
Metropolitan Police Service and Metropolitan Police Authority

Annual Report 2005/2006



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POLICE**

Working together for a safer London

MPA

Metropolitan Police Authority



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Foreword



Paul Stephenson



Ken Donnell

The past year has been a momentous one for both the Metropolitan Police Authority (MPA) and the Metropolitan Police Service (MPS). The Met's performance has continued to improve despite the challenges posed by the changing nature of criminality in London. The total number of crimes reported in London dropped by over 3% and is now at a five year low. Other performance achievements over the past year include:

- The reduction of road casualties by 12% over the 2005 calendar year;
- Detection rate for homicide stands at over 90%; and
- Our sanction detection rate across all crime has increased to 18%.

Without doubt the single biggest event over the past year for our organisations were the terrorist attacks in July of last year. The attacks represented unprecedented challenges on both our organisations. We are both extremely proud of the way that our staff responded to these events and their efforts and determination led to the award of the highest number of Commissioner's commendations ever in a year.

However, the attacks did not stop us from undertaking business as usual. During the past twelve months the MPS – under the scrutiny of the MPA – has developed the Policing London Strategy that sets out seven priorities for the police service. The Met Modernisation Programme has also been created to implement the findings of the Service Review conducted last year.

One of the strands of the Met Modernisation Programme is the rollout of Safer Neighbourhoods teams to all 624 electoral wards by the end of April 2006 and bringing all of them up to their full complement by the end of the

year. This is a significant shift of resources to what we know Londoners want – a locally based, familiar policing team for your neighbourhood. The teams will consult you about your priorities, engage with the public and work with you to solve the issues you identify as important. By using problem-solving approaches we will then develop long-term solutions and report our progress back to you so you can hold us to account.

Another strand of the Met Modernisation Programme is Citizen Focus – working with communities to deliver the kind of services and responses required by individual citizens. By November 2006, we will have implemented the Quality of Service Commitment. This will state the minimum expectations that you, as a member of the public, can have of the police service and we will strive to exceed these.

There was a positive shift last year in the satisfaction of Londoners who had contact with the police with 79% of people satisfied with the service received. A MORI poll conducted for the Greater London Authority reports that 82% of people have seen more police in their neighbourhood and 53% felt satisfied with local policing in London. However, whilst these show increases in the year ahead we will seek further improvements.

We are always happy to hear the views of Londoners to ensure that we are meeting your expectations. To contact us, you could get in contact with your local Safer Neighbourhoods team. Details can be found at your local police station or by looking at www.met.police.uk/safer_neighbourhoods/. Alternatively you may use the contact details on the back cover of this document.

Together, we will make London the safest major city in the world.

Introduction

The Joint Annual Report is the primary document that details the activities and performance of the MPS during 2005/06, which the MPA oversees and comments upon. The report reviews the performance of the MPS in relation to the targets set for 2005/06 and shows how resources have been used to deliver a high quality policing service to the people of London.

The report also details some of the ways that the MPS is developing to better meet the demands and changes affecting it. For further details on the current plans of the MPS please visit the website at: www.met.police.uk/about/plans.htm

Report Structure

The report is structured in four sections. The first section reviews MPS performance during the year in relation to the objectives set out in the 2005/06 Policing Plan published in March 2005; the second section reviews MPS performance from the point of view of the MPA; the third section provides an overview of the plans for the MPS for 2006/07 and the final section shows the MPS performance against the performance indicators in the 2005/06 Policing Plan. This section also contains the Home Office statutory performance indicators for 2005/06, which at the time of publication have not been audited.

More detailed statistics can be found on the MPS website at: www.met.police.uk/about/performance/

Terminology

Throughout the report the term London is often used. This should be read as meaning the Metropolitan Police District (MPD), which excludes the City of London.

The report often refers to 'Boroughs', 'OCUs' and 'Business Groups'. These terms relate to the structure of the MPS. The Operational Command Unit (OCU) is the fundamental unit of policing London. It refers either to a group of police stations contained within the boundaries of one of the 32 London Boroughs (Borough Operational Command Unit, or BOCU), or to an operational unit based centrally such as traffic, or major crime investigation.

Above this level the MPS is divided into Business Groups, for example, all BOCUs, plus some central OCUs form the Territorial Policing Business Group. A number of these business groups are known as Directorates and they are all headed by a member of the MPS Management Board.

Whenever an abbreviation is first used, it is explained in the text.

The MPS Response to the Terrorist Attacks of July 2005

At about 8:50am on the 7 July three explosions occurred on the London Underground within 50 seconds. A fourth explosion then occurred around an hour later at 9:47am on a number 30 bus travelling in the Tavistock square area of central London. These four explosions killed 52 people and left several hundred injured, many seriously.

The response from across the emergency services brought many acts of bravery, with many officers and staff performing significantly above and beyond any normal expectations of their duty. The days following these attacks were full of uncertainty and concern for the people of London and the police service was working at an unprecedented pace, not just in relation to the ongoing investigation but also in providing reassurance to the public and helping London to return to business as usual.

The investigation quickly identified the individuals suspected of carrying out the attacks. Searches of premises and vehicles linked to those individuals uncovered what appeared to be a 'bomb factory' and a number of items that were clearly intended for use as weapons. Although there were early speculations that there may have been a fifth bomber, painstaking research by the investigation team ensured that this could be ruled out and the inquiry was able to conclude that all those directly involved had died in the explosions. The enquiry into the full circumstances surrounding the attacks continues.

The second series of attacks on 21 July, whilst fortunately not leading to loss of life or injury, brought a huge challenge to the police service, taking place at a time when police were still heavily engaged investigating the first incidents. On the second occasion,

four men, apparently attempting to replicate the horror of the previous fortnight, detonated four devices on the public transport network in London. These devices failed to detonate and led to the largest ever manhunt undertaken by police in London, across the UK and internationally.

The search for suspects continued amid understandable, but challenging media interest and speculation. Over the following days the investigation continued at an extreme pace and led to the discovery of a second bomb factory and the arrest of a series of people, including one suspect who had fled to Italy. Currently a number of people await trial for their involvement in the attacks of 21 July, including the four men who are believed to have been at the centre of the attacks and a fifth man who we believe abandoned his device.

Despite these successes, we acknowledge that the shooting by police of Jean Charles De Menezes at Stockwell on 22 July, was a tragic loss of the life of an entirely innocent man. This matter is still under investigation by the IPCC, but it is essential that Londoners know that we are doing everything we can to ensure this does not happen again.

The attacks also placed a large demand on other areas of the organisation.

Resources Directorate provided excellent operational support in response to the terrorist attacks in July and received widespread recognition for the service provided. For example, the Vehicle Removal and Examination Services played a pivotal role in the handling of vehicle removals. They removed the buses involved in the July terrorist attacks whilst ensuring the

integrity of the crime scene was maintained. Catering Services provided emergency operational feeding around London at very short notice and Property Services provided support to Her Majesty's Coroner and London Mortuary arrangements. In addition, the Property Services computer modeling unit provided full support to the crime scene investigations. The Directorate of Information has also provided operational support including the provision of laser surveying equipment at Tavistock Square, which supported the investigation by ensuring the exact position of all objects relevant to the explosion were recorded before being removed.

The Safety and Health Risk Management Team visited all blast sites following the explosions, as well as the temporary mortuary, mobile interview suites and the Family Liaison Centre. Where appropriate gas detectors and temperature monitoring equipment were deployed and asbestos monitoring was undertaken. Additionally, the team provided full advisory support to the Gold Group and other multi-agency forums involved in the incident. Occupational Health also had a key role in both the immediate response and the aftercare of officers and staff deployed to deal with the incidents. On site visits were carried out to the crime scenes to ensure the well being of MPS personnel working under very difficult circumstances. Counselling support was provided to over 400 officers from a wide spectrum of experience levels some of which continues.

Family Liaison Officers from across the organisation worked to support those victims and families who were affected. The Borough Operational Command Units that were not directly responding to the bombs were undertaking extra patrols to reassure the public, especially members of ethnic minority groups who were fearful of reprisal attacks.

The new Central Operations business group, formed in April 2005 to coordinate the work of pan-London uniformed operational units, played a key planning and coordinating role in responding to these attacks. The CO tasking team brought in massive detective and other specialist resource from around the country to assist SO with the investigation while the events planning team

organised armed and unarmed reassurance activity around iconic London sites.

The MPS also arranged for a 'diamond group' to be set up. This group was created to monitor any changes in community tensions and to act as a communication conduit to the different communities in London. The group consisted of a number of people from differing backgrounds. A workshop was held at the Queen Elizabeth II Centre in Westminster and was attended by approximately 300 people. A number of discussions occurred to determine how:

- The MPS could work better with the community
- To improve communications with the community
- The police could provide an even better service, and
- To better engage Londoners (including young people) in policing matters.

Although those few weeks in the summer of 2005 were the height of the public awareness of the work of the Anti-Terrorist Branch and Special Branch, the last 12 months have seen an unprecedented number of investigations, primarily focused on ensuring that London remained a hostile environment for terrorist activity. These investigations have been far reaching and extend beyond the boundaries of the MPS area. In all cases the outcomes are the result of considerable liaison with our key security partners, reinforced with a tremendous level of resources and personnel from across the MPS and in many cases other police services across the country.

Although for the interest of public safety we are unable to publicly discuss details of the cases, police and security service activity has prevented other attacks since July 2005. There are also a number of high profile cases either currently before the courts, or which will appear during the coming year.

An example of the increase in workload was reflected in the demands placed upon the Explosives Officers. They are responsible for attending incidents where explosive devices are suspected, and they saw an increase in calls for their services, which exceeded six times its normal level.

During the bombings the Directorate of Public Affairs (DPA) took the communication lead on behalf of the other blue light services, co-ordinating media contact, releasing information, running press conferences, and facilitating interviews and briefings.

- Within the ten days following 7 July the Press Bureau at New Scotland Yard dealt with 8,000 media enquiries
- Over 200 press statements were issued between 7 July and 1 August – 27 updates on 7 July alone
- 25 press conferences and briefings were held
- The MPS website received 1.5 million hits on 7 July.

The efforts of the DPA were recognised in November 2005 by the Foreign Press Association when it was awarded '*press office of the year*'.

The Centre for Analysis and Targeting (CAT) sits within Special Branch and has played a key role in developing and exploiting intelligence, acting as the primary interface between police and the UK's intelligence agencies. The events of July produced a deluge of information and intelligence, every piece of which had to be read, assessed and disseminated appropriately. The research and analysis of the intelligence received has assisted in enabling police and the Security Service to prevent further attacks. During July the CAT were also responsible for the provision of briefing and intelligence products supplied to Cabinet Office. This information was the sole product used to update the progress of the police operation and the exploitation of intelligence.

Corporate Priority

To minimise the risk from terrorist activities to maintain an effective response to terrorist incidents

Desired Outcomes: To prevent terrorist incidents whilst maintaining community confidence, to respond appropriately to a terrorist incident whilst maintaining community confidence.

The work of Special Branch and the Anti-Terrorist Branch has been dominated over the past twelve months with the incidents of July. You can read more about the police response to July on pages 6-8. Both of these branches sit within 'Specialist Operations' who are the lead for terrorism issues within the MPS. However, Operation Rainbow leads the overt response to terrorism. Examples of the work that Operation Rainbow and Specialist Operations have undertaken in support of the priority during 2005/06 can be found in this section.

Perhaps the highest profile conviction over the year was that of Abu Hamza. On 7 February 2006, following a four-week trial at London's Central Criminal Court, Abu Hamza was found guilty of encouraging his followers to murder non-Muslims in a series of hate-filled sermons. He was also convicted of using threatening and abusive words to try and stir up racial hatred.

The former Imam at the North London Central Mosque – which closed in January 2003 and has now re-opened under new trustees – was also found guilty of possessing threatening, abusive or insulting recordings with a view to distributing them, and of possessing a document likely to be useful to a terrorist.

Many areas of Special Branch (SO12) are, by their very nature, secret and not suitable for inclusion in a document of this nature. However, an example of the work that SO12 undertake is well demonstrated by that of the National Terrorist Financial Investigation Unit (NTFIU). The NTFIU leads on the use of financial investigation in terrorism cases, focusing on how terrorists raise, store, move and use money to finance their operations. The NTFIU has established a strong relationship with the financial community and this



partnership has proved to be very valuable. This relationship coupled with the use of financial intelligence analysts meant that the NTFIU were able to assist the prioritisation of lines of enquiry.

An example of the how the NTFIU is able to assist investigations was the arrest of Mohammed Ajmal Khan. On Friday 17 March 2006, Mohammed Ajmal Khan pleaded guilty to an offence of terrorism, in that he provided material support and funding to a proscribed organisation, the Kashmiri separatist group, Laskar e Taybr (LET). He was sentenced to eight years for this offence and a further year for contempt of court, as he refused to answer questions addressed to him in court.

Together with a number of associates in the United States of America and Canada, Khan obtained hi-tech equipment for the use of remote control planes to be used for identifying and attacking targets in the disputed



region of Kashmir. He also obtained a substantial amount of a bulletproof material – Kevlar – which was intended for use in protecting vehicles and personnel. Ten people in America have also been convicted of linked terrorism offences.

The Special Branch Muslim Contact Unit (MCU) plays a major role in reassuring the community and acting as a channel between key and trusted partners and members of the senior management of the MPS. This conduit enabled the provision of timely, accurate and informed briefings as well as being able to feed back beneficial suggestions for future initiatives from the community themselves into central Government.

Both the Anti-Terrorist Branch and Special Branch play a large role in providing advice and support to our partners nationally and internationally. Although only a snapshot, examples of this work would include the Anti-Terrorist Branch Security Co-ordination Unit, who in addition to their role of providing the security co-ordination capacity for the MPS, also acted as security advisors to Tayside Police for the G8 Summit and provided assistance to a number of other forces during the security planning for several major events. The unit also carried out a review of security in relation to the British police contingent posted to the International Iraqi Police Training Centre in Jordan, following the attacks in the capital, Amman.

The Anti-Terrorist Branch and Special Branch both sit under the umbrella of the Metropolitan Police Specialist Operations. During the past year, work commenced to bring both these branches together, the aim being to design a multi-faceted Counter Terrorist Command. The intention is to create a bespoke command capable of meeting both the current and future challenges of

terrorism. The scale of the project is such that the implementation of recommendations will not happen overnight, however once the appropriate new structures are designed they will be put into operation as soon as practicable.

The Directorate of Information has successfully piloted the Integrated Intelligence Platform that, for the first time, enables users to search information held in several separate systems. It was released early to support the MPS response to the terrorist attacks of July 2005 and the evaluation of its contribution to the operations was extremely positive.

COMMUNITIES CAN DEFEAT TERRORISM. YOU CAN HELP MAKE LONDON A HOSTILE PLACE FOR TERRORISTS.

TERRORISTS NEED RECRUITS.

Do you know someone whose behaviour has changed suddenly?

TERRORISTS NEED PLACES TO LIVE.

Are you suspicious of your tenants or neighbours?

TERRORISTS NEED TRANSPORT.

Has a vehicle sale or rental made you suspicious?

TERRORISTS NEED STORAGE.

Are you suspicious of someone renting commercial property?

Let the police decide if the information you have is important.

This year the Directorate of Legal Services (DLS) established a counter-terrorism team to assist senior front line officers with advice and to work closely with the MPS' anti-terrorism units. The DLS also plays an active role in advising on disaster management strategy.

Operation Rainbow has assisted with a number of deployments of police officers to high-profile locations. They also deliver regular briefings on the current terrorist threat to officers all across the MPS. During 2005/06 a number of Intelligence led-operations were undertaken to minimise the risk of terrorism to the public at locations all across London.

The Air Support Unit, Marine Support Unit, Mounted and Dog units within Central Operations support the Anti-terrorism and reassurance activity by patrolling areas difficult to access by borough officers.



The MPA has a role to play in sustaining and widening informed debate on how our society should respond to the threat of terrorism. It enables community members to communicate their issues, considerations and



concerns to the police, leading to better-informed decision-making. In fostering a sense of public ownership of the problems, and their solutions, the MPA therefore hopes to increase the likelihood of generating future community intelligence, build social capital – and therefore resilience – in London, and reduce the likelihood of future terrorist attack.

With these aims in mind, the MPA held a community conference entitled 'Together Against Terror?' on 12 December 2005 at Central Hall, Westminster. More than 150 diverse Londoners, including parents and partners of victims killed in last summer's terrorist atrocities, took part in the event.

Input from the public at the conference gave rise to a report, considered at the MPA meeting on 26 January 2006, which recommended that the MPS increase its provision of information to the public on terrorism and counter-terrorism and enhance its associated outreach at grassroots level.

A second report, tabled at the MPA Co-ordination and Policing Committee on 3 March 2006, recommended that the MPA design and deliver a further programme of community engagement to counter-terrorism. A third report, detailing progress made towards implementing these recommendations and towards building London's capacity and capability to prevent and respond to terrorism, will be considered at the MPA meeting on 27 July 2006.

The MPA is therefore committed to delivering in 2006 an ongoing programme of community engagement to counter-terrorism, including a series of six community-specific public hearings, six focus groups with students in London universities and colleges, and thirty-two local consultations – one in every London borough.

The MPA recognises the potential Londoners themselves have to contribute to the safety and security of the capital. It intends to explore this potential further in the months to come.



Corporate Priority

To improve neighbourhood safety

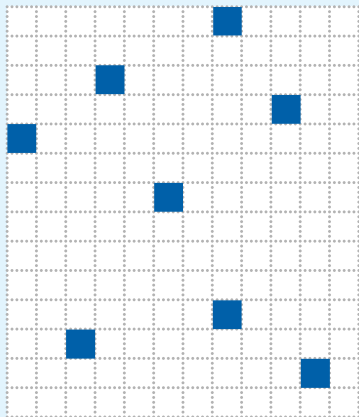
Desired Outcomes: To improve public satisfaction in the police service, through reassuring the public by increasing visibility and reducing crime.

The MPS are improving public satisfaction through the deployment of Safer Neighbourhood Policing Teams in every area of London. The Commissioner has described the Safer Neighbourhood Programme, as 'The Jewel in the Crown' for the MPS, and the policing style for the 21st century. The programme is fully supported by the Greater London Authority and the MPA. This backing has enabled a roll out of teams nearly two years earlier than planned.

The MPS has now introduced a total of 630 teams of officers. Current plans suggest that by 31 December 2006 the minimum staffing model of one sergeant, two constables and three Police Community Support Officers

(PSCOs) will be implemented. These officers are dedicated to policing to the needs of the community and are free from other abstractions that take them away from performing their primary role of providing a more visible, familiar and accessible police presence in local neighbourhoods. The teams are deployed into each of the 624 electoral wards, with a further 6 teams covering the area of Crystal Palace, and five additional areas within Westminster Borough. The teams base their work around a seven stage community engagement and problem solving model that enables partnership action to be focussed on the issues that matter most to the local community. The model also identifies priorities through a process of community engagement, consultation and finally through informed choices by locally selected volunteers within a neighbourhood panel.


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During 2005/06 the Safer Neighbourhood Programme has been able to:

- Recruit 345 new sergeants, 345 new constables, as well as 690 new PCSO's in order to support the implementation of the teams, and meet the National Policing Plan requirement, two full years ahead of schedule
- By April 2006, a total of 1427 officers (ranging from Inspector to PCSO) have been provided with comprehensive, specialist training in Safer Neighbourhoods style policing. (These officers are predominantly those from the first 280 Safer Neighbourhoods Teams established.)

A total of 3006 officers are now employed on Safer Neighbourhood Teams, dedicated to the task of increasing safety, providing reassurance and upholding the law in every area of London. Uniform Services rose to the challenge of providing an increased number of uniforms and stab/ballistic protection garments (Met Vests) to meet demand resulting from the recruitment of PCSO's and Special Constables.

The rollout of bases for Safer Neighbourhoods Teams is being led by the Property Services Department and is currently ahead of schedule. A total of 294 teams are permanently accommodated against a target of 260. In addition some 178 teams are in temporary accommodation but will be relocated to new ward based sites in the next three years. Recruitment of sufficient (PCSOs) to resource the Safer Neighbourhoods Programme is crucial and the Human Resources Directorate has continued to perform well in this area by achieving the target of 599 PCSOs recruited



over the financial year. Additionally, Human Resources Directorate has been working to reduce sickness amongst PCSOs and as a result sickness has improved this financial year, falling from an average of 12.1 to 11 days per PCSO.

PCSO numbers show the highest representation of both female and black and minority ethnic personnel of all MPS employee types, female PCSO strength stands at 33.54 % and black and minority ethnic PCSOs represent 35.4 %. Furthermore, Human Resources Directorate has recently introduced changes to the MPS recruitment process for Special Constables to bring it more in line



with the National Recruitment Standards used for police officer recruits. January 2005 saw the Metropolitan Special Constabulary officer strength exceed 1,000, with a total of 635 officers recruited over the financial year. This is a 278% increase as compared to the 168 special constables recruited in 2004/05, which was itself a historic high at that time.

At the heart the Safer Neighbourhoods Programme is a community engagement tool based on the concept of the Key Individual Network (KIN). This places the emphasis on short face-to-face interviews, conducted

by officers in order to promote contact with local residents. It has been a very valuable tool, as it could be used to assist with the development and identification of networks of key stakeholders within the boundaries of each electoral ward.

Safer Neighbourhood Teams are undertaking follow up visits to victims of crime to give reassurance and crime prevention advice. PCSOs are undertaking follow up visits to callers who are reporting acts of antisocial behaviour to ensure they are reassured and confident that the local teams are aware and dealing with the local issues. Safer Neighbourhood Teams are being given crime prevention training to enable them to better advise and reassure victims of specific crime types during follow up visits within their neighbourhoods.

An excellent example of the benefits to be gained from forming effective networks within the community is an initiative currently being conducted on the Borough of Hammersmith and Fulham – the Safer Neighbourhoods Annual Challenge. This sees young people living within the local community forming teams that then help to identify what the local problems are and how they could be rectified. In many instances once a problem has been





highlighted they also then take action to assist in solving the problem. The initiative has held a variety of events aimed at encouraging closer communication between different elements of the community.

The exceptional work currently being carried out across London is highlighted by the MPS supporting 'The Safer London Foundation Problem Solving Award'. This celebrates the most effective use of a problem solving process being used by the Safer Neighbourhood Teams. These processes are designed to target the root causes of issues, identified as a problem through local consultation, rather than the traditional response of repeatedly reacting to its consequence.

This year the award was presented in February 2006 to the Camberwell Green Safer Neighbourhood Team at an

international conference on neighbourhood policing hosted by the MPA and the MPS.

The Camberwell Safer Neighbourhoods Team won the award, plus £10,000 to be reinvested in community projects in their area, by effectively tackling street drinkers and anti-social behaviour in the Camberwell area. This project was chosen from eight finalists and clearly demonstrated the benefits to be gained from encouraging a community and multi-agency approach when dealing with the concerns and problems within the community.

The initiative proved so successful that it attracted attention from several other councils and contributed to Southwark Council achieving Beacon status for its anti-social behaviour work. Officers from the award winning team have been asked to lecture council representatives at seminars around the country. It will also now become one of the MPS entries to the Tilley awards organised by the Home Office to be held in September 2006.

Working with representatives from across the MPS, the Directorate of Information has developed 'Information Sharing Standard Operating Procedures' and a supporting toolkit. These are an essential enabler for partnership working supporting organisations such as Crime and Disorder Reduction Partnerships, the developing Children's Agenda and e-Government.



Corporate Priority

To reduce the level of gun enabled crime

Desired Outcomes: Fewer recorded gun enabled crime offences, improved detection rates for gun-enabled crime, fewer shootings, increased confidence and reduced levels of fear, improved community engagement and partnership working.

The reduction of gun-enabled crime was identified as a corporate objective for 2005/06 as it has a direct impact on the lives of Londoners. With this in mind the MPS has set itself a number of targets in order to ensure it reduces the effect that this crime has on the lives of people living in the capital. Whilst there was a 4% increase in the reporting of gun-enabled crime offences, they can be clearly attributed to an increase in the quality of converted or modified firearms that are capable of using real ammunition. This has been particularly noticeable when taking into consideration the age of some offenders. For example: six out of eleven suspects arrested for murder by detectives working within 'Operation Trident' were under the age of seventeen.



In order to deal effectively with this element of crime, the MPS recently formed a new unit namely 'The MPS Gun Crime Tactical Delivery Unit'. This unit was formed in order to ensure we focus our activity on gun crime offenders making best use of all available resources. Their primary function is to ensure weapons are tracked through the forensic process and intelligence is assessed and acted on promptly with the necessary recommendations being successfully delivered. By taking a proactive approach to the increase in this type of crime the MPS is ensuring it is tackling the problem head on. An excellent example of this was a recent investigation conducted by the 'Barnes Flying Squad', which has been utilising the good lines of communication we have with our colleagues in the Home Counties. Officers were able to identify and subsequently arrest a man who was linked with a series of 21 robberies and a number of firearms offences, all of which were committed across London and the Home Counties. This individual has since been sentenced to life imprisonment, with a minimum recommendation of twenty years to be served.

Another example of a successful operation conducted this year resulted in two men being arrested, charged and later sentenced at court to 20 years and 17 years for the kidnap of a 40-year-old man. His ordeal began in the early hours of the morning, when having been abducted, his former partner was issued with a ransom demand for £80,000. Whilst being held, the kidnappers beat the victim and kept him bound and gagged in a cupboard inside a flat in South East London. During this time they made relentless demands for money, reinforced by death threats. At that point police were called and a full kidnap response was initiated. The ability to respond at speed



was a contributory factor in the success of this operation, and depended largely on the co-operation of the hostage, crisis negotiators, armed officers and the Serious and Organised Crime's kidnap and intelligence units.

The MPS introduced a new corporate tasking process last year, which aims to combine resources from different business groups to effectively tackle policing problems affecting London's communities.

Effective use has also been made of the 'Automatic Number Plate Recognition' team, who have fully supported 80 operations involving gun-enabled crime. These resulted in 259 arrests for a variety of offences including offensive weapons, assault, burglary and immigration related matters. The team focused their resources in areas with higher reported levels of gun crime, conducting high visibility operations in order to reassure local communities that the police are responding to their concerns.

During the last year Forensic Services increased its contribution to making London safer by carrying over 140,000 crime scene examinations subsequently increasing the number of detections through forensic intervention by 13%.

This year saw publication of the Safer London Youth Survey (SLYS). The survey was completed by over 11,400 young people, aged 11 to 15 who were living within one of the six boroughs taken part in the project. It was carried out by the 'Communities that Care' charity and was the first survey of its kind ever conducted in this country. Whilst its initial objective was to provide up to date information for use in the MPS Gun Crime Strategy, during the life of the project it was enlarged to

encompass Gun Crime, Knife Crime and Gangs. The MPS considers the survey to have been particularly useful and believes it will prove to be an invaluable tool in assisting with the development of a practical framework for dealing effectively with a wide range of social problems among young people.

Tracking surveys show that the Trident advertising campaign had the highest ever level of recall (69%). Actionable calls to Crimestoppers regarding gun crime increased by 21% during the campaign; unique visitors on the Trident website (www.stoptheguns.org) peaked at 588 in July, and the Trident cinema advertisement appeared in *Campaign* magazine's selection of Top 10 cinema ads.



Corporate Priority

To disrupt organised criminal networks the activities they are involved in and to seize their assets in order to reduce harm in neighbourhoods and communities

Desired Outcomes: More criminals disrupted from involvement in organised crime, increased amount of assets seized from criminal networks, improved community engagement and partnership working, greater confidence in the economic well being of London, increased reassurance within neighbourhoods and communities, disrupting the availability of illicit drugs, improved understanding of the harm caused by criminal networks.

Criminal networks directly impact on the lives of Londoners so their disruption was identified as a corporate objective for 2005/06. The MPS has set itself a number of targets and activities to undertake so that the police service can reduce the effect these groups have on the lives of Londoners. During 2005/06 the MPS was able to:

- Disrupt a total of 115 criminal networks, and
- Seize assets involved in crime totalling £35.2 million.

The extent to which criminal networks affects London is difficult to measure. To address this the MPS has developed a 'prioritisation matrix'. This prioritises criminal networks, primarily around harm that they have on communities across four categories: social, economic, political and indirect harm. The harm matrix has allowed the MPS to focus its resources on those networks that cause the greatest degree of harm to London. The MPS is working with Home Office to develop this further and to integrate organised crime





into police performance measurement in a more comprehensive way.

The intelligence picture held by the police service suggests criminal networks are often involved in a number of different crime types such as identifying theft, drugs, kidnap and people smuggling. This has been demonstrated by the successful identification and capture of individuals involved in an international drugs and money laundering operation. This was a joint operation involving the MPS, the National Crime Squad (NCS) and the Colombian Police. It was the first ever-joint operation of its type between the Colombian and British Police Services. The Metropolitan Police's activity began in 2001 and targeted the money transfer activities of a number of Colombian citizens living in the United Kingdom. Raids conducted during the operation led to the seizure of 623 kilograms of cocaine with a street value of almost £32 million, 1.5 tonnes of cannabis and £2.2 million in cash.

The past year has seen the Resources Directorate rise to the challenge of increased demand for many of its services. Central Property Services successfully met an unprecedented demand for assistance from operational colleagues handling the proliferation of UK drug production facilities. They provided invaluable assistance with the recovery of large quantities of drug related items for future use as evidence.

It is known that organised crime can hurt all the communities in our capital. Over the past year the Crown Prosecution Service and the police were able to secure the conviction of six men who formed part of a violent Turkish criminal network. All six pleaded guilty at Woolwich Crown Court to offences involving

firearms, violence, extortion and blackmail within the Turkish community. Those involved were jailed for a total of 72 years.

The police are continuing to learn and develop the ability to disrupt criminal networks. The Proceeds of Crime Act is a relatively new piece of legislation that allows the police to seize criminal assets. By seizing the assets of criminals the police are better able to put a halt to some of the activity these networks are involved with. This area of work is being developed within the MPS by Operation Sterling. A recent proactive investigation conducted by officers from the Money Laundering Investigations Team – part of Operation Sterling – saw a cash forfeiture order of £1.5 million being granted by Horseferry Road Magistrates Court. This is believed to be one of the biggest forfeiture orders obtained by the service to date. The money was thought to belong to a male residing in Thailand and has since been recovered from a number of safety deposit boxes and addresses.

Another investigation saw a confiscation order of £1.5 million granted against two men known to be behind one of Britain's biggest DVD piracy rings. As a direct result of a complex financial investigation they were convicted for conspiracy to defraud, in relation to the large scale of selling counterfeit DVDs. The investigation identified that they had imported and sold over 400,000 DVD's, and consequently benefited by £2.4 million. Assets identified by the investigation falling within the remit of this order, included a house, jewellery, cash and a number of traceable deposits.

Tackling the threat posed by criminal networks would often not be possible without the contribution of partners. A good illustration of this is the Middle Market

OPERATION MAXIM Joint-Agency Task Force Targeting Organised Immigration Crime in London

GREEN TAPE TO BE USED IN THE UNITED KINGDOM FOR AN IMMIGRATION PURPOSE.

Signed: _____
On behalf of the Secretary of State
Home Office

DATE: _____

SPECIMEN

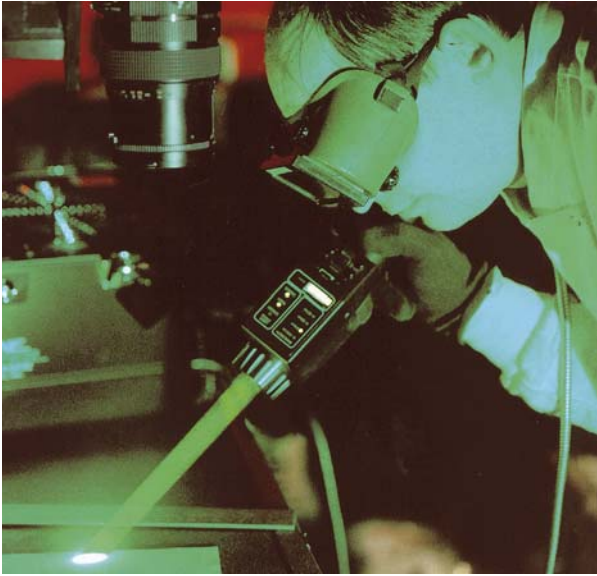
METROPOLITAN POLICE Working together for a safer London

SC reflex

Drugs Project. The project tackles the supply of Class A drugs by criminal networks in London. It is a combined venture between the MPS's Specialist Crime Directorate and HM Revenue and Customs, supported by the Serious and Organised Crime Agency and the City of London Police. A 70 strong joint team of officers carry out intelligence-led proactive operations against those who act as a link between the drug traffickers and street dealers. They also focus on recovering assets, prevention activity and treatment.

In understanding, tackling and reducing the harm criminal networks cause in our communities the Directorate of Information has been supporting MPS policing operations through the provision of technology solutions and evidential services. Through Operation Bluesky the Directorate of Information supported the technical surveillance unit of the Special Crime Directorate in the investigation of human smuggling. Officers arrested 19 people on suspicion of immigration offences and their involvement in a pan-European





human smuggling network. As part of Operation Bluesky, a total of 200 officers raided 12 addresses across London. It was believed that illegal immigrants, predominantly from Turkey, were smuggled into the UK through ports in Holland, Italy, France and Belgium.

The team have been nominated for the Home Office's 'Tackling Drugs Supply' Award 2006. The operation

targeted a Colombian criminal network aiming to supply in excess of 250 kilogram of cocaine to London per year. Surveillance identified premises which, when raided, were found to be a cocaine factory equipped with an industrial cocaine press, moulds, chemicals and bulking agents. After the arrest of several of his colleagues the key suspect relocated to Amsterdam believing he would evade capture. Working closely with the Dutch police resulted in identifying the network around this individual and the plan for importing more cocaine into the UK. This was foiled, and the suspect arrested at Schiphol airport in Amsterdam. This operation was assessed and nominated as an example of 'good practice' in how a network should be tackled.

Many international policing operations receive advice and assistance from the Directorate of Legal Services with the drafting and negotiation of international Memoranda of Understanding. Their predominant purpose is to enhance co-operation in the fight against international terrorism, serious and organised crime, people and drug trafficking and other matters of mutual interest.

Corporate Priority

To improve our contribution to the Criminal Justice System

Desired Outcomes: To increase the number of sanctioned detections, increase the total number of offences brought to justice and to improve victim satisfaction in the overall criminal justice process.

Whilst this has been a very demanding year for the MPS, its continued commitment to the Criminal Justice Service has allowed it to consistently achieve and surpass its targets in these areas and still maintain high standards in all other areas.

During 2005/06 the MPS was able to:

- Exceed the target for the number of offences brought to justice. This target was exceeded in March 2006 with over 179,000 offences having been brought to justice
- Surpass the target of reducing the amount of ineffective trials. The target set for Magistrates Courts was that no more than 25% of all cases were ineffective, whilst for Crown Courts the target was 16.5%. The actual figure achieved was 24.9% for Magistrates Courts and 12% for Crown Courts
- Improve on the target of 20% reduction in the amount of warrants issued where a defendant fails to appear at court. This target was achieved a full five months early with the final reduction actually achieved being 34%
- Fully implement the Emerald Warrants Management System, which has facilitated the management and execution of arrest warrants across the MPS
- Initiate Operation Halifax VI in order to reduce the amount of forensic dockets waiting to be dealt with. This operation, whilst aiming for a 10% reduction, achieved a decrease of 18%
- This year the MPS was set a target of 16.6% for improving its rate of sanction detections, it actually achieved 18%
- Implement Operation 'Wipe the Slate Clean' across the MPS, which seeks to maximise the investigative opportunities to capture offences to be taken into consideration, and

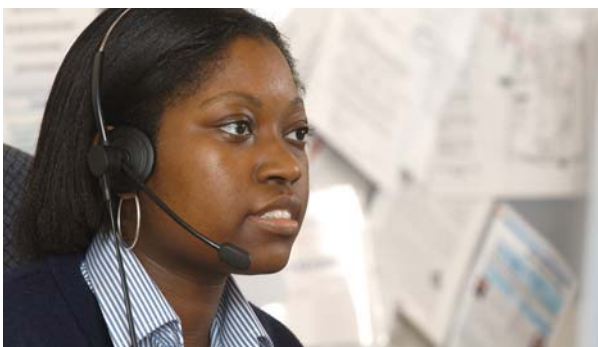




- Improve upon the target to achieve an increase in public confidence from the baseline of 41% to a target of 47%. The MPS actually achieved an increase of public confidence to 47.9%.

Witness Care Units around the MPS currently offer a high level of support to victims and witnesses from the point a defendant is charged. However, with the publication of The Code of Practice for Victims of Crime in April 2006, the MPS will now be required to engage with victims from the point when a crime is reported. To this end Victim Focus Desks have been piloted in two London boroughs and will be rolled out across the MPS during 2006/07. In order to fully support this process Operation Emerald delivered a training programme for officers to ensure, they fully understood their obligations to victims and witnesses under the new code. Witness Care Units are also continuing to work towards being compliant with the national No Witness, No Justice programme with 20 units now co-located with Crown Prosecution Service Staff.

Working in partnership with the Crown Prosecution Service, experienced lawyers are now available to review papers at the point of charge. This has proved a valuable resource as officers now have immediate and



timely access to advice, which ensures there is sufficient evidence in place before a person is charged or if bailed. This partnership has already had a significant impact upon performance. The introduction of 'Prosecution Team Performance Management' in 2006 will build upon our success in this area.

Continuing the good work of recent years, Case Progression Units are still providing excellent support and advice to officers in relation to investigative standards, obtaining right first time outcomes and increasing early guilty pleas. In support of this function the Evidence and Procedures Course has been developed. This aims to give new constables a solid grounding in how to conduct high quality investigations and support them through the criminal justice process to case conclusion.

During 2006 the Territorial Policing crime management was established within 'Operation Emerald'. This unit is seen as a centre of excellence in respect of the reporting and recording of crime. It acts as:

- Central point of reference and information for Borough Crime Management Units and Telephone Investigation Bureaus
- Liaises with the Boroughs and the Data Accuracy Team (Crime), and
- Conducts reviews in order to disseminate best practice.

The MPS has seen an improvement in public confidence and now has, according to the latest British Crime Survey, the fifth best confidence rating out of the 42 Criminal Justice Areas in England and Wales.

Corporate Priority

To improve the citizen experience in their contacts with police

Desired Outcomes: Improved public confidence and feeling of security, improved satisfaction of service users, increased public involvement in policing.

To deliver on its promise to improve the service that citizens experience when they contact the police, the MPS established the Citizen Focus Policing Programme. The programme has five strands of work:

- Improving the user experience
- Improving engagement
- Improving public understanding and accountability
- Organisational and cultural change, and
- Neighbourhood policing.

The Citizen Focus Programme co-ordinates activities that are taking place across the MPS and are designed to improve the citizen experience. Many of these initiatives will also form part of our Quality of Service Commitment, a framework that sets out for the public the standards and services which they can expect when they make contact with the police. The development of the Quality of Service Commitment is an ongoing piece



of work and, in common with all forces in England and Wales, the MPS will comply with the standard by November 2006.

Work has also been underway this year to develop a joint Community Engagement Strategy with the MPA. The strategy demonstrates the commitment of the MPA and the MPS to develop a joint approach to engagement with the public. This will provide the means through which all parties can derive maximum benefit:

- The MPS to understand what communities and individuals really need from them, from which they can design services that meet those needs
- The MPA to monitor the way in which the MPS undertakes engagement and by promoting citizenship and community confidence, and
- The public by receiving the very best police service.

In October 2005, the Citizen Focus Programme Team joined with the central Diversity Team, the Diversity Training and Development Unit and the Diversity Strategy Unit to form the new Diversity and Citizen Focus Directorate under the command of Deputy Assistant Commissioner Rose Fitzpatrick. Being part of a wider Directorate has ensured that the strands of Diversity inform the principles of Citizen Focus Policing.

It is important that the citizens are confident that the MPS is working 24 hours a day for them. During the year the Command, Control, Communication and Information Programme – often referred to as C3i – achieved a major milestone. Eight Borough Operational Command Units are now working within Central Communications Command (Metcall) and using the new secure digital



radio system Airwave C3i. A new fast-time roll out started in May 2006 to the remaining 24 boroughs. C3i has been scheduled for completion at the end of 2007 once all boroughs are working within Metcall and using Airwave. The introduction of Metcall represents a key contribution to the modernisation of the MPS and to citizen focused police services for Londoners. It has been responsible for managing requests for police assistance from the public, received through emergency (999) and telephone calls, other non-emergency general enquiries and non-urgent crime reported through email. Since it first went live in November 2004, call response times have remained well above performance targets for both emergency and non-emergency calls.

Other services previously delivered by the C3i programme continue to help the MPS modernise its operations and maintain a commitment to citizen focus. The new Central Casualty Bureau has been used to support the investigations into the Tsunami disaster in December 2004 and the London Bombings in July 2005. The Tsunami was the first full-scale disaster dealt with by the newly opened bureau at Henderson House in Hendon, North London. The upgraded Central Casualty Bureau played a crucial role during both incidents – as well as managing thousands of calls per day, it also coordinated the support provided through family liaison teams, forensic and Disaster Victim Identification teams.

A new language line service, introduced by the C3i programme in 2004 and now covering 120 languages, has led to the faster resolution of calls for people for whom English is not their first language. It has also helped to ensure that a more appropriate police response is provided in these instances. Furthermore,

pen
 radio
 notebook
 baton
 cuffs
 spray
 an understanding of the people you serve.

Equip yourself.
Understand London's diversity
 To find out more visit www.met.police.uk/DCF,
 or the Diversity and Citizen Focus Directorate intranet site.

TOGETHER TOGETHER
TOGETHER TOGETHER
TOGETHER

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the MPS has successfully negotiated an Interpreter Recruitment Contract. A total of 235 new interpreters have been introduced to the MPS through the Interpreter recruitment exercise that brings the overall number of Interpreters up to 320.

A Directorate of Information initiative to enhance the Crime Reporting Information System is helping victims of crime get the support they need while enabling Police Officers to spend more on the street. Relevant crime data is now sent directly from a police station to the Victim Support Service who are then able to

provide timely assistance to those who need it. The efficiency savings of this enhancement across all boroughs between April 2005 to March 2006 is valued at £127,000.

Performance in citizen focused policing is measured through the national Police Performance Assessment Framework in which victims of crime are asked about their experience of the police response. This measure is broken down into five areas: initial contact; action taken; being kept informed; treatment by staff and overall satisfaction. In each of these areas the MPS has made significant improvement throughout the year. For example, 92% of those interviewed said they were satisfied with the treatment they received from MPS officers and staff and overall satisfaction levels rose almost 11 percentage points from 68% to 78.8% from 2004/05 levels. There were even greater improvements in the satisfaction levels of victims of racist incidents, which now stand at 72.5%, a rise of almost 14 percentage points from 2004/05 results.

The inclusion of citizen focused policing as a corporate objective of the MPS reflects the importance that the service attaches to improving its way of working. It also demonstrates its commitment to providing a service

that responds to the needs of communities and individuals, especially victims and witnesses, and inspires public confidence in the police.

The Human Resources Directorate has been working towards achieving diversity targets to ensure that the MPS is representative of the community it serves, thereby helping us to gain the trust of all communities throughout London. Black and minority ethnic and female officers now make up 7.4% and 20% of total police officer strength; the highest in the MPS history. During the last twelve months, black and minority ethnic police officer strength has seen a 5% uplift, rising from 2,168 to 2,286 officers, with 16% of the new police officer recruits originating from black and minority ethnic communities. Similarly, female police officer strength has increased by 2.5% this year, rising from 5,978 to 6,132, with women constituting 35% of new police officer recruits.

A successful recruitment campaign was completed during the last year to increase the number of MPS Interpreters and the range of languages covered. As a result the Resources Directorate ensures that the MPS continues to meet the ever-widening demand for language and translation services.





The Internal Communication team of the DPA continues to keep colleagues up to date with the news and information they need to carry out their jobs. Its principal tools are intranet stories, staff magazine *The Job*, monthly events for staff with the MPS's top team, video broadcasts, providing managers with key messages with which to brief their teams, and ensuring staff get their questions answered and their opinions heard. The DPA provides professional and high-quality communication services to support the MPS mission of *Working together for a safer London*. Over the next 12 months the DPA will continue supporting operational colleagues in delivering the MPS's policing priorities. In doing so it aims to strengthen public confidence and trust and improve staff effectiveness, performance and morale.

Morris Inquiry

The Morris Inquiry was set up by the MPA to consider professional standards and employment matters in the MPS. The inquiry published its findings in December 2004 after a detailed investigation, lasting almost a year. The inquiry panel heard from numerous witnesses, examined detailed submissions and conducted a staff survey in which MPS personnel were given the opportunity to participate. As a result of this engagement the inquiry panel made a number of recommendations to improve the way the MPS operates, including some that have national implications.

HR Directorate have now established a Scrutiny Panel to manage those actions relating to HR, chaired by the Director of Recruitment, that is responsible for the oversight of the MPS implementation plan, which has been designed to deliver the agreed recommendations. The MPS has recognised that there are areas where improvements need to be made and have already commenced a range of activities in support of the agreed recommendations. Other areas for development are coordinated by the Diversity and Citizen Focus Directorate.

Out of 349 HR actions emanating from the Morris Inquiry, over 67% have been completed. The outstanding actions continue to be scrutinised on a bi-monthly basis to ensure that the MPS remains a learning and developing organisation, reflective of the needs of the community it serves.

The MPA and the MPS has recognised that the recommendations contained within the Morris Inquiry cannot be dealt with in isolation, and as such has incorporated actions from the Taylor review, the formal investigation by the Commission for Racial Equality into the Police Service in England and Wales, and the learning from other associated MPS internal reviews, into a comprehensive scrutiny document. Progress of these actions are monitored individually, and holistically to ensure strategic outcomes are defined and achieved.

Corporate Priority

To reduce the level of violence and increase the number of violent offenders brought to justice

Desired Outcomes: To reduce violence and to achieve set targets to bring offenders to justice.

There is recognition that a high level of violence within the community has a negative effect on the lives of people living in London. The MPS has set itself a corporate objective, aimed at reducing the level of violence within communities and achieving its targets around bringing offenders to justice. During 2005/06 the MPS has been proactive in this area. In line with this goal the Violent Crime Directorate has been restructured to include a number of different units to centrally drive standards, performance outcomes, training and policy compliance. The Directorate was launched in March 2006 and has since been duplicated across the 32 London boroughs. The work of the Violent Crime Directorate will be intelligence led and focus on partnerships with other units within the MPS who also deal with violent offenders.


To ensure that the service is actively dealing with these issues it has a number of initiatives, whose objectives are designed specifically to target these areas:

Project Umbra tackles domestic violence. This is now a fully operational programme with robust systems in place to monitor arrest and detection rates. The Violent Crime Directorate is currently in the process of establishing Risk Assessment Management Panels with our partner agencies. They will make sure we properly manage the risk of dangerous offenders who fall outside the existing processes.

Project Sapphire includes a variety of projects aimed at dealing with group rape, acquaintance rape, drug facilitated as well as stranger rape. It also has links with national projects such as 'Project Matise'. The Sapphire

www.stoptheguns.org

DON'T GET BLOOD ON YOUR HANDS.
If you know about a gun, call Crimestoppers anonymously on 0800 555 111.



Toni-Ann Byfield 1996-2003.

TRIDENT

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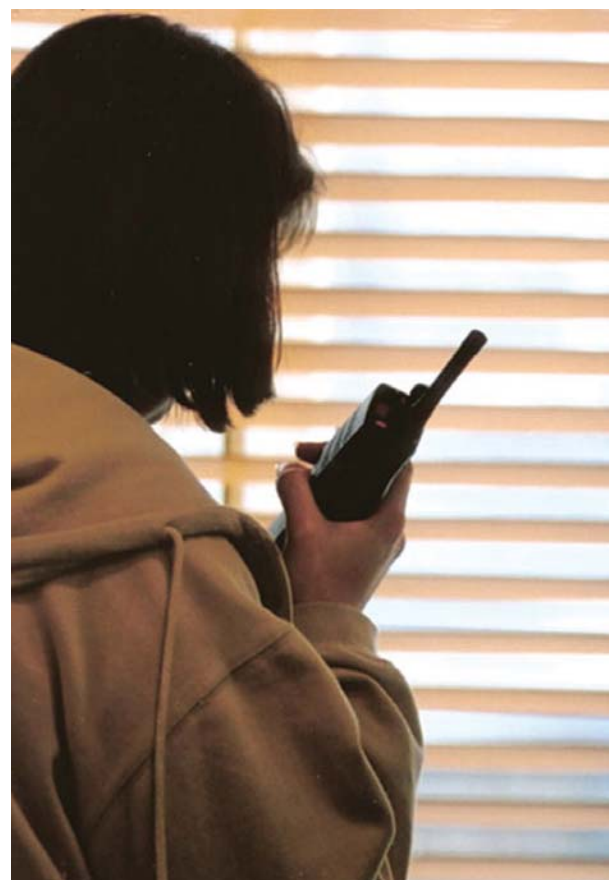
Cold Case Rape Investigation Team have this year successfully concluded investigations into a number of historical offences, resulting in the conviction of ten individuals who were sentenced to a total of 75 years imprisonment.

Operation Jigsaw has a team within each London borough and provides public protection in respect of the management of sex offenders and other violent offenders. In July 2005 the relevant standard operating procedure was published in relation to this process. This year the database system VISOR was implemented, which contains a vast array of information on individuals, currently within the system. It was designed to meet the needs of both the Probation Service and the MPS and is linked to the Police National Computer. The Directorate of Legal Services has provided support to Jigsaw teams by monitor, collate and disseminate good practice to all boroughs in relation to advice and other local matters relating to Multi-agency Public Protection Arrangements (MAPPA) offenders and Part 2 of the Sex Offenders Act 2003.

Operation Compass takes the strategic lead in matters relating to Missing Persons and also sets policy. Within this programme there are currently 31 missing person units across the MPS resourced with 83 constables; four of whom are within the City of Westminster. It is the responsibility of these officers to investigate approximately 26,000 missing persons each year. In support of their excellent work over the last year a standard operating procedure has been written and published, providing MPS staff with clear guidelines around the investigation of missing persons. A "good practice" guide has also been developed, aimed at

ensuring best practice in all investigation fields is shared across the MPS.

Persistent and Prolific Offenders is a multi-agency approach aimed at tackling individuals who commit a disproportionate amount of crime or cause fear throughout the community. The MPS has a liaison officer on every borough, who co-ordinates the approach of the service to the identified offenders within that area. During the last year significant steps have been taken to ensure that existing systems are working to full effect and where necessary, improvements have been made.



Domestic violence. The fiction:
 "Yeah, I give the missus the occasional slap.
 What's she gonna do, tell the police?"

Domestic violence. The facts:
 The decision to arrest men who abuse their partners
 rests with the police, not the victim.

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The MPS currently has 12 boroughs taking part in the Home Office funded *Tackling Violent Crime* Project. This aims to tackle violent crime by focusing on alcohol fuelled violence, disorder and anti social behaviour, particularly prevalent during the evenings and at the weekends.

Operation Anchorage 2 focuses on the capture and arrest of individuals who have already been shown as wanted on the Police National Computer for offences related to violence.

A London-wide intelligence function, aimed at supporting the police activity against robbery and violence has been developed. Through the use of the operational arm of the Territorial Policing crime squad, a joint approach has been adopted linking criminal intelligence regarding domestic violence, hate crime, public protection, missing persons and sexual offences.

In addition to the above the MPS is currently working in partnership with a range of agencies to make sure that we are effectively tackling domestic murder, rape and abuse. The MPS is confident that with the continued hard work, commitment and high level of professionalism shown on a daily basis by all parties involved in these initiatives, it will be able to actively work towards achieving this objective.

During the last year the DPA's Publicity Branch has produced five advertising campaigns to support key policing priorities, focusing on violent crime, neighbourhood policing and counter-terrorism. The March and December Domestic Violence advertising campaigns have won four industry awards or commendations to date, including two 'Ariel' awards for

NOW OPERATIONAL

ViSOR

THE VIOLENT AND SEX OFFENDERS REGISTER

Now you can search nationwide for information and photographs of offenders and others who may cause serious harm.

To do a search contact your Borough Jigsaw team or ring the MPS Service Intelligence Bureau on XXXXXX.

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the 'whisper' radio advert, and 2nd place in *Campaign* magazine's list of best regional adverts. Awareness of the campaign was significantly higher for men (the key target audience) than for women, indicating that our media planning was very effectively targeted.

The DPA also launched the interactive knife crime DVD game *Knife City* which appealed to and engaged with young Londoners. The MPS's knife crime campaign has

so far prompted 25,000 hits on the website that was set up to support the campaign (www.itsnotagame.org), as well as prompting debate amongst young people on websites throughout the world. Hundreds of people have also fed back their thoughts via an online feedback form: of these, a total of 83% gave 'Knife City' a positive rating, with 31% stating that they thought the campaign was 'excellent'.



Financial Performance

Revenue

The financial year 2005/06 was a particularly challenging one with the July terrorist attacks and the MPS response (Operation Theseus) having a significant impact on the financial position. There were additional pressures through the year such as the General Election, the Live 8 concert in Hyde Park, the G8 Summit and changes to Licensing Laws allowing 24 hour drinking. The budgets for 2005/06 reflected a number of major developments including:

- Increasing police officer numbers to provide 285 additional Safer Neighbourhood Teams
- Establishing a centralised Traffic Criminal Justice Unit
- Development of Victim and Witness Focus Desks
- Further investment in improved Communications, Command and Control facilities (including the phased introduction of the Airwave radios across the organisation), and
- Modernising operations in Territorial Policing with Integrated Borough Operations rooms.

The MPA/MPS were successful in securing £30 million of additional funding to help offset some of the extra costs arising from Operation Theseus as well as reimbursement of costs incurred on Operation Bracknell (the response to the tsunami disaster) and the G8 summit. Targeted efficiency savings (cashable and non-cashable) of £75 million were over-achieved by £28 million during the year following reductions in Police Officer and Police Staff sickness levels, reduced medical

retirements, the introduction of penalty notices for disorder (PNDs) and increased special constable numbers increasing Police Officer availability.

Strong financial management, and a healthy balance sheet meant the MPA/MPS were able to successfully meet the financial challenges of 2005/06 and despite the budget pressures the MPA/MPS were able to return, as of March 2006, a small revenue budget underspend of £7.5 million, which is intended to provide earmarked reserves for significant budget pressures and other specific commitments.

The effective and cost efficient provision of goods and services from our supplier base continues to support both individual projects and the day-to-day operation. The Resources Directorate led Outsource Services Programme successfully awarded new contracts for key services such as the maintenance of the MPS' Core IT and telephony Systems, the provision of payroll and pension services and the fit-out and maintenance of our transport fleet. Transition to these new contracts will take place during 2006/07 and will provide improved performance and levels of resilience services at lower costs through the life of the contracts.

Capital

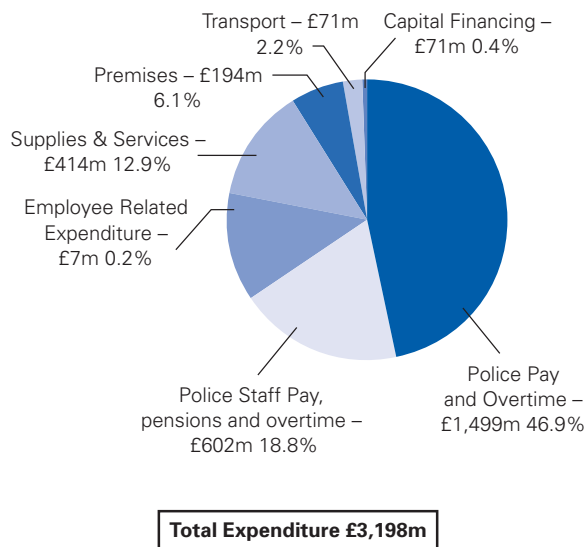
The provisional MPS Capital Programme spend for 2005/06 is £228m which represents a £64m underspend against budget. This can be attributed to the planned re-phasing of projects into future years.

The MPS has been successful in the acquisition and fitting out of a number of buildings in support of the MPS's strategic objectives (e.g. Safer Neighbourhoods),

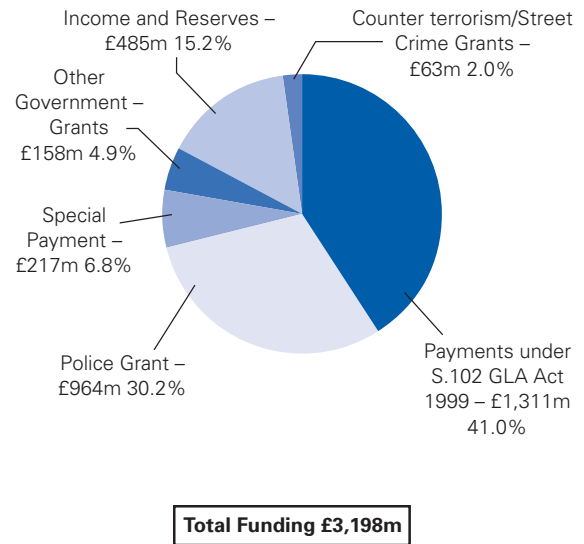
meeting the demands and pressures placed upon a rapidly expanding Police Service and in response to the requirements of the Estates Strategy. There has been a significant investment in Information Technology, mainly in the delivery of the Infrastructure Renewal Programme. The Capital Programme also includes the ongoing Transport Fleet Replacement Programme. In addition, funding was approved during 2005/06 for the replacement of our current helicopter fleet. Delivery of the new fleet will take place in Autumn 2006.

In accordance with statute, the audited final accounts for the year 2005/06 will be published by 29 September 2006.

Provisional analysis of Revenue Expenditure in 2005/06 – UNAUDITED



Provisional analysis of Funding for Revenue Expenditure in 2005/06 – UNAUDITED



MPA Review

Community Engagement

The MPA, which came into existence in early 2000, has given Londoners a proper, accountable governance framework for policing in London. For the first time, the Metropolitan Police became democratically accountable to Londoners. The MPA, as the primary civilian oversight body for policing in London, exists to represent and reflect the viewpoints of Londoners in the governance of its policing.

Within this context the MPA's community engagement activities over the last year have been directed at addressing the principle of putting people back at the centre of public service and of putting the concerns of Londoners at the heart of everything the police service does.

In developing a community engagement strategy in partnership with the MPS, the MPA over the last year has – in fulfilling its responsibilities for governance, scrutiny and support of local community engagement – been moving beyond the traditional, and rather passive and reactive notion of policing by consent. Historically, relations with the community have tended to be seen as a means of securing public support and cooperation, and to some extent gathering intelligence, rather than giving the public a more significant voice in policing.

In embarking on a process of reform of local community police engagement over the last twelve months, the MPA has articulated a much more proactive, dynamic and accountable process of co-operation and collaboration between the police, local statutory partners and Londoners. As a pro-active stance in harnessing the energy of local communities, the MPA

has been instrumental over the last year in supporting significant progress in laying the foundations by which Londoners can more effectively:

- Identify and bring forward local crime and disorder problems;
- Access, and hold the police and other local statutory partners answerable to the public;
- Negotiate and influence local policing priorities and actions; and
- Participate in and shape the solutions.

Safer London Panel

The MPA's pan-London community engagement mechanism, the 3,000 strong Safer London Panel was involved in a number of consultation and engagement activities in 2005/06. This included: the annual policing priorities consultation (a key MPA strategic requirement); consultation on the crime and community safety needs of small business owners, managers and employees and a mini survey on an ongoing Community Engagement Unit project on designing measures to assess the impact and effectiveness of community/police engagement.

Of particular note is a panel project undertaken in partnership with the MPS Safer Neighbourhoods Evaluation Team. This research explored how well informed people feel about police and policing in London and what they wish for and expect from information received from the police. Existing research has repeatedly established that public knowledge of the criminal justice system is poor, including knowledge

about crime, the police and policing and that when the public is more aware of policing issues, their confidence levels increase and fear of crime goes down.

The qualitative research undertaken with the Safer London Panel supported existing research. Panel research findings included the need for sustained and regular information directly from the police; information on local crime and disorder concerns, including details of initiatives to tackle these concerns and subsequent outcomes of the actions undertaken and finally the need for crime prevention and community safety advice. Finally, it was found that direct information provision from the police is an essential part of community/police engagement and that receiving information from the police can improve relationships between the police and the community.

The research findings were disseminated widely by the MPS Safer Neighbourhoods Evaluation Team and the MPA and will inform future MPS information and communication strategies. The paper has generated considerable interest amongst partner organisations and it has provided clear direction on how partner organisations should be communicating with the public and types of information they should be providing.

The report can be found at www.mpa.gov.uk/downloads/issues/slp/commismatters.pdf

London Community Safety Partnership

The MPA is a leading member of the London Community Safety Partnership, formerly the London Crime Reduction Delivery Board. Chaired by the Metropolitan Police Deputy Commissioner, this Partnership is made up of leading pan-London agencies and borough representatives and seeks to provide greater leadership and co-ordination of community safety work across London.

The MPA is well-positioned to advise the Partnership on community safety needs and barriers affecting London, for example, through its oversight of the MPS, regional coverage of CDRPs, involvement in the development of London strategies and priorities, and contribution to the development of community engagement and safer neighbourhoods. Although the former Board had limited impact, for 2006/07 the Partnership has completed a review of its terms of reference and the MPA has seconded an officer to help ensure the Partnership, with a small secretariat, is able to deliver against a work plan to match expectations.



Leadership Academy

The MPA agreed the Leadership Academy proposal to build on the Together approach. The MPA sees the Leadership Academy not as a training institute for those with a management responsibility to 'attend' but a more visionary concept not only raising the profile and importance of management and leadership development but also driving organisational and cultural change across the MPS, underpinned by the following principles:

- Strategy – To ensure an integrated strategic approach to all management and leadership development and to work in partnership (internally and externally)
- People – To develop and support managers and leaders throughout the organisation and equip them with the ability to enhance service delivery and standards of policing
- Research – To be a recognised centre of excellence for the provision and development of management and leadership skills; to identify, generate and integrate new thinking on leadership and its component parts; to evaluate leadership and management development against client demands
- Organisational learning – To act as a central point for bringing new thinking into the organisation and share this with police officers and staff; to work to facilitate an MPS culture of organisational learning and change.

HR initiatives

The MPA's HR priority for 2006/7 is workforce modernisation that is designed to review roles and skill profiles to ensure that they underpin front line service delivery in an efficient and effective way. This will work in tandem with the HR Services three-year Pay Strategy to develop a reward system that enables the MPS to remain an employer of choice, to reward and encourage contribution, to reflect the market and to enable cost effective organisational change.

ACPO annual performance appraisals

For the first time the MPA had a direct role in the performance appraisals of ACPO rank police officers and Management Board police staff in the MPS. The Commissioner and/or Deputy Commissioner will provide to the Chair of the Authority their views on performance, on grading, and on what objectives have been met. This is informed by a mid-year review meeting involving the Management Board member, the Chair and the Commissioner and/or Deputy Commissioner to discuss progress and achievements, and current issues for the MPS/MPA.

Independent Custody Visiting

The MPA has a statutory responsibility for Independent Custody Visiting (ICV) in London. ICV are trained members of the community who drop in to police stations unannounced to check and report on the welfare of those being held in police custody. The scheme operates through 32 borough based Panels, with approximately 450 volunteers responsible for visiting detainees in 76 stations across the MPS, 52 of which are in permanent 24/7 operation. ICVs in the MPS area see a consistently high throughput of detainees, with 299,882 people being held in custody in London from April 2005-March 2006. Many detainees seen by ICVs in London are particularly vulnerable, due to a high prevalence of mental health issues and or drug and alcohol dependency. ICVs also see a significant number of detainees held on behalf of the Immigration Service.

The dedication of ICVs who show their commitment to this challenging and unglamorous role is very much appreciated by the MPA. The MPA is always keen to recruit new ICVs with recruitment and training taking place throughout the year. The past year has been a particularly busy and challenging one for everyone involved in the MPA Custody Visiting scheme, with new staff recruited to manage the scheme, the introduction of centralised vetting procedures for all ICVs and a comprehensive programme of work being undertaken to ensure that the London scheme is fit for the future. The year drew to a close on a positive note, with the second

London ICV Conference taking place in March 2006. The conference was a resounding success, focussing on the health of detainees and attracting a large turn out. This has all been achieved through working in partnership with the Emerald Custody Directorate, which was set up in 2004 following recommendations made by the MPA Service Improvement Review of Custody Capacity.

MPA/NHS Joint Review of Policing and Mental Health

Lack of co-ordination in leadership, the need for improvements in services and understanding of mental health issues were identified in a joint review on policing and mental health published in October by the MPA. The joint review was conducted by the MPA with senior representatives of health social care services and police.

Richard Sumray, MPA member and co-chair of the joint review said:

“The joint review has highlighted key issues, particularly the relationship between police and health agencies. It is though just the beginning of a programme to increase mutual understanding and co-operation between agencies. Mental health problems are all too often made worse by ignorance and prejudice, which can harm those with mental health care needs, their relatives and those who provide public services. We recognise that people who experience mental illness are far more likely to be a victim of crime than a perpetrator. We have an obligation to take the lead to challenge preconceptions and myths that have developed in relation to mental illness.”

“Through the joint review we have been able to build a consensus on how the challenges facing mental health, social care and police policy makers and service deliverers should be progressed. We have also recommended a pan-London alliance of all key stakeholders to provide crucial leadership to drive through good practice. We are committed through our joint group to ensure that our recommendations are followed through. There are a great many improvements that need to take place – this is just the starting point.”

The joint review made a total of 33 recommendations relating to the criminal justice system, skills and training, information sharing and the management of violence.

Recommendations included the need to:

- Ensure training and awareness programmes highlight the need to eliminate discrimination and stigma to all communities and that all programmes are subject to full equality impact assessments
- Establish a pan-London alliance to provide strategic leadership to activities of partner agencies and achieve some ownership of shared objectives and outcomes
- Address the current protocols that exist when detaining a person for their own or other people’s safety including: identifying a place of safety that meets requirements of the code of practice and pan-London protocol; how detainees who appear to be intoxicated are dealt with; handover procedures to ensure all relevant information is passed to clinical staff; identifying designated health facilities including those for people who are extremely agitated and in need of restraint for their or other people’s safety
- Develop a network of appropriate places of safety across London that are able to meet all the needs of people experiencing a mental health crisis
- Ensure that if someone with mental health support needs commits an offence, it should be followed up through the criminal justice system. At the same time, it is important their mental health needs should be assessed and addressed appropriately, which may involve diversion to the mental health system, and
- Establish a joint group to monitor the implementation plan and their findings to be reported to the MPA on a six monthly basis.

The objectives of the joint review were to:

- Identify potential improvements in current services and facilities delivered by the MPS, NHS and other stakeholders to improve the safety, security and quality of care provided to people with mental health support needs
- Identify communication channels and information gathering and exchange processes between agencies including any established protocols with a view to assessing how they could be improved
- Explore lessons learned from recent cases, which may not have been handled appropriately, as well as examples of innovative practice to develop recommendations for improvement
- Identify areas in which changes in process or policy would benefit service users and eliminate discrimination, particularly for key groups such as young black men, who may be experiencing more problems accessing mental health services, particularly where dual diagnosis is an issue
- Clarify the human rights issues relevant to both public protection and individual mental health service users
- Highlight the myths and realities around the predictability of behaviour and claims that a proportion of violent and related undesired events associated with mental health problems could be avoided proactively.

A full copy of the review, including the Chairs' forward, summary and recommendations can be found at:

www.mpa.gov.uk/committees/mpa/2005/051027/11.htm

Stop and search community-monitoring network

Stop and search is still a major issue for all Londoners, especially in the light of the tragic events of July last year. The police have to keep us safe, but also don't want to be stopping the wrong people.

Set up in September 2005, the network is where local people set up local groups to examine stop and search issues in their borough. Issues range from looking at the

number of stops made by the police to providing support and advice to members of the public, especially young people, of their rights when stopped. The network meets four times a year at the MPA's offices to ask questions of the police, disseminate information and share good practice.

There are now 26 borough-based stop and search groups across London. If you would like to get involved and find out what's happening in your area, please contact the MPA Race & Diversity Unit using the contact details at the end of this document.

Equality Impact Assessments

Equality Impact Assessments (EIAs) are the steps by which the MPA aims to ensure that when it takes an action, it considers how that action may impact on different sections of London's diverse communities. Training in how to measure the impact of an action has been delivered to MPA members and staff. In addition, the Race and Diversity Unit has also provided one-to-one support and advice for the MPA. The high standard of guidance provided has been commented upon. Northumberland County Council said: "We've looked at 14 different forms and sets of guidance and found yours to be the best. Specifically, we liked its clarity and simplicity and the plain language you've used. We also liked the definitions for each equality target group. Essentially, we thought it was pretty user friendly and didn't require lots of input from "equalities experts".

Race Hate Crime Forum

The London Race Hate Crime Forum held its first conference on 17 November 2005, at City Hall.

The event was opened by Hazel Blears, Minister for Policing, Security and Community Safety, and attracted over 180 people from a diverse mix of backgrounds and affiliations. The audience consisted of practitioners, advisors and policy makers in the field of race hate crime. The conference panellists were drawn from a national and international perspective and a number of individuals from local statutory and voluntary organisations. The conference brought together

organisations involved in supporting and delivering on hate crime; encouraged those in the field to remain positive in their work; and demonstrated that proactive action can make a difference. The event emphasised the role of the Forum and was an opportunity to showcase its work to ensure race hate crime remains top of the agenda. A highlight of the day was a powerful dramatisation from Kids Ahead Theatre Group, which illustrated the impact of race hate crime from a personal experience. The conference report is being written and the learning contained within will influence the future work plan of the London Race Hate Crime Forum.

MPA Equality Schemes

The MPA is committed to equality, diversity and human rights and aims to demonstrate this in all it does. The MPA wants to reflect the diversity of London, be part of and promote an agenda that works toward inclusiveness for all and tackles barriers to social and economic participation. We believe our work on equality, diversity and human rights needs to be set within a generic framework, which recognises and acknowledges all of the equality strands. We are developing a comprehensive Generic Equality Scheme for the MPA covering age, disability, gender, race, religion and belief and sexual orientation. In 2005 the MPA produced a Race Equality Scheme (covering the period to 2008). We are now working to meet our public duties under the Disability Discrimination Act 2005 and preparing for the new Gender Duty that becomes law in 2007.

MPA review of performance 2005/06

Overview of performance

Overall there has been a significant improvement in the sanction detection rates across the majority of crime types during 2005-06. This has been achieved while reducing total notifiable offences for the third consecutive year. The MPS is to be congratulated for this achievement. Total notifiable offences dropped by 3.1%. This is the third consecutive year showing a reduction. For the first time in five years the total number of offences is below one million. The number of homicides has dropped by 10.2% (20 offences). This is in spite of the deaths caused by the atrocities of July 7. It is, however, important that the MPS maintain the focus on performance, as beneath this top-level achievement there are increases in robbery, vehicle crime although the offence of theft of a motor has decreased by 9.5%. Gun enabled crime, and for the first time in four years, burglary dwelling has increased, by 1.7%.

Performance details

The data released shows the following related targets have not been met:

- Robbery: target of 2% reduction in crime, actual 16% increase.
- Violent crime: target of 2% reduction in crime, actual 0.4% increase. Target of 25% Sanction Detection rate, actual 23.4%.
- Burglary Dwelling: target of 4% reduction in crime, actual 1.7% increases.
- Rape: target of 38% Detection rate, actual 36%.
- Homophobic SD rate: target 22%, actual 21.6%.
- Gun enabled crime: target of 4% reduction in crime, actual 4.2% increase in crime.

Of the related targets it is only violent crime where two targets were not met (Detection and Sanction Detection).

Crime Category	2005-06	Detection rate	Sanction detection rate	Target	Target met
Total Notifiable Crime	-3.1%	24%	18%	SD Rate 16.6%	Yes
Robbery	+16.1%	14%	13.1%	2% reduction in crime SD Rate 12%	No Yes
Violent Crime	+0.4%	39%	23.4%	2% reduction in crime SD Rate 25%	No No
VAP	-2.3%	45.1%	25.5%	No Targets	
Sexual Offences	-5.3%	34.6%	28.4%	No Targets	
Knife Enabled Crime	+3.4%	27.8%	21.1%	No Targets	
Burglary Dwelling	+1.7%	17%	16.8%	4% reduction in crime SD Rate 14%	No Yes
Robbery of business property	+27.1%	24.8%	24.3%	No Targets	
Criminal Damage	-9.8%	15.1%	10%	No Targets	
Vehicle Crime	+1.2%	7%	6.9%	SD Rate 6%	Yes
Rape	-2.0%	36%	30.7%	Detection Rate 38% SD Rate 27%	No Yes
Racist Offences	-11.7%	40%	23.5%	Detection Rate 36% SD Rate 21%	Yes Yes
Homophobic Offences	-3.9%	39%	21.6%	Detection Rate 37% SD Rate 22%	Yes No
Domestic Violence	-3.6%	61%	27.7%	Detection Rate 60% SD Rate 27%	Yes Yes
Gun Enabled Crime	+4.2%	25%	21.2%	4% reduction in crime SD Rate 20%	No Yes



Issues behind the targets

The increase of 16.1% for robbery offences is of some concern and the MPS needs to reassure members and Londoners that all possible action is being taken.

The level of robbery is the key driver behind the rise in total Violent Crime (+0.4%). Since violence against the person has decreased by 2.3%, sexual offences by 5.3% and rape by 2%.

The MPS missed the violent crime sanction detection rate by 1.6%, but the end of year rate of 23.4% is 2.7% higher than last year.

While it is disappointing that the detection rate for rape has missed the target by 2%, the sanction detection rate target of 27% was exceeded at 30.7%. The MPA hopes that this considerable improvement continues into 2006/07.

A 4% reduction target for Gun Enabled Crime was set, but 2005-06 saw a 4.2% increase in this area. Performance in the last four months has improved considerably compared to the previous eight months. MPA members will look for this level of performance to continue.

82% of people polled by MORI has seen more or the same level of policing in London. 62% feel safe walking in their neighbourhood in the evening – a rise of 3%. Overall the figures have been rising steadily since they began to be collated. 53% in the MORI were satisfied or very satisfied with local policing – up by 13%. Victim satisfaction with their ease of contact with the police has increased from 82% to 86%. Victims' satisfaction with the actions taken by police has increased from 64% to 78% in one year. Victim satisfaction with being kept informed of developments rose from 48% to 59% and finally, victim satisfaction with their treatment has gone up from 86% to 92% and with the overall service they received from 68% to 79%.

Planning

The 2006/07 Policing Plan was produced during the year. The document also incorporated the three-year Policing London Strategy, a major piece of work that also involved widespread consultation both internally and externally. The 2006/07 Policing Plan focuses on a smaller number of key targets that compliment the PPAF system. Reaching this situation took considerable effort on the part of both the MPA and the MPS. Work on better integrating the financial and policing plan began during the year but more work needs to be done to develop the links between the two processes. A debrief session has taken place and the MPS will be reporting on the results to the MPA.

www.mpa.gov.uk/reports/policingplans.htm

National Crime Recording Standards (NCRS)

Work has continued to improve NCRS compliance at the MPS. The disappointing results of the previous audit resulted in an action plan being put into place. The Audit Commission has recently completed another audit. The recently published Audit Commission Report has confirmed that the MPS has made considerable progress to improve NCRS compliance.

Review and scrutiny

During 2005/06, the committee continued its role in respect of service improvement reviews (best value).

The committee approved the final report and implementation plan from the service improvement review of security guarding of the MPS estate. This review identified concerns about the cost efficiency of some of the outsourced guarding arrangements, the guarding solutions being employed across the estate and the means of optimising the cost effectiveness of guarding arrangements. The recommendations also included:

- Developing a building security strategy and ensuring a statement of requirements for the security of all MPS buildings is maintained and kept up-to-date

- Optimising investment in building security by using a combination of guards, security processes and technology
- Improving the management and control of guards.

An implementation plan was drawn up to address the problems identified in the report. It is envisaged that implementation of this plan will enable the MPS to minimise the risk to the MPS estate of criminal activity, including terrorism. The committee raised some concerns about the potential cost implications arising out of the review, which are now being monitored by the MPS and this committee.

PPRC continued to monitor the implementation of service improvement and best value reviews of *Custody Capacity*, *Security Clearances* and *Managing Demand*. It also received confirmation that the implementation of the recommendations of the Operational Support Policing service improvement review is complete.

The committee received a report on the findings of Her Majesty's Inspectorate of Constabulary (HMIC) best value inspection, *Operational Support Policing*. The inspectors judged that the service was good and had promising prospects for improvement with the implementation plans that had been developed. The committee was pleased with this finding and felt that it reflected that the MPS had learnt from the previous best value/service improvement reviews it had undertaken.

PPRC has continued to monitor the implementation of the recommendations made to the MPA and the MPS by its scrutinies. The committee felt that sufficient progress had been made in embedding the recommendations of the Crime Disorder Reduction Partnership (CDRP) scrutiny and that there was no longer a need to monitor progress. The committee received reports updating us on the progress made by the MPS in implementing the Rape Scrutiny. Whilst excellent progress has been made, there are still concerns particularly about rates of attrition. The committee will continue to this monitor progress in this area.

During 2005/06, the committee received a report on the overall benefits that have been delivered by the HMIC 'Going Local' programme. There were three consistent themes arising out of borough inspection – the absence of a demand management strategy, the need to further develop performance management and the need to fully implement the National Intelligence Model.

These are now being addressed by the MPS. The committee was also informed about how the MPS is changing its internal inspection processes in order to reflect the changing external environment. The committee welcomed the principles laid out by the MPS particularly recognising the need to avoid duplication between internal and external inspection and that intervention needs to be specifically targeted.

Race and equality impact

There continues to be differences in the satisfaction rates of victims of hate crime. Although there has been an improvement in this area, the committee will continue to monitor the differential detection rates and satisfaction rates of victims of hate crime through its reporting structure.

Objectives, Targets and Measures against Performance Indicators for 2005/06

Measures	2004/2005 Performance year	2005/2006 Target	2005/2006 Performance year	Comment
Objective 1: To minimise the risk from terrorist activity and to maintain an effective response to terrorist incidents				
PP Terrorist Incident scene management. Suspected or actual terrorist incidents achieve rating of appropriate scene management	N/a	90%	98%	
PP Percentage of non-PACE stop/searches which lead to arrest by ethnicity of the person stopped	White 1.1% Black and Minority Ethnic Communities 2.5%	No Target	White 1.1% Black and Minority Ethnic Communities 2.7%	This measure will be used to monitor community impact
PP Special Branch to focus on operations countering the most serious terrorist threats to security	N/a	70% of operations to be against priority targets	98%	
PP To provide a high quality service to calls made to the Anti-Terrorism Hotline 0800 789 321 – calls answered within the set time	N/a	85% of Anti-Terrorism Hotline calls to be answered within the set time	78%	This data refers to the period July 05 to March 06, when very high volumes of calls were received.
PP To maintain the security of the Royal Palaces and Parliamentary Estate	1 intrusion into the designated red area	No intrusions into key designated areas	0	
PP To undertake a review of security at every MPS building designated as 'mission critical'				
Priority One	N/a	100%	100%	
Priority One	N/a	100%	100%	

Measures		2004/2005 Performance year	2005/2006 Target	2005/2006 Performance year	Comment
Objective 2: To reduce the level of gun enabled crime					
SP1 5e	Life threatening crime and gun crime per 1,000 population	0.9		0.9	2004/2005 figures have been updated. Target set for level of gun enabled crime
PP	Reduce the level of gun-enabled crime	-7.9%	4% reduction	+4.2%	
PP	Improve the detection rate for gun-enabled crime	18.5%	Sanction Detection rate 20%	21.2%	
Objective 3: To disrupt organised criminal networks, the activities they are involved in and to seize their assets in order to reduce harm in neighbourhoods and communities.					
PP	The value of assets identified by court order for seizure	£21.5m	£5 million	£35.2m	
PP	The number of disruptions to organised criminal networks	41	50 networks disrupted	115	
PP	The number of cases where assets are restrained or cash seized	N/a	New measure – baseline to be established 2005/06	207	
Objective 4: To improve neighbourhood safety					
SP1 3c	Percentage of non-PACE stop/searches which lead to arrest by ethnicity of the person stopped	White: 10.1% Black and Minority Ethnic: 11.7%	No Target	White: 12.1% Black and Minority Ethnic: 13.7%	This measure will be used to monitor community impact. 2004/05 figures have been updated.
SPI 4a & 4b	Using the British Crime Survey: a) the risk of personal crime b) the risk of household crime	8% 20%	No Target	8% 20%	
SPI 5a	Domestic burglaries per 1,000 households	19.5	4% reduction (18.7)	19.9 (+1.7%)	
SPI 5d	Vehicle crime per 1,000 population	18.5	8% reduction (17.0)	18.6 (+0.6%)	
SPI 9a (i)	Number of people killed in under 30 days or seriously injured in road traffic collisions	3,637	4% reduction (3492)	3874	2004/05 figures have been updated.
SPI 9a (ii)	Number of people killed or seriously injured per 100million vehicle kilometre travelled	11.2	4% reduction (10.7)	11.9 (+6.5)	2004/05 figures have been updated.
SPI 10a	Using the British Crime Survey the fear of crime	Burglary 18% Car crime 20% Violence 26%	No target	Burglary 18% Car crime 18% Violence 27%	
SPI 10b	Using the British Crime Survey, perceptions of anti-social behaviour	29%	To improve performance on 2004/05	25%	

Measures		2004/2005 Performance year	2005/2006 Target	2005/2006 Performance year	Comment
SPI 10c	Using the British Crime Survey, perceptions of local drug use/drug dealing	34%	To improve performance on 2004/05	31%	
SPI 11a	Percentage of police officer time spent on frontline duties	65.6%	To achieve a rate in line with 2005/06 staffing plans	N/a	Will be available later in the year
PP	Reduction in 10 British Crime Survey comparator crimes, Borough Operational Command Unit target setting to produce MPS target.	-6.3%	5% reduction	-0.9%	
PP	The number of crack house closure orders obtained and the number of crack houses closed as a consequence of the orders.	N/a	Recent legislation – baseline measure to be obtained for 2005/06	187 orders 187 closures	
PP	Sanction detections for domestic burglary.	11.9%	14% sanction detection rate	16.8%	
PP	Sanction detections for vehicle crime.	4.7%	6% sanction detection rate	6.9%	
PP	Reduction in the number of child casualties as per Mayor's London Road Safety Plan.	-8.9%	5% reduction	-13%	Data refers April to September 2005
Objective 5: To improve our contribution to the criminal justice system					
SPI 6a	Number of notifiable/ recorded offences resulting in conviction, caution, street warning for cannabis possession, taken into consideration at court or for which a penalty notice for disorder has been issued.	150,959	160,205	181,574	
SPI 6b	Percentage of notifiable/ recorded offences resulting in conviction, caution or taken into consideration at court.	14.7%	Percentage performance required to achieve MPS 2005/06 of target 160,205 offences brought to justice	18.3%	
SPI 7a	Percentage of notifiable/ recorded offences resulting in charge, summons, caution or taken into consideration at court.	14.7%	16.6%	18.0%	
PP	Reduce the rate of ineffective trials.	N/a new indicator	25%	25%	
PP	Number of outstanding warrants.	Owned: 13,695 Residing: 12,274	20% reduction	Owned: 9,406 Residing: 8,668	
PP	Percentage of victims and witnesses who are satisfied	68.0%	To improve performance on 2004/05	78.8%	

Measures		2004/2005 Performance year	2005/2006 Target	2005/2006 Performance year	Comment
Objective 6: To improve the citizen experience in their contacts with the police					
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to:					
SPI 1a	Making contact with the police	82% (satisfied) 47% (completely/ very)	To improve performance on 2004/05	86% satisfied 56% completely/ very satisfied	
SPI 1b	Action taken by the police	64% (satisfied) 37% (completely/ very)	To improve performance on 2004/05	77% satisfied 45% completely/ very satisfied	
SPI 1c	Being kept informed of progress	48% (satisfied) 23% (completely/ very)	To improve performance on 2004/05	59% satisfied 28% completely/ very satisfied	
SPI 1d	Their treatment by staff	86% (satisfied) 59% (completely/ very)	To improve performance on 2004/05	92% satisfied 68% completely/ very satisfied	
SPI 1e	The overall service provided	68% (satisfied) 39% (completely/ very)	To improve performance on 2004/05	79% satisfied 48% completely/ very satisfied	
SPI 2a	Using the British Crime Survey, the percentage of people who think their local police do a good job	51%	To improve performance on 2004/05	54%	
SPI 3a	Satisfaction of victims of racist incidents with respect to the overall service provided	59% (satisfied) 31% (completely/ very)	To improve performance on 2004/05	73% satisfied 50% completely/ very satisfied	
SPI 3b	Comparison of satisfaction for white users and users from black and minority ethnic groups with respect to the overall service provided	White: 70% (satisfied) 42% (completely/ very) Black and Minority Ethnic: 63% (satisfied) 32% (completely/ very)	To improve performance on 2004/05	White: 80% (satisfied) 49% (completely/ very) Black and Minority Ethnic: 73% (satisfied) 42% (completely/ very)	
PP	Subject Access requests – to respond to any appropriate request for personal information with 40 days	N/a	To respond within 40 days and establish baseline compliance issues	77.7%	

Measures		2004/2005 Performance year	2005/2006 Target	2005/2006 Performance year	Comment
PP	Freedom of Information requests – to respond to any appropriate request for any other information under the Freedom of Information Act within 20 working days	N/a	To respond within 20 working days and establish baseline compliance issues	83.4%	
PP	Call handling – the percentage of incoming external 999 telephone calls not answered within target time	13.6%	To improve performance on 2004/05	15.4%	
PP	Call handling – the percentage of incoming external standard telephone calls not answered within target time	57.6%	To improve performance on 2004/05	52.3%	
PP	Police response – percentage of 'I' graded incidents attended within target time – 12 minutes	70.6%	To maintain performance on 2004/05	67.2%	
PP	Police Response – Percentage of 'S' graded incidents attended within target time – one hour	53.4%	To maintain performance on 2004/05	47.7%	
Objective 7: To reduce the level of violence and increase the number of violent offenders brought to justice					
SPI 3d	Comparison of percentage detected of violence against the person offences by ethnicity of the victim	White Victims: 15.6% Black and Minority Ethnic victims: 11.1%	No target	White Victims: 19.5% Black and Minority Ethnic victims: 15.0%	This measure will be used to monitor performance and community impact
SPI 5b	Violent crime per 1,000 population	34.1	2% reduction (33.4)	34.1	
SPI 5c	Robberies per 1,000 population	5.3	2% reduction (5.2)	6.1	
SPI 8a	Percentage of domestic violence incidents with a power of arrest where an arrest was made related to the incident	46.0%	To improve performance, month on month, towards the national average	56.8	
PP	Sanction detections for violent crime	20.7%	25% sanction detection rate	23.4%	
PP	Grievous bodily harm and actual bodily harm (excluding domestic violence and hate crime) per 1,000 population	6.4	4% reduction (6.1)	7.6	
PP	Sanction detections for grievous bodily harm and actual bodily harm (excluding domestic violence and hate)	13.5%	15% sanction detection rate	15.4%	
PP	Sanction detections for all robbery	11.9%	12% sanction detection rate	13.1%	
PP	Total detection rate for rape	38.4%	38% total detection rate	35.7%	
PP	Sanction detection rate for rape	25.1%	27% sanction detection rate	30.7%	

Measures		2004/2005 Performance year	2005/2006 Target	2005/2006 Performance year	Comment
PP	Total detection rate for racist crime	34.2%	36% total detection rate	39.5%	
PP	Sanction detection rate for racist crime	18.3%	21% sanction detection rate	23.5%	
PP	Total detection rate for homophobic crime	32.3%	37% total detection rate	38.6%	
PP	Sanction detection rate for homophobic crime	16.9%	22% sanction detection rate	21.6%	
PP	Total detection rate for domestic violence	55.1%	60% total detection rate	61.2%	
PP	Sanction detection rate for domestic violence	19.1%	27% sanction detection rate	27.7%	
	To establish accurately the level of knife enabled crime and knife possession in public places across London (supported by the range of activities within Operation Blunt – MPS response to knife crime)	N/a			
Other Statutory Performance Indicators					
SPI 3e	Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population	13.4% police recruits 26.1% economically active population	29%	13.3% police recruits 26.1% economically active population	
SPI 3f	Ratio of officers from minority ethnic groups resigning to white officer resignations	2.3:1	No Target	1.7:1	
SPI 3g	Percentage of female police officers compared to the overall force strength	19.5%	20%	20.1%	
SPI 13a	Average number of working hours lost per annum due to sickness per police officer	56.7	64 hours	54.3	
SPI 13b	Average number of working hours lost per annum due to sickness per police staff	65.7	64.8 hours	64.3	
SPI 12a	Delivery of cashable and non-cashable efficiency targets		3% of net revenue expenditure – at least 1.5% must be cashable		
	Cashable	0.9%		1.9%	
	Non-cashable	1.1%		1.4%	

Key

SPI – Statutory Performance Indicator

PP – Policing Plan Indicator

Police officers and police staff punished as a result of misconduct proceedings during 2005/06

Police officers

Officers punished as a result of misconduct proceedings during 2005/06

Sanction (Number of Officers)	Public Complaints	Conduct Matters
Dismissal	1	9
Required to Resign	3	17
Reduction in Rank	0	3
Fine	2	20
Reprimand	4	11
Caution	2	7
No Further Action	4	1
Admonish	0	0
Advice	111	80
Written Warning	21	426
Grand Total	148	574

The figures above may be subject to future variation as a result of outstanding reviews/appeals of the findings and/or sanctions.

Police staff

Outcomes of complaints cases against police staff FY 2005-06

Case Outcome	No of cases FY 2005-06	% FY 2005-06 cases
Locally Resolved	120	44.78%
Ongoing Investigation	92	34.33%
Complaint Withdrawn	32	11.94%
IPCC Dispensation	11	4.10%
Unsubstantiated	11	4.10%
Upheld	2	0.75%
Grand Total	268	100.00%

The majority (120) of public complaints against police staff in FY2005-06 were resolved by local mediation. 32 cases were officially withdrawn, and 11 have been formally given an IPCC dispensation – this usually follows the lack of any response from the public complainant to the investigating officer. 11 cases were found to be unsubstantiated. Of the 2 cases upheld, 1 produced a formal warning and 1 escalated into a formal disciplinary case. *(It should be noted that it is unusual for a public complaint to produce formal internal disciplinary proceedings).*

Threatened/civil actions and damages paid

The statistical information provided below will differ from previous financial years as they are now in line with HMIC counting rules. The change in the counting rule has only affected the variation in the number of civil actions received in this financial year.

2005-2006	
Actions received	
Civil actions	50
Threatened actions	433
Number of threatened & Civil action cases settled	
Settled civil actions	40
Settled threatened actions	82
Court awards	4
Settlement amount	
Settled civil actions	£1,149,992
Settled threatened actions	£760,015
Court awards	£24,370

Please see figures below, which show historical information before the new counting rules were introduced.

	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005
Actions received					
Civil actions	190	158	146	124	108
Threatened actions	503	439	423	499	438
Number of threatened & civil action cases settled					
Civil actions	126	50	64	65	36
Threatened actions	94	79	85	98	74
Court awards	15	6	9	3	4
Settlement amount					
Civil actions	£1,759,000	£776,000	£1,107,000	£1,376,000	£395,000
Threatened actions	£559,000	£485,000	£419,000	£800,000	£331,000
Court awards	£340,000	£125,000	£828,000	£6,500	£23,000

Death during or following police contact 2005-2006

Deaths during or following police contact 2005-2006	
1. Fatal road traffic incidents	5
2. Fatal police shootings	2
3. Deaths in or after police custody	6
4. Deaths during or following other police contact	4
Total deaths 2005 – 2006	17

Honours Awards and Commendations

Members of the Royal Victorian Order (MVO)

Ian Boyes, Chief Superintendent
Mark Bentley, Inspector
Christopher Tarr, Inspector
Ian Huggett, Sergeant
Patrick O'Higgins, Sergeant

Members of the Royal Victorian Order (RMV- Silver)

Allister Brown, Constable

Most Excellent order of the British Empire

Chris Allison, Commander
Jean Thomas, Band B
Trevor Vaughan, Assistant Chief Officer
Nick Bracken, Detective Chief Superintendent
Alan Townsend, Detective Constable
Richard Farmery, Sergeant
Nicholas Alford, Constable
Kay Tame, Commissioners Waitress

Order of the British Empire

Peter Clarke, Deputy Assistant Commissioner

Queens Police Medal (QPM)

John Yates, Deputy Assistant Commissioner
Richard Bryan, Deputy Assistant Commissioner
Andre Baker, Commander
Bob Broadhurst, Commander
John Prunty, Detective Superintendent
Douglas Mckenna, Detective Superintendent
Jim Dickie, Detective Superintendent
Kevin Bowsher, Chief Inspector
Glen Smyth, Inspector
Piers Dingemans, Detective Sergeant

Commissioners High Commendations: 101

Commissioners Commendations: 208

Royal Humane Society Awards: 21

Annual Police Medal: 2 (Two officers share this award generated from the same incident)

MPS Plans for 2006/07

In order to achieve its mission and deliver the Policing London Strategy the MPA and the MPS has identified seven strategic priorities for the next three years. We have been monitoring and evaluating our work against these priorities through the use of performance indicators which provide information for Londoners on how we have been delivering our police service.

To co-ordinate the delivery of these priorities, the Met Modernisation Programme has been established as a three-year programme to draw together the priorities, the proposals from the Service Review and existing major change projects, which include Safer Neighbourhoods, C3i and Together. The Met Modernisation Programme will have a vital role in delivering the change across the organisation that is required to achieve our priorities, set out in the Policing London Strategy 2006/09.

The programme will co-ordinate change across the MPS to ensure that projects are prioritised and we have the capabilities to deliver the proposed benefits in performance and improve the service we provide to Londoners. These prioritised projects are summarised below:

Safer Neighbourhoods – providing a dedicated local policing team in each electoral ward in London. Safer Neighbourhood teams have started to positively change the local police service we provide in London by listening to the needs of local people, working with partner organisations and the community to tackle crime that negatively impacts on people's feelings of safety and security in their neighbourhood. Through Safer Neighbourhoods the MPS will close the gap

between people's fear of crime and our success in reducing crime in our capital.

Counter-Terrorism, Security & Protection – to combat terrorism successfully, and improve safety and security, the police service as a whole must be involved in gathering, analysing, passing on and acting on intelligence. Whilst Specialist Operations has lead responsibility for the investigations of terrorist offences, the guiding principle of the MPS is that everyone has a part to play in combating terrorism and domestic extremism.

Criminal Networks – adopting a new approach to understanding, tackling and reducing the harm criminal networks cause in our communities and neighbourhoods. The engagement and support of communities in London is of vital importance in our endeavour to reduce the harm organised criminals cause to individuals and our communities.

Capital City Policing – securing our transport network and the Olympic games, whilst ensuring the service has the resilience to deal with major incidents.



Information Quality – ensuring that our staff, partners and the community have the information available they need when they need it. The MPS wants you and our staff to trust the information we hold and trust that we have been using it to deliver the most effective and efficient policing service we can.

Citizen Focus – putting what you want from our police service at the heart of what the MPS does. We want to improve our understanding of your needs. By listening to your feedback we have started to improve our services and shape the way we do things so you feel that we are delivering the police service you want and need.

Together – improving the quality of leadership training that our workforce receives. Together describes our style of working and will work to join all parts of the MPS and unite every member of our staff behind our mission and priorities.

The table overleaf sets out the critical measures and targets for the Operational Strategic Priorities for 2006/07. The MPA and MPS have identified these measures and targets as the critical areas for improving our performance using the Policing Performance Assessment Framework scores and in relation to the Public Service Agreements.



Effort has gone into streamlining the number of targets to enable focused activity on the critical areas where improved performance is required. It also takes account of key areas of operational development, for example in respect of Neighbourhoods with high levels of criminality, and other critical work not adequately covered by the Policing Performance Assessment Framework. An example is the work on counter-terrorism.

The targets proposed this year reflect the priorities and outcomes from the corporate strategy. This represents a shift in how the MPA will assess the performance of the police service. Additionally, performance will continue to be monitored against a number of other measures by the Authority.



Critical Performance Areas for 2006/07

Strategic Outcomes	Critical Performance Area	2006/07 Targets/Indicators	2005/6 Performance
Communities are engaged in and satisfied with our police service	Satisfaction with the overall service provided	81% of people or more to be satisfied, very satisfied or completely satisfied	79% of people at least satisfied.
	Satisfaction of the victims of racist incidents with respect to the overall service provided	72% of people or more to be satisfied, very satisfied or completely satisfied*	73% of people at least satisfied
Security is improved and the public feel reassured	Percentage of police officer time spent on frontline duties	Indicator	69.7 (estimated)%
	Using the British Crime Survey, percentage of people worried about anti-social behaviour	25% of people or less are worried about anti-social behaviour (awaiting confirmation)	28% of people are worried about anti-social behaviour
	To develop a high-level Counter-Terrorism Performance Indicator	Baseline to be developed	N/A
Crime, disorder, vulnerability and harm are prevented and reduced	Reduction in 10 British Crime Survey comparator crimes	-6.3%	-0.9%
	Violent crime (sub indicators of violence against the person and robbery also to be monitored)	-5% in British Crime Survey comparator crime	-2.7%
	To reduce crime in the most challenging wards with the highest levels of criminality	Baseline to be developed	N/A
	Percentage of domestic violence incidents where an arrest was made to related to the incident	60%*	57%
	Reduction in the levels of gun crime	-4% across the Metropolitan Police Authority area	+4.2%
	Number of criminal networks disrupted	100*	115
More offenders are brought to justice	Percentage of notifiable offences resulting in a sanction detection	20%	18%
	The number of offences brought to justice	179,500	180,900

*Target under review and maybe subject to alteration

Alternative Languages

This is the joint report of the Commissioner of the MPS and the MPA for April 2005 to March 2006. It sets out how we performed in the last year and the priorities set for 2006/07. This report is also available in the languages listed below, large print, audiotape or braille by writing to the addresses shown on the back cover.

Arabic

هذا هو التقرير المشترك لمفوض جهاز شرطة العاصمة وهيئة شرطة العاصمة للفترة ما بين (أبريل/ نيسان 2005 ومارس/ آذار 2006. ويبين كيف كان أداءنا في السنة الماضية وما هي أولوياتنا للسنوات 2007/2006. ويمكنكم أيضا الحصول على هذا التقرير مكتوبا باللغات المبينة أدناه أو بطريقة بريل أو على أشرطة سمعية أو بالحروف الغليظة وذلك بالكتابة إلى العناوين الموضحة على ظهر الغلاف.

Bengali

এটা হচ্ছে, এপ্রিল 2005 থেকে সালের মার্চ 2006 পর্যন্ত, মেট্রোপলিট্যান পুলিশ সার্ভিসের কমিশনার এবং মেট্রোপলিট্যান পুলিশ অথরিটির যৌথ রিপোর্ট। গত বছর আমরা কি রকম কাজ করেছি এবং 2006/07 সালে কি কি বিষয়কে অগ্রাধিকার দেওয়া হবে বলে ঠিক করা হয়েছে তা এতে বলা হয়েছে। পিছনের মলাটে দেওয়া ঠিকানায় চিঠি লিখলে, বড় ছপায়, কানে শোনার টেপ, ব্রেইল এবং নিচের তালিকায় দেওয়া ভাষাগুলিতে এই রিপোর্টটি পাওয়া যাবে।

Chinese

這是首都警務處長與首都警察監管局有關 2005 年 4 月至 2006 年 3 月期間的聯合報告。它闡述我們於過去一年的服務表現，及為 2006/07 年度訂出的優先項目。本報告亦備有以下語文的譯本、大字體、錄音帶或凸字版，請致函背頁所示的地址索取。

French

Le présent document est le rapport préparé conjointement par le Commissaire du Service de Police de Londres [Metropolitan Police Service] et l'Administration de la Police de Londres [Metropolitan Police Authority] pour la période d'avril 2005 à mars 2006. Les résultats que nous avons obtenus l'an dernier et les priorités établies pour 2006/2007 y sont présentés. Ce rapport est également disponible dans les langues ci-dessous, en gros caractères, en cassette audio ou en braille. Ces versions sont disponibles sur demande écrite aux adresses figurant en dernière page de couverture.

Greek

Αυτή είναι η από κοινού αναφορά του Διευθυντή της Υπηρεσίας Μητροπολιτικής Αστυνομίας και της Αρχής της Μητροπολιτικής Αστυνομίας για το χρόνο μεταξύ Απριλίου 2005 και Μαρτίου 2006. Εκθέτει τον τρόπο με τον οποίο αποδώσαμε κατά τον περασμένο χρόνο και τις προτεραιότητες που έχουν οριστεί για το 2006/2007. Η αναφορά αυτή διατίθεται επίσης στις γλώσσες που αναφέρονται πιο κάτω, σε γράμματα μεγάλου μεγέθους, σε κασέτα ή σε Μπράιγ και μπορείτε να την προμηθευτείτε γράφοντας στη διεύθυνση που βρίσκεται στο οπισθόφυλλο.

Gujarati

આ કમિશનર ઓફ ધ મેટ્રોપોલીટન પોલીસ સર્વિસ અને મેટ્રોપોલીટન પોલીસ ઓથોરિટીનો એપ્રિલ 2005થી માર્ચ 2006 સુધીનો સંયુક્ત અહેવાલ છે. તેમાં અમે ગયા વર્ષે કેવું કામ કર્યું હતું તેની વિગતો તેમજ વર્ષ 2006/2007 માટેની અમારી અગ્રતાઓ જણાવવામાં આવી છે. પાછળના પાને આપેલા સરનામે લખવાથી, આ અહેવાલ નીચે જણાવેલી ભાષાઓમાં, મોટા અક્ષરોમાં છાપેલો, ઓડિયો ટેપ ઉપર અથવા બ્રેઈલમાં પણ મળી શકે છે.

Hindi

यह कमिशनर ऑफ द मेट्रोपोलीटन पुलिस सर्विस और मेट्रोपोलीटन पुलिस अथारिटी की अप्रैल 2005 से मार्च 2006 तक के समय की साँझी रिपोर्ट है। इस में हमारी पिछले वर्ष की कारगुजारी और वर्ष 2006/2007 में प्राथमिकता दिए जाने वाले कामों के बारे में बताया गया है। यह रिपोर्ट निम्नलिखित भाषाओं में, बड़े अक्षरों में, सुनने वाली टेप पर या ब्रेल में लेने के लिए आप इस रिपोर्ट के पिछले कवर पर दिए गए पते पर पत्र लिख सकते हैं।

Portuguese

Este documento é o relatório conjunto do Commissioner of the Metropolitan Police Service [Comissário do Serviço da Polícia Metropolitana] e da Metropolitan Police Authority [Autoridade da Polícia Metropolitana] para o exercício de Abril de 2005 a Março de 2006. Expõe o nosso desempenho durante o ano passado e as prioridades estabelecidas para 2006/2007. Este relatório também está disponível nas línguas a seguir indicadas e nos formatos de impressão em letras grandes, gravação áudio ou Braille, que podem ser obtidos escrevendo para os endereços apresentados no verso.

Punjabi

ਇਹ ਕਮਿਸ਼ਨਰ ਆੱਫ ਦ ਮੈਟ੍ਰੋਪੋਲੀਟਨ ਪੁਲਿਸ ਸਰਵਿਸ ਅਤੇ ਮੈਟ੍ਰੋਪੋਲੀਟਨ ਪੁਲਿਸ ਅਥਾਰਿਟੀ ਦੀ ਅਪ੍ਰੈਲ 2005 ਤੋਂ ਮਾਰਚ 2006 ਤਕ ਦੇ ਸਮੇਂ ਦੀ ਸਾਂਝੀ ਰਿਪੋਰਟ ਹੈ। ਇਸ ਵਿਚ ਸਾਡੀ ਪਿਛਲੇ ਸਾਲ ਦੀ ਕਾਰਗੁਜ਼ਾਰੀ ਅਤੇ ਸਾਲ 2006/2007 ਵਿਚ ਪਹਿਲ ਦੇਣ ਵਾਲੇ ਕੰਮਾਂ ਬਾਰੇ ਦੱਸਿਆ ਗਿਆ ਹੈ। ਇਹ ਰਿਪੋਰਟ ਹੇਠ ਲਿਖੀਆਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ, ਸੁਣਨ ਵਾਲੀ ਟੇਪ 'ਤੇ ਜਾਂ ਬ੍ਰੇਲ ਵਿਚ ਲੈਣ ਲਈ ਤੁਸੀਂ ਇਸ ਰਿਪੋਰਟ ਦੇ ਪਿਛਲੇ ਕਵਰ 'ਤੇ ਦਿੱਤੇ ਹੋਏ ਪਤੇ 'ਤੇ ਖਤ ਲਿਖ ਸਕਦੇ ਹੋ।

Somali

Tani waa warbixinta ay si wadajir ah usoo saareen Taliyaha Ciidanka Adeegga Boliiska ee Metroboolitanka iyo Mas'uuliyiinta Ciidanka Boliiska ee Metroboolitanka ee xilliyada Abriil 2005 ilaa Maarso 2006. Waxaa ku qoran waxqadkii aanu soo qabanay sanadkii la soo dhaafay iyo waxyaabaha mudnaanta leh ee loogu talagalay 2006/2007. Warbixintani waxay kaloo ku qoran tahay luqadaha hoos ku qoran, iyo qoraalka farta waweyn, baraylka ama ku duuban tahay cajaladda maqalka waxaadna warqaddaada ku soo aaddisaa cinwaanada ku qoran dhanka kale ee jaldiga.

Spanish

Éste es el informe conjunto de abril 2005 a marzo de 2006 del comisario jefe de la Jefatura de la Policía Metropolitana y del Servicio (Metropolitan Police Service) de la Policía Metropolitana de Londres (Metropolitan Police Authority). Muestra nuestro rendimiento del pasado año y las prioridades que se han fijado para 2006/2007. El informe está disponible en los idiomas indicados más adelante, en letra grande, cinta de audio o braille solicitándolo por escrito a las direcciones que se indican en la cubierta posterior.

Turkish

Bu, Metropolitan Polis Servisi Genel Müdürü (Commissioner of the Metropolitan Police Service) ve Metropolitan Polis İdaresi (Metropolitan Police Authority) tarafından ortaklaşa çıkarılmış, Nisan 2005 ile Mart 2006 arasındaki dönemi kapsayan rapordur. Raporda geçen yılki performansımızın nasıl oldu u ve 2006/2007 dönemi için belirlenen öncelikler yer almaktadır. Bu rapor ayrıca afa lı dillerde, büyük punto baskılı, ses kaseti halinde veya körler için Braille alfabesiyle de mevcuttur ve arka kapaktaki adrese mektup yazmak suretiyle edinilebilir.

Urdu

یہ میٹروپولیٹن پولیس سروس کے کمشنر اور میٹروپولیٹن پولیس اتھارٹی کی مشترکہ رپورٹ برائے اپریل 2005 تا مارچ 2006 ہے۔ اس میں ہماری پچھلے سال کی کارکردگی کا ذکر کیا گیا ہے اور 2006/2007 کے لئے طے کردہ ترجیحات بیان کی گئی ہیں۔ یہ رپورٹ نیچے درج زبانوں، بڑی چھپائی، آڈیو ٹیپ یا بریل میں بھی، پچھلے صفحہ پر دئے گئے پتوں پر خط لکھ کر حاصل کی جا سکتی ہے۔

Vietnamese

Đây là bản tường trình chung của Ủy Viên Dịch Vụ Cảnh Sát Đô Thành và Tổng Nha Cảnh Sát Đô Thành cho Tháng 4-2005 đến Tháng 3-2006. Nội dung tường thuật thành tích của chúng tôi trong năm vừa qua và các công việc được đặt ưu tiên cho năm 2006/2007. Bản tường trình này có bản dịch bằng các ngôn ngữ dưới đây, bản in chữ lớn, băng âm hay chữ nổi cho người mù, nếu muốn xin hãy gửi thư đến địa chỉ có ghi ở bìa sau.



Further copies

Copies of this report can be obtained from either the MPA or MPS website at www.mpa.gov.uk or www.met.police.uk. The report can also be seen at your local library or police station or you may write, requesting a copy, to either of the addresses below.

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LONDON
SW1H 0NY

Metropolitan Police Service
Met Modernisation Programme
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Mr. Peter Baylis is gratefully acknowledged for providing the front cover photo.