

## Case Study 15: Metropolitan Police Energy Efficiency Programme

UK

### Summary

The Metropolitan Police Service (MPS) Energy Efficiency Programme is an initiative that aims to improve energy efficiency in relation to already existing MPS buildings and practices. The programme has roots that can be traced to 1991, although its current initiatives in respect of its involvement in London's Building Energy Efficiency Programme (BEEP) programme from 2008 are the primary focus here. The wider context for this is that the MPS is committed to reducing its CO<sub>2</sub> emissions by 10 per cent by 2010 and 30 per cent by 2025.

Although the focus is on the MPS the priorities of the MPS need to be understood within the context of its relationship to the Mayor of London and also in respect of the Mayor's relationships to the leaders of other large cities. The setting of the MPS's strategic priorities are thus 'nested' and need to be understood in terms of the ways in which these relationships enable, constrain and condition the MPS's priorities. This is illustrated here through the example of the MPS's £5.7 million involvement in its energy efficiency programme.

In doing this the case highlights that the relationships between strategic objectives and operational outcomes requires a better understanding of processes and learning in terms of both the development of operational objectives and attempts to embed them through projects and activities.



### Lessons learned

1. Many of the objectives of the programme are embodied in targets and aspirations that are strategic into the long-term (2025) or into the medium-term (2010). This makes these difficult to 'measure' in terms of outcomes.
2. There has been a great deal of effort in seeking to align different motivations and objectives for energy efficiency across different interest groups (MPS, CCI, Mayor of London). Holding these interests together to start the programme can be seen as success.
3. The Programme is embedded within a nested set of priorities (CCI, Mayor and MPS). It also sits within a context of the various different priorities of each of these different stakeholders, which shape the priorities of the MPS.
4. In particular, the role of the Mayor has been crucial in shaping the strategic parameters within which the MPS can act in terms of energy efficiency.