the right time and facilitate our transition to a ULEV fleet by 2030.

Survey results

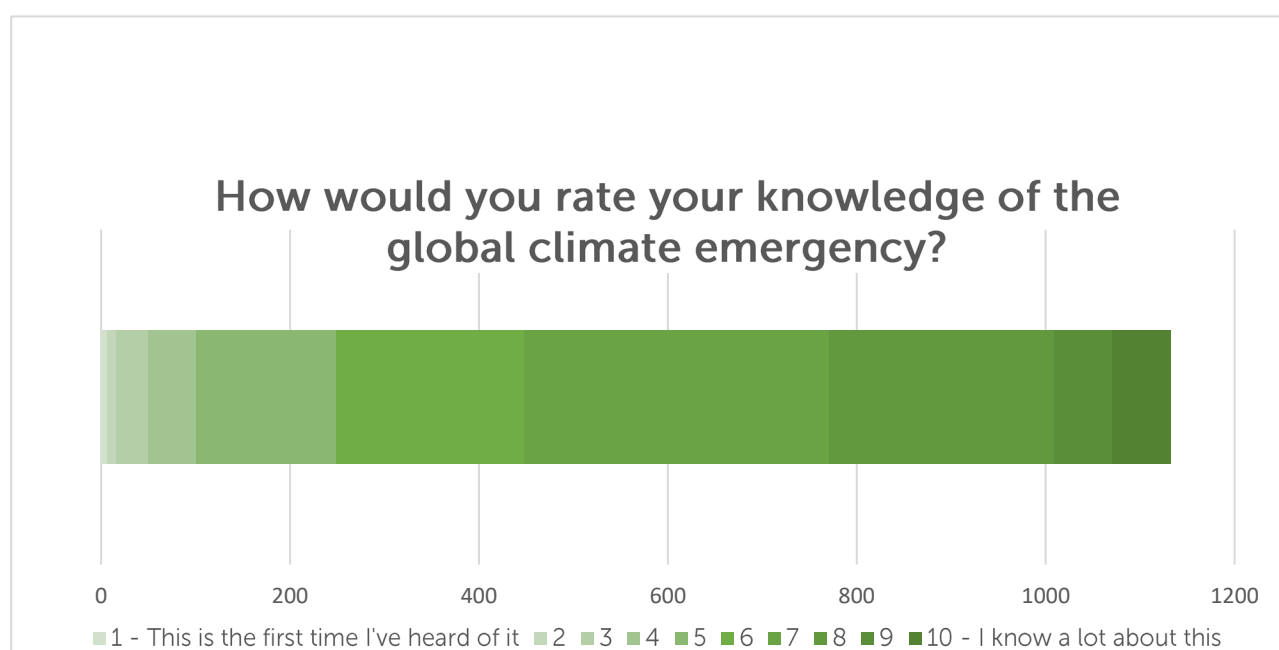
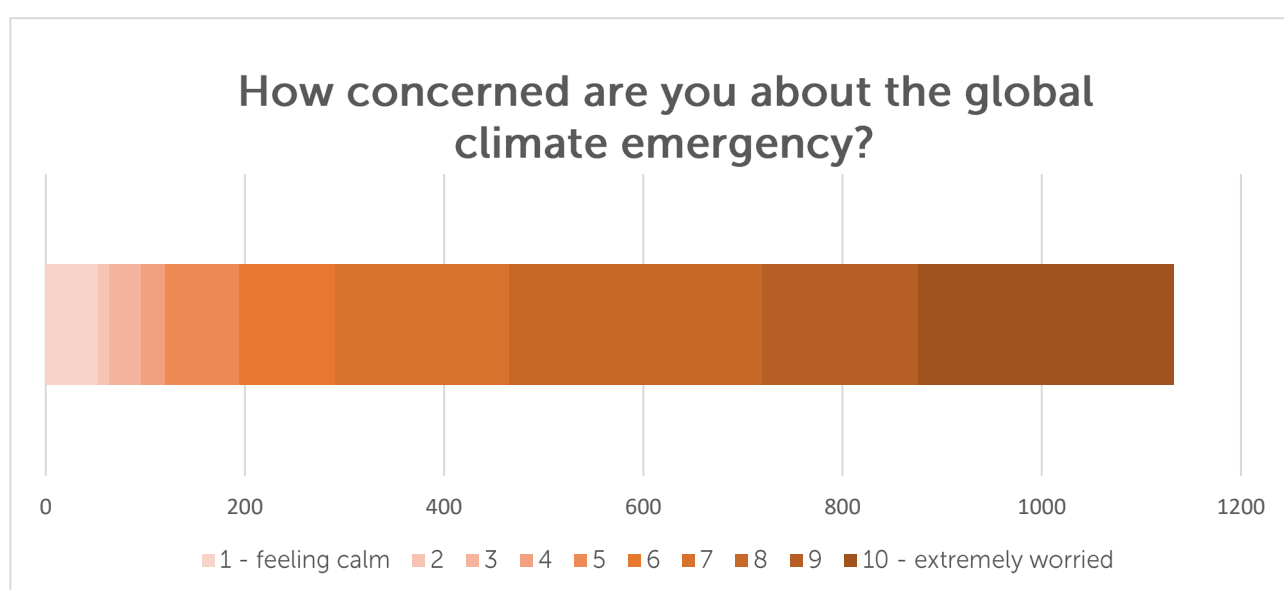
The Climate Conversations survey took place in October 2020 and was completed by 1140 officers and staff from across Police Scotland.

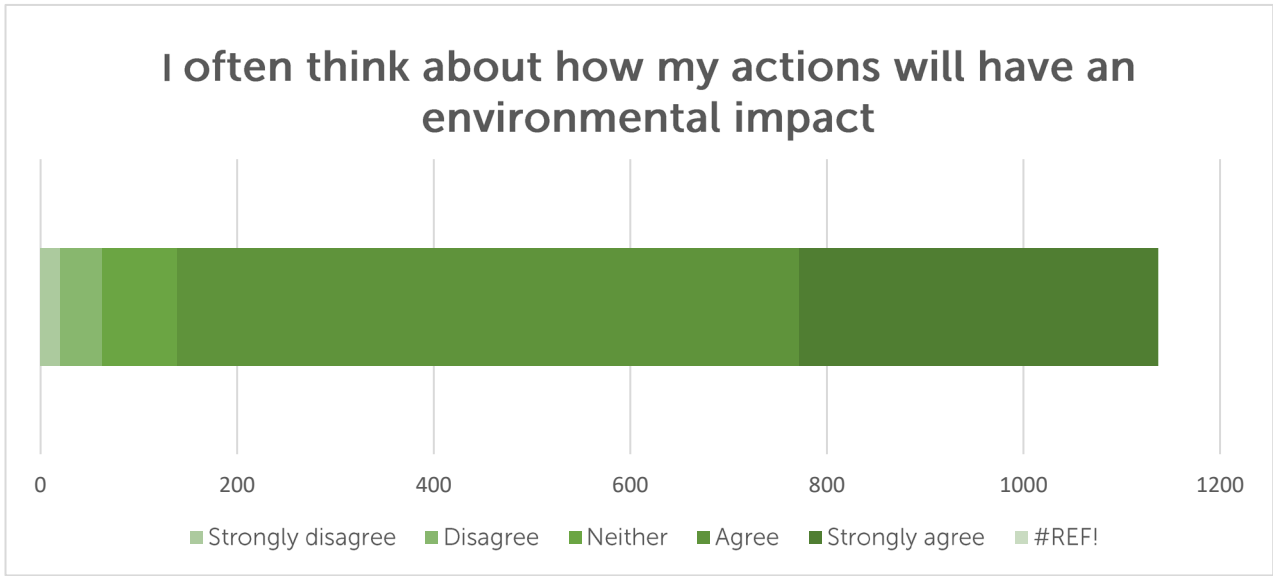
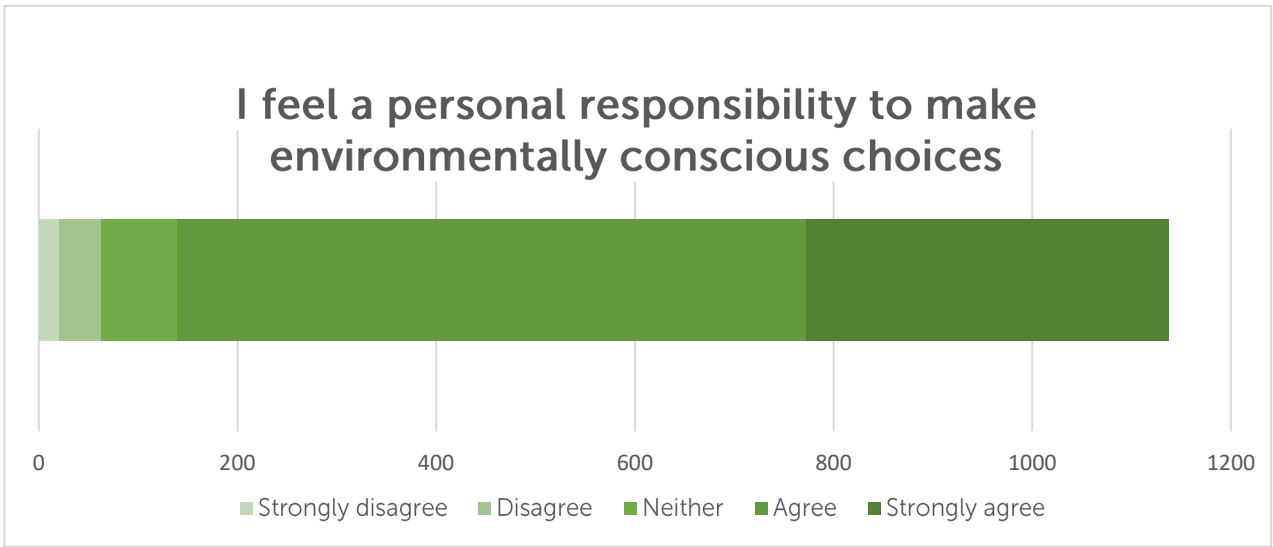
The survey enabled us to gauge understanding of environmental issues and concerns amongst our people as well as the actions they take at work to mitigate their impact on the environment.

We also wanted to understand how easy it was for our officers and staff to undertake their duties in an environmentally friendly manner and how our people understand our organisational responsibilities towards the environment.

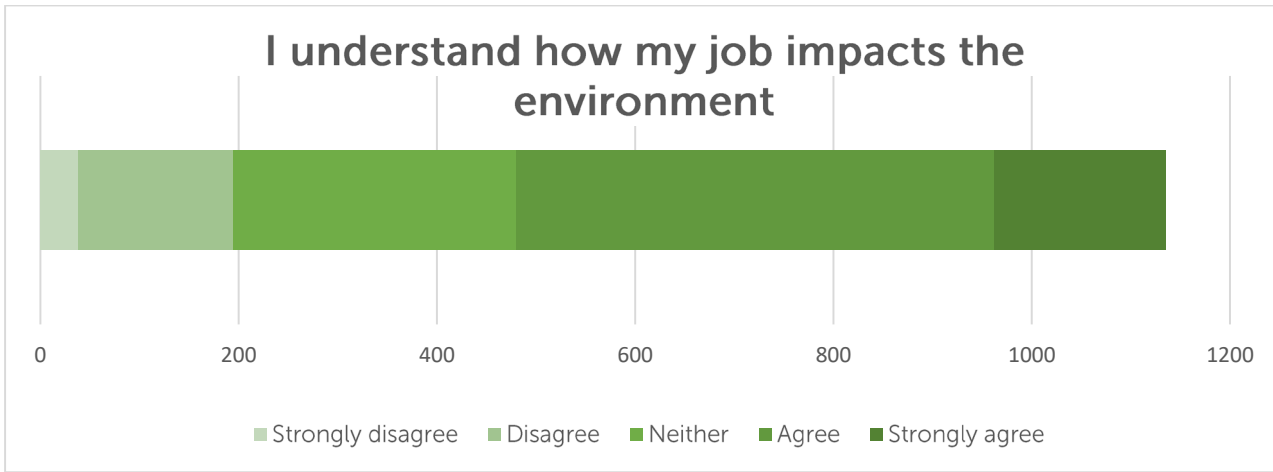
The results are summarised below.

Knowledge and perception of climate issues and environmental impact

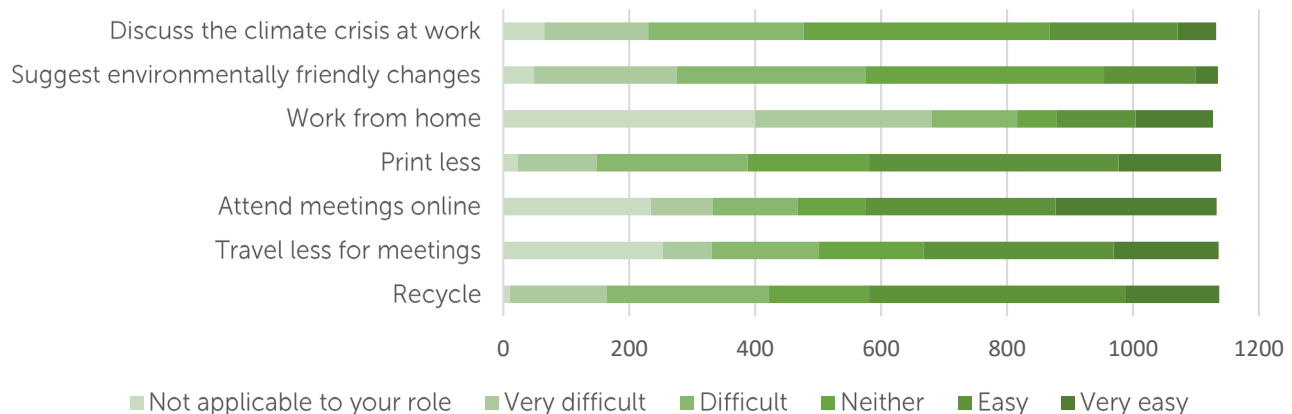




Environmental impact at work

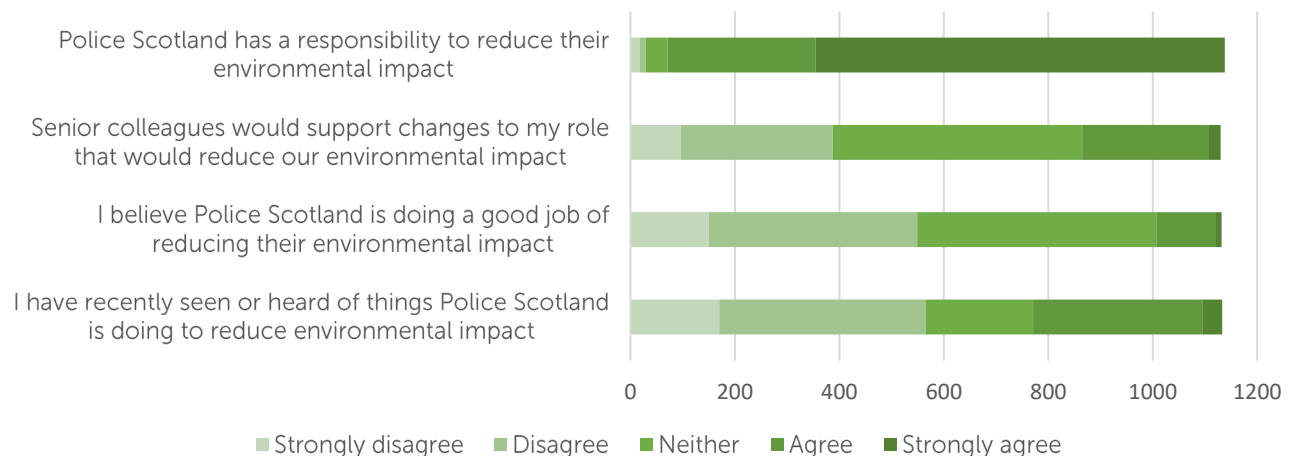


How easy is it for you to do the below at Police Scotland?



Police Scotland's responsibilities towards the environment

To what extent do you agree with the following?



Which of these areas do you think we should focus on?

