

Metropolitan Police
Service and Metropolitan
Police Authority
Annual Report
2004/05



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Front cover: photo BRD Associates

The assistance of the staff and students of Welling School, Bexley is gratefully acknowledged.

Joint foreword by the Commissioner of the Metropolitan Police Service and the Chair of the Metropolitan Police Authority

The past year – which marked the 175th anniversary of the founding of the Metropolitan Police Service (MPS) – has been both a challenging and rewarding time. It has seen the introduction of new legislation, such as the Domestic Violence, Crime and Victims Act, the policing of high-profile demonstrations and major events, continuing our vigilance in combating terrorism and success in reducing crime. Robbery, motor vehicle crime and burglary are all down for the second successive year, fear of crime has decreased and public confidence has increased. The MPS and the Metropolitan Police Authority (MPA) have worked together with our stakeholders to maintain the substantial growth in police numbers. We have recruited more than 2,300 police officers, with the number of people waiting to join the MPS at a record high, and the numbers leaving at an unprecedented low. The MPS has also been described by Her Majesty's Inspectorate of Constabulary as 'an organisation with its head up'.

We have radically improved our service to the public with the continued implementation of the 'safer neighbourhoods' initiative and the introduction of over 250 ward-based policing teams – police officers and police community support officers (PCSOs) who are locally based, locally focused and locally accountable. We have spoken to many of the teams, and to many of the people being policed by them, and they are universally welcomed.

While these successes are significant, we know that we have to continue to improve the service that we deliver and oversee. This involves working as part of our communities with our partners, being responsive to the needs of individual citizens, and being able, at a moment's notice, to deliver the kind of outstanding service provided in response to significant events such as the tsunami disaster.

The mission of the MPS is widening and, in addition to tackling robbery, burglary, traffic offences, assaults and answering calls for assistance, a demand has been added to provide reassurance within neighbourhoods, as well as security against international terrorism. The MPS is deployed in a mission that extends from the streets of Dagenham to those of Kabul and Baghdad. It is an extraordinary mission. What is more, the expectations of

the public and of government are rising in relation to the standard of service we provide across the spectrum. The MPS needs to change significantly internally if it is to succeed in meeting them.

To fulfil this challenge, the Commissioner and the MPA have launched a full-scale review which, in six months, will examine every function in the organisation. This review – which is not about cuts or savings – will reshape the Metropolitan Police to create a more efficient organisation, so that people and money can be redirected to improve customer contact, into front-line services and into additional training for staff.

To meet the high expectations that the public have of the MPS, we want an organisation in which the contribution of all our staff is valued and in which everybody is encouraged to work to the maximum of their potential. We will be working hard to improve the experience people have of the MPS and to ensure that the leadership and culture of the organisation serve to support that aim. To bring about this collaborative style of working internally and with the public, we are developing a new approach. Under the banner of 'together', the MPS is instilling a 'team ethos' approach – all citizens, all partners and all our staff engaged in a joint enterprise to make London the safest major city in the world.

The lesson of the past 175 years is that neither crime nor policing stands still and the MPS needs to keep improving in order to be successful. We are confident that the MPS and the MPA are capable of engaging effectively with all our partners and communities to deliver an outstanding policing service.



A handwritten signature in black ink, appearing to read 'G. P. ...'.



A handwritten signature in black ink, appearing to read 'Ken Durrant'.

Introduction

The Joint Annual Report is the primary document which details the activities and performance of the MPS during 2004/05, which the MPA oversees and comments upon. The report reviews the performance of the MPS in relation to the targets set for 2004/05 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 in which the MPS is developing to better meet the demands and changes affecting it.

Report structure

The report is structured in five sections, where the first three sections review MPS performance during the year in relation to the objectives set out in the *2004/05 Policing Plan* published in March 2004, the fourth section reviews MPS performance from the point of view of the MPA. The final section contains statistical information about the MPS. More detailed statistics can be found on the internet at: www.met.police.uk/foi/

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 in 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 priorities

The objectives for 2004/05 are shown below categorised under three themes:

Protecting the capital against terrorism

Objectives

- To minimise the risk to life and property from terrorist activity in London
- To maintain an effective response to suspected and actual terrorist incidents

Reducing serious crime

Objectives

- To reduce the level of gun-enabled crime
- To disrupt organised criminal activity of persons identified as Class A drugs suppliers
- To dismantle organised criminal networks and seize their assets
- To safeguard children and young persons from physical and sexual abuse

Promoting reassurance

Objectives

- To improve neighbourhood safety
- To reduce the level of robbery compared with 2003/04
- To improve our contribution to the effectiveness of the criminal justice system
- To recognise and respond appropriately to the differential impact of crime on people, taking into account their race, gender, sexual orientation, faith, age or disability

The following three sections set out the MPS achievements in relation to each of these objectives.



External briefing for a Safer Neighbourhoods team prior to taking part in a 'community clean-up' event

Priority: Protecting the capital against terrorism

Objectives:

- To minimise the risk to life and property from terrorist activity in London
- To maintain an effective response to suspected and actual terrorist incidents

Objective: To minimise the risk to life and property from terrorist activity in London

Objective: To maintain an effective response to suspected and actual terrorist incidents

The production of regular, high-quality intelligence is vital in anti-terrorist matters and in 2004/05 the average number of quality intelligence reports rose to 941 per month, from a figure of 653 per month in 2003/04.

In 2004/05, a target was set that 90% of terrorist scenes would be assessed as having been managed to a 'good' or 'very good' standard. In fact the MPS achieved 97%.

Counter-terrorism

During the year, the Anti-Terrorist Branch, Special Branch and other specialist units have continued to undertake investigations and operations throughout London and the UK, while some of their investigations have been conducted in many parts of the world. Due to the protracted nature of

the enquiries and arrests, prosecutions may take several years to come before the courts.

An example of this can be found in the case of Saajid Badat, who was arrested by officers from the Anti-Terrorist Branch at his home address in Gloucestershire in 2003 when explosives were found to be present. These explosives were intended to destroy a commercial airliner in flight by means of a 'shoe bomb'. Scientific evidence proved a match between material found at the house and that which Richard Reid ('The Shoe Bomber') had been found in possession of when he was arrested for attempting to blow up an American Airlines passenger jet.

This investigation was extremely complex and demanding, but it led to Badat pleading guilty to conspiracy to endanger an aircraft at his trial in February 2005, where he was sentenced to 13 years' imprisonment.

Another case that reached its conclusion in 2005 began in January 2003 with the discovery during a search of a house in Wood Green of residue from a homemade poison, together with recipes and instructions for making poisons and explosives. It was alleged at court that Kamel Bourgass was the prime conspirator in putting together a plan to attack people in the UK using these materials, although a final target has never been identified.



Bourgass' fingerprints were found on a cup containing apple seeds and paper containing cherry stones. Both can be used to produce cyanide. His fingerprints were also found on a bottle of chemicals, which could have been used to extract poison from the seeds as detailed in instructions found in the flat at Wood Green. The search also found more than 20 castor beans, the base ingredient for ricin, and £14,000 in cash. Bourgass was later arrested at a separate address in Manchester on 14 January 2003.



Kamel Bourgass

It was during his arrest in Manchester that Bourgass attacked and killed Detective Constable Stephen Oake in his bid to escape. Although found guilty of murder, two counts of attempted murder and one of grievous bodily harm, Bourgass' conviction was unable to be publicised pending the conclusion of the terrorism trial. At the terrorism trial he was sentenced to 17 years; this, added to his earlier sentences from Manchester, means that he has now received a total sentence of 32 years' imprisonment.



Castor beans

Special Branch initiatives designed to disrupt the flow of funds to further international terrorism from the UK resulted in the seizure of over £1.2 million in 2004/05. In October 2004, £208,000 was intercepted at Heathrow Airport. In December 2004, eight men were convicted of a large-scale fraud against high street banks to the value of £800,000. In January 2005, a Special Branch UK-US financial investigation resulted in the seizure of \$410,000 and a person receiving 23 years' imprisonment in the US.

Special Branch continues to perform the vital role of the close protection of senior members of Her Majesty's Government and visiting foreign dignitaries. A significantly higher number of protection operations were carried out last year for UK ministers visiting high-threat regions, including Iraq, Saudi Arabia, Indonesia, East Africa and South America. Special Branch Protection was also called upon to meet the intensive requirements of the General Election and is currently planning for the forthcoming G8 Conference and the EU Presidency.

Guantanamo Bay

In January 2005, the Anti-Terrorist Branch was responsible, in partnership with the Foreign and Commonwealth Office, for planning and undertaking the return to the UK of the second group of men detained in Guantanamo Bay, and again the complex operation was undertaken under intense media scrutiny. (The return of the first group of detainees had taken place in March 2004.)

Control Orders

The Anti-Terrorist Branch and Special Branch led the development of the MPS response to the new Control Order legislation, which gained Royal Assent on 11 March 2005.

The police service has, in partnership with the Home Office and other agencies, developed the operational response to the implementation of the Control Order legislation. That process includes the appointment of a police officer to act as a link between the individual subject and the police.

Operation Rainbow

Through Operation Rainbow, we co-ordinate the overt MPS response to terrorism. Rainbow staff assist BOCUs with advice and have delivered more than 100 briefings on terrorism-related matters. In addition, the unit has developed a national Rainbow website to promulgate terrorism information from not only Central Operations but also Specialist Operations and the Security Services.

To improve the preparations of the MPS, the Emergency Planning Unit, in conjunction with the Home Office Emergency Planning College, have developed and delivered a bespoke training course to more than 70 OCU contingency planners.



Counter-terrorism poster

Aviation security

This year, the Aviation Security OCU at Heathrow marked 30 years of providing a professional and dedicated police service to the airport. In 2004/05, this service involved increasing security provision and ongoing crime prevention and detection to ensure the safety of the 64 million passengers who pass through the airport each year.

Joint operations with the airport authorities and government departments have resulted in arrests for corruption-related offences, including a case concluding with the imprisonment of those who enabled illegal travel by deliberately failing to check documents of outbound passengers. Police have also worked with the Immigration Service to target those involved in people smuggling and 663 people have been arrested for a variety of immigration-related criminal offences.

A project as part of Operation Grafton (see also page 14) has seen 60 companies recognised for reaching the new police-operated Airfreight Industry Minimum Security Standards for the security of cargo warehouses and handlers of airfreight. The Heathrow Crime Squad has also continued to deter baggage theft, their work exemplified by an operation that led to the arrest and prosecution of a gang who received sentences of up to six years' imprisonment.

London City Airport is crucial to the transport and commercial infrastructure of London and significant expansion is planned there over the next ten years. In September 2004, the Aviation Security OCU took over responsibility for policing the airport and established a unit based at North Woolwich Police Station. The team comprises 63 dedicated police officers and police staff, utilising their own specialist vehicles and equipment.



Priority: Reducing serious crime

Objectives:

- To reduce the level of gun-enabled crime
- To disrupt organised criminal activity of persons identified as Class A drugs suppliers
- To dismantle organised criminal networks and seize their assets
- To safeguard children and young persons from physical and sexual abuse

Objective: To reduce the level of gun-enabled crime

In 2003/04, a total of 3,966 gun-enabled crime offences took place. The MPS was set a challenging target to reduce the figure for this type of crime by 4%, which it has done, achieving a 7.9% reduction in 2004/05.

The detection rate for gun-enabled crime in 2004/05 was 24%, against a target figure of 20%.

The number of murders in London fell by 11% during 2004/05, equating to 22 fewer deaths than in 2003/04.

Trident and Trafalgar

Trident is responsible for the investigation of all shootings and discharges of firearms where the victim and suspect are from the black community in London. Where they are from other distinct communities, Trafalgar will investigate.

In 2004/05, Trident achieved a 4% reduction in shootings for most of the period, decreasing to a 0.5% reduction by the end of the year. The use of firearms by younger men to settle minor disputes appears to be the reason for an increase in the number of Trident shootings. Overall, the detection rate for gun-enabled crime for Trident was 28%.

There has also been an increase in the incidence of firearms being discharged at police officers or used to threaten them. This has led to a change in the Trafalgar team's terms of reference so as to cover both types of incident. Trafalgar ended the year with an exceptional 20% reduction in shootings and a detection rate of 42%.

During the later part of the year, Trident deployed officers to assist a UK Government initiative to support the Jamaican authorities' intention to counter the activities of serious organised criminal networks in that country. The deployment proved extremely beneficial as it enabled the team to identify criminals operating in both Jamaica and London. In particular, the Trident officers have been assisted by the Jamaican Constabulary Force to undertake money laundering investigations in connection with a Jamaican drug dealer whose network stretched across the Atlantic to the streets of north-west London.



Trident poster

Partnership operation ends a decade of armed robbery

In addition there have been other significant operational successes against gun-enabled crime, which have all involved working in partnership with other agencies. An example of this is the case of a prolific robber who



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TRIDENT



committed a series of armed raids in London and the Home Counties over a ten-year period, between 1994 and 2004. He was featured on Scotland Yard's Most Wanted website, and was arrested following a proactive operation conducted by the Flying Squad at Barnes, working closely with officers from Thames Valley Police and Hertfordshire Constabulary. The offender was subsequently sentenced to life imprisonment for these offences.

Firearms Command

One of the main issues for the Firearms Command during the past year has been the trial and post-trial use of the Taser electronic stun gun, as a less lethal option for MPS firearms officers. The Taser has been deployed in over 30 firearms incidents and has been fired on eight occasions.



Taser electronic stun gun

This has undoubtedly saved the lives, not only of members of the public in life-threatening situations, but also of the subjects who, prior to the arrival of the Taser option, may have been shot by police officers using conventional firearms.

The following example illustrates the use of Taser during the past year. During a siege situation at a house in Hounslow Borough in May 2004, the suspect, armed with a handgun, knife and a grenade, was challenged by armed police officers as he appeared at the front door

in possession of the handgun. The suspect then withdrew into the house, but a short while later re-appeared at the front door and leant forward to collect a delivery of food and a telephone. Even though the subject had been extremely violent and was believed to still be in possession of a firearm, the officers attempted to effect an arrest. A violent struggle ensued and, in order to safely restrain the suspect, the arrest team deployed two Tasers. It is a testament to the courage and professionalism of those officers that the suspect was secured without injury to himself or police.

Improving the investigation and prevention of all homicides

The number of murders in London fell by 11% in 2004/05, compared with the previous year, equating to 22 fewer deaths (182) than in 2003/04. The total number of homicides, which include murder, manslaughter and infanticide, was 195. This was down from 211 the previous year. The MPS exceeded the 85% target for murder detections, achieving a 94% detection rate.



The Specialist Crime Directorate Major Investigation Teams are highly regarded both nationally and internationally, utilising a combination of cutting-edge technology, high-quality forensic retrieval and painstaking detective work to bring killers to justice.

The MPS continued with its policy of relentless pursuit of the perpetrators of homicide, with a number of high-profile cases from previous years being detected, including the tragic murder of Damilola Taylor in 2000, and the murders of PC Pat Dunne and William Danso in 1993.

The MPS has also invested significantly in prevention activities, with proactive units from the Homicide Command, Trident and the Serious and Organised Crime OCU targeting contract killers and men of violence, often making arrests as their targets are preparing to murder others. Without their efforts, the murder rate in London would undoubtedly have been higher. A Homicide Prevention Unit has been established, containing a number of analysts whose remit is to research those who have killed. The long-term aim is to prevent similar crimes by identifying characteristics or patterns of behaviour to enable police and their partners to risk assess and manage potentially dangerous offenders in a more robust and rigorous fashion.

Objective: To disrupt organised criminal activity of persons identified as Class A drugs suppliers

A total of 549 proactive operations were conducted against crack houses in the boroughs of Camden, Hackney, Haringey, Lambeth and Southwark alone during 2004/05. In addition to this, operations against crack houses have been ongoing in all London boroughs throughout the year.

In 2004/05, over two drug-trafficking organisations per month had their activities disrupted by police operations (i.e. the organised criminal enterprise was unable to operate at its normal level of activities). The MPS achieved 25 in total.

In November 2004, a unique scheme targeting the middle level of the Class A drugs market was launched, aiming to break organised networks. The Middle Market Drugs Project is a joint venture between the MPS, HM Revenue & Customs (HMRC), the National Criminal Intelligence Service and City of London Police.

Middle Market aims to react to intelligence and break the chain between drug traffickers and street dealers by concentrating on the person in the middle.

An example of the work of this unit follows the arrest of a suspect for the importation of cocaine. Following an analysis of intelligence, a further six linked offences were identified. Behind this were a number of individuals employed by Lewisham College. Working in collaboration with the college and borough colleagues, further evidence was obtained resulting in the arrest of three security staff who were utilising their position to facilitate these importations. This partnership approach, which included education solicitors and MPS Legal Services, ensured that the police response supported the needs of the college in gathering the evidence they needed to dismiss the staff at the earliest opportunity and dismantled a criminal network.

Implementation of the Drug Interventions Programme

The Drugs Directorate is responsible for the London-wide management and police leadership of the Government's Drug Interventions Programme, which involves the use of compulsory drug testing on charge to identify offenders, who may benefit from drug treatment. The MPS carries out more than 1,700 drug tests per month on offenders, with nearly half testing positive for cocaine, heroin, or both. Partnerships between, police, treatment providers, arrest referral workers and probation case workers in 21 boroughs have been working together to ensure that prolific offenders who use drugs are targeted and encouraged towards treatment to end the spiral of offending. Drug testing on charge will be extended to testing on arrest later this year.

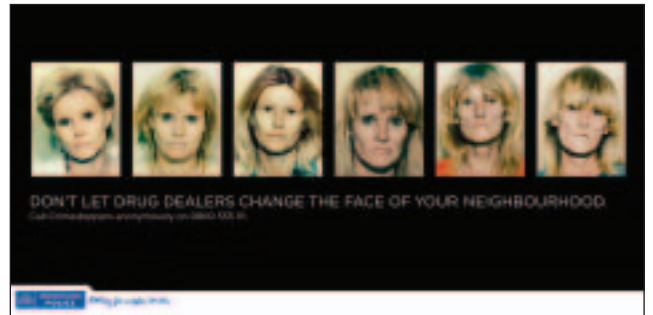
There is research available to link drug treatment to a reduction in offending. The Home Office is currently evaluating whether this programme, by improving the lives and health of drug-misusing offenders, leads to a reduction in crime and assists in creating safer communities.

Pharmacy inspection and investigations of dishonest doctors

The Controlled Drugs Inspection and Intelligence Unit (CDIIU) is responsible for the inspection of those who legitimately prescribe and supply controlled drugs, to ensure that abuses such as those of the Dr Harold Shipman case are not repeated. This activity led to 12 proactive operations against bogus doctors who were causing harm in local communities through unlawful supply of drugs or the use of illegal medical procedures.

Operation Crackdown

The Drugs Directorate led the highly successful MPS media and enforcement campaign 'Don't let drug dealing spoil the face of your neighbourhood', which was, due to its successful impact, adopted as the theme for the Government and Association of Chief Police Officers (ACPO) national Crackdown campaign. The Drugs Directorate co-ordinated activity across all 32 London boroughs, which participated in the campaigns by taking a proactive role in identifying and tackling problems associated with drug dealing within local communities.



Operation Crackdown poster

Objective: To dismantle organised criminal networks and seize their assets

Officers from the Serious and Organised Crime OCU made a total of 632 arrests, leading to terms of imprisonment totalling 1,347 years.

Approximately £21.5 million worth of criminal assets were recovered during the past year.

The Stolen Vehicle Unit and the Vehicle Fraud Unit between them recovered vehicles with a value of over £3 million.

Organised immigration crime – Operation Maxim

A successful intelligence-led operation resulted in a search warrant being executed at an address in south-east London by officers from Operation Maxim – the Organised Immigration Task Force (a partnership between the MPS, the Immigration Service and the UK Passport Service) – supported by officers from the Territorial Support Group (TSG). Large quantities of counterfeit documents were recovered including passports, UK birth certificates, international driving permits, UK indefinite leave to remain vignettes and a counterfeit UK Home Office embossing stamp. Two men were arrested in connection with the operation. One was later deported, the second pleaded guilty to conspiracy to commit forgery and was sentenced to imprisonment for two and a half years.

Stolen Vehicle Unit recovers container loads of stolen Mercedes



The Stolen Vehicle Unit (Economic and Specialist Crime OCU) identified a trend in older Mercedes vehicles being stolen on a large scale from across London. With the assistance of the Port of Tilbury Police, two loaded containers were intercepted at Tilbury docks, from which 40 stolen Mercedes vehicles were recovered. Officers from the OCU then executed search warrants at a series of salvage yards. They were supported by auto-crime trained officers from boroughs and Traffic OCU, Essex Police, HMRC, the Environment Agency and the Department for Work and Pensions Shadow Economy Team. Eight yards were searched and, over the course of the day, the dismantled remains of 51 stolen vehicles were recovered. Of these vehicles, seven had been stolen from Ealing on the same night. A further three containers full of Mercedes parts were subsequently recovered and are awaiting examination. Seventeen suspects were arrested for conspiracy to handle stolen motor vehicles.

Laundering proceeds of high-value burglaries – Operation Copernicos

A two-year investigation into the large-scale theft of property from country houses, galleries and private residences across the country led the Art and Antiques Unit (Economic and Specialist Crime OCU) to an organised criminal network in south-east London who were believed to be laundering the proceeds of these high-value burglaries. The total value of property stolen in these offences amounted to more than £30 million. In March 2005, a total of 13 search warrants were executed by officers from the unit, assisted by the Money Laundering Unit, together with colleagues from Southwark, Lambeth and the Home Counties. As a result, two men and a woman were arrested, and a substantial amount of property (believed to be valued in excess of £500,000) was recovered.

Clawing back the cash – Operation Payback Task Force

A new initiative called Operation Payback Task Force was launched in December 2004 by officers from the MPS, HMRC, City of London Police and British Transport Police. The operation is intended to support borough policing initiatives by offering expert support in relation to the Proceeds of Crime Act and other financial legislation. The four-year operation is designed to use the powers available under the Act to claim back criminal cash and proceeds that fund illegal lifestyles and support crime in the capital. In one incident officers from Operation Payback Task Force, working with the London Borough of Waltham Forest, assisted in the investigation of a man selling counterfeit DVDs. As a result of a joint raid of his premises, a safety deposit box key was identified. The deposit box contained £43,000 in cash, capsules for smuggling Class A drugs, false documentation and a quantity of jewellery. The cash was subsequently forfeited under the provisions of the Proceeds of Crime Act.

Reducing high-value crime at Heathrow – Operation Grafton

Operation Grafton is a joint operation involving the Serious and Organised Crime and Covert Policing OCUs in the MPS, Thames Valley Police, Surrey Police and HMRC to reduce high-value crime in and around Heathrow Airport. Operation Grafton identifies both the organised gangs of criminals and individuals responsible for the losses, and arranges intelligence operations against them. The intelligence gathered is then passed to specialist police units, such as the Flying Squad, for proactive arrest and prosecution. There has been a 70% reduction in this type of crime at Heathrow during the last year. This particular operation was selected as one of the finalists for the Public Servants of the Year Awards 2005, which recognises new and innovative solutions to problems, based upon a customer-focused approach to providing services.

Operation Sterling

Operation Sterling is the MPS strategy to combat economic crime. One strand of this is the Companies House Initiative. Working in partnership with Companies House and others, the Economic and Specialist Crime OCU has identified a criminal enterprise whereby genuine company identities were being 'hijacked' by criminal networks. It has been estimated that this has led to fraud totalling £50 million in the past year. The initiative is an attempt by the MPS to prevent this type of fraud, which has a huge impact on London businesses.

An example of this type of fraud in action is Operation Vega. Here, legitimate company details were compromised by a criminal network. Using the good name of the company as recorded at various credit agencies, they set about ordering a wide variety of goods. These goods (valued in excess of £2 million) were delivered to the newly registered office where they were received by the fraudsters without the knowledge of the legitimate company. The suspects were arrested and bailed. While on bail they used the same method to obtain goods to the value of £600,000. They were again arrested. These suspects await court appearances and asset-seizure procedures.



Objective: To safeguard children and young persons from physical and sexual abuse

The Child Abuse Investigation Command (CAIC) (previously Child Protection Group) significantly improved its performance focus throughout 2004/05, whereby it reached a detection rate of 51% from nearly 11,000 crimes investigated.

In August 2004, the headquarters of the group moved from New Scotland Yard to Cobalt Square, Vauxhall. The move coincided with a reassessment of the focus of the command and this was reflected in a change of its name.

In April 2004, the command commenced the investigation of all suspicious child deaths that occur in the home through two newly resourced Child Abuse Major Investigation Teams. With effect from 1 April 2005, the command will also assume responsibility for the investigation of sudden unexpected deaths of infants (Project Indigo) from boroughs.

Partnership working on child protection issues

A Community Partnership Initiative was piloted in Hackney and Newham, working directly with African and Asian communities. Two partnership officers have established productive relationships with community groups, children and families and have engaged them in debating key child protection issues.

A pilot site for the development of centres of excellence for the investigation and treatment of child victims of sexual assault was also established in Northwick Park Hospital. This jointly funded initiative between CAIC and London NHS involves key stakeholders such as the London Child Protection Committee, Social Services and Area Child Protection Committees.

Priority: Promoting reassurance

Objectives:

- To improve neighbourhood safety
- To reduce the level of robbery compared with 2003/04
- To improve our contribution to the criminal justice system
- To recognise and respond appropriately to the differential impact of crime on people, taking into account their race, gender, sexual orientation, faith, age or disability

Objective: To improve neighbourhood safety

Total crime in London fell by 4.3% compared with the previous year.

Domestic burglary was reduced by 7.2%, which equates to almost 5,000 fewer homes being burgled and now stands at its lowest level for almost 30 years.

Vehicle crime went down by 14.4%, part of which includes 7,000 fewer vehicles having been stolen than in 2003/04.

Safer Neighbourhoods teams, consisting of a minimum of one sergeant, two police constables and three police community support officers (PCSOs) have now been implemented in over 250 wards over the past year. These locally based teams, in partnership with local people and organisations, have been able to adopt a problem-solving approach to tackle the quality-of-life crimes and issues that affect the everyday lives of the public in each area. The success of the initiative can be seen in the table which provides comparisons for specific reported crimes between Safer Neighbourhoods areas and non-Safer Neighbourhoods areas for April 2004 to March 2005 against the same period in 2003/04.

Crime grouping	SN areas	Non-SN areas
Burglary	-6%	-3%
Criminal damage	-12%	-6%
Drugs	3%	5%
Robbery	-5%	-2%
Theft handling	-13%	-8%
Violence against the person*	9%	8%

** The violence against the person increase in Safer Neighbourhoods areas is linked to the offence of harassment, reflecting a higher number of police interventions and of increases in offences of actual bodily harm. Though anecdotal, it is likely that increased reporting reflects an increased confidence in local policing established by the Safer Neighbourhoods teams.*

A Safer Neighbourhoods Survey (SNS) interviewed 9,611 Londoners between March and July 2004 (approximately 100 residents in each of 96 wards) about their experiences and perceptions of policing and crime. A Public Attitude Survey interviewed 2,404 Londoners between April and June about their experiences and



Working together with all our partners

perceptions of crime and policing. Significantly more respondents from the Safer Neighbourhoods wards feel:

- safer than 12 months ago;
- that the crime rate has decreased over the last two years;
- that anti-social behaviour has reduced over the last two years; and
- that they see a uniformed police officer more frequently and that it is 'about right' in terms of frequency.



The SNS questionnaire was redone in six Safer Neighbourhoods wards three months after Safer Neighbourhoods teams were launched. The key findings of this survey included:

- Worry about crime and anti-social behaviour has reduced in five of the six wards.
- Four of the six wards indicated that there are fewer problems in the neighbourhood.
- In most areas, fewer respondents reported problems when travelling in their local area.
- There were improvements in most areas in 'how good a job' the police were felt to be doing.

A study conducted in two of the MPS's National Reassurance Policing Programme sites in Bexley and Enfield found:



- **Environmental gains:** shop owners reported a reduction in anti-social behaviour; physical abuse against staff on London buses is significantly down; alcohol-related ambulance call-outs reduced by almost 50% on last year.
- **Economic gains:** key businesses reported reduced costs in vandalism since the Safer Neighbourhoods teams were introduced; window repair bills at a school from which a Safer Neighbourhoods team operates were reduced by £2,500 in four months and private security bills at the school are likely to reduce by £14,000 per annum.
- **Social gains:** the number of people in Welling town centre (Bexley) in March 2004 was up 8% on the previous year; attendance at public consultation meetings is generally on the increase.

The following examples demonstrate some of the creative and innovative ways in which Safer Neighbourhoods teams have been going about reducing crime, and the fear of crime, in our communities across London.

Acting up in Enfield

Young people in Enfield between the ages of 11 and 16 at risk of falling into the path of crime are being offered a week's training at one of London's top drama schools, the Pineapple Performing Arts Studio in Covent Garden, during the half-term school holiday. They're given tuition in singing, dancing and drama studies, and also get the chance to watch a matinee performance of *Stomp*.

'Off the street – less heat'

After consultation with local residents and local youth on the Broadwater Farm Estate in Haringey, the West Green Safer Neighbourhoods Team put together the 'Off the street – less heat' project, to develop relationships and increase confidence between police and residents.

Working with their council and community partners, the team secured the use of a local community centre; basketball and football coaches were brought in – with around 50 attendees every night during the Easter holidays. This youth involvement initiative is seen as a stepping stone to a more intensive and detailed development to cover all school holidays, not just on the Broadwater Farm Estate, but in all other parts of the ward.

Community safety surgery in Barnet

Burnt Oak Safer Neighbourhoods Team has been invited to hold a monthly surgery at a local advice centre, after taking part in an event to mark its 25th anniversary.



Two hundred members of the Asian community attended the Sangham Advice Centre where the team were staffing a stand, along with crime reduction officers and the Community Safety Partnership Team. They gave out property-marking kits, Crimestoppers leaflets, and domestic violence and racial awareness safety advice.

Giving young people a chance in Chadwell Heath

A groundbreaking project launched by Chadwell Heath Safer Neighbourhoods Team has resulted in a drop in anti-social behaviour among young people on the Marks Gate Estate. The team, along with residents and councillors, formed the 'Give Us A Chance' youth project – officially opened in November 2004.

The club is now open every Wednesday – with as many as 60 young people getting the chance to play a variety of games such as pool, air hockey and darts; compete on the PlayStation; or take part in karaoke.

Other crime reduction and problem-solving approaches to increasing the safety of our communities

The SCD Crime Reduction and Partnership Team co-ordinates the work of designated crime prevention officers from the other SCD OCUs to develop holistic approaches to tackling criminal networks. The team has run successful

problem-solving exercises in three boroughs tackling guns and gangs, while also providing a training input for officers from Safer Neighbourhoods teams.

The team raised the profile of serious and organised crime by engaging with all 32 Crime and Disorder Reduction Partnerships (CDRPs) in London and encouraging the inclusion of gun crime and illegal drugs in their crime and disorder audits and three-year community safety strategies. The team also developed a support mechanism for 13 SCD Detective Superintendents, tasked with developing an enhanced working relationship with the 13 boroughs and CDRPs most affected by serious and organised crime.

Crime and Disorder Reduction Partnerships – the MPA role

The MPA takes very seriously its duty under the Police Reform Act 2002, which gave police authorities the status of 'responsible authorities' on CDRPs. These partnerships aim to reduce crime and disorder in their boroughs through multi-agency working. The police authority is one of five responsible (co-leadership) authorities on CDRPs, the others being the local authority, the police service, the fire service and the primary care trust. Many other agencies, both statutory and from the voluntary sector, are involved in CDRPs. Most CDRP partners are borough based, so the MPA has brought a unique London-wide input into CDRPs. Within two years we have made our presence on each CDRP valued and welcomed. In 2005/06, we will need to consider the level at which our input is most relevant in view of the emerging role for Local Strategic Partnerships.

The MPA has agreed that the link member role is to be specifically focused on the involvement with the CDRP. In 2004/05, this has resulted in a much higher attendance rate by members at their CDRPs. Attendance rates overall, including staff attendance on members' behalf has hit a 90% target. Further development work is planned for members to assist them with their active participation. Members indicated in a survey that they considered the CDRP work one of the MPA's highest priorities. The direction of police reform towards a greater local determination of policing through CDRPs reinforces this viewpoint.

Regular reports have been received and discussed by the MPA on CDRP work in general and the MPA's role in this. This has fostered a greater scrutiny of the MPS commitment to partnership and on the ways in which the MPA can support and improve MPS involvement. In 2005/06, we will build upon links with the MPS Safer Neighbourhoods and Partnerships teams.

The MPA Chair has continued his rolling programme of visits with CDRPs. This opportunity for CDRPs to have a direct conversation with the police authority has been positively welcomed in every borough. In the last two years almost 50 visits have taken place. The MPA contributed £1.5 million towards local partnership work. We provide each CDRP with £50,000 to use towards partnership projects in a flexible way. No other central funding scheme operates as flexibly. It has enabled CDRPs to achieve crime reduction objectives that may not have otherwise been possible. We are continuing this funding in 2005/06 under the same framework.

In 2004/05, CDRPs have been actively developing crime and disorder reduction audits and strategies, in addition to prolific offender strategies, anti-social behaviour strategies, target setting and inputting into drugs and licensing strategies. At every opportunity, we have advised CDRPs on the development of these, promoting a greater level of consistency across London on aspects such as Safer Neighbourhoods and community engagement.

The MPA has also fed CDRP issues and performance to a London-wide level. For example, we have been active partners contributing to and informing the London Anti-Social Behaviour Strategy, work of the Youth Justice Board, an Anti-Social Behaviour Order training package for practitioners, Safer Neighbourhoods, the BME Cracking Crime Board and Crime and Disorder Plus Steering Group. We have also participated in good-practice conferences and working groups dealing with street crime, violent crime, gun crime, transport crime and drugs. In 2005/06, we plan to host a best-practice fair to celebrate CDRP successes and good practice across the whole of the capital. We have worked closely with the Mayor's Office, Government Office for London and other pan-London partners and will continue to work on the exchange of good practice. We also seek to make the MPA website a central resource for access to information on CDRPs in London.

The MPA has therefore established itself as a key resource both at a local level as well as the pan-London level. This has been achieved with a small team of officers whose support for members and to CDRPs/partner agencies has led to a further growth of two support officers to meet demand.

Community engagement

Effective community engagement is a priority for the MPA in all areas of its work. Strengthening the role of communities in setting local police priorities and giving people more influence over operational, tactical and strategic issues is at the heart of its reform agenda.

The MPA is implementing community engagement strategies, policies and monitoring arrangements by which the MPS engages with local communities in the delivery of local policing services and building safer neighbourhoods. In considering its community engagement strategies, the MPA ensures that it engages with and reflects the views of London's diverse communities. It also reviews the results of community engagement undertaken to inform the *Policing Plan* that sets the policing priorities.

Closely linked to this aim is its determination to work with the MPS to achieve cultural change throughout the service to ensure that everyone in London, including black and minority ethnic communities, can gain and retain confidence in policing.

One of the most important challenges for the MPS is how the policing needs of London's diverse population can be met and their differences taken into account effectively. The agenda for citizen-focused policing calls for a much sharper focus on connecting the delivery of policing with the real involvement and requirements of Londoners. One of the processes through which this will be achieved is community engagement. The MPA's community engagement strategy recognises a variety of approaches at the strategic level (service-wide, pan-London), the operational level (borough level), and community level (neighbourhood and ward level) and these need to be developed and implemented so as to empower residents to express their views and influence how their particular policing needs are met.

The community engagement strategy also recognises and supports two distinct strands to successful community-police engagement. The first is the willingness of communities to get involved; the second, a police service willing and able to involve and be influenced by the viewpoints of Londoners.

On the one hand, the MPA will consider and ensure effective ways are in place to increase Londoners' awareness and understanding of policing issues. It will also support the capacity and willingness of individuals and communities to work collectively to shape and strengthen the civic governance of policing in London.

On the other hand, it is the MPA's responsibility to ensure that the MPS actually does engage Londoners in an open and constructive way. A prime governance responsibility of the MPA is to hold the MPS to account for delivering a community engagement programme which is fully integrated and mainstreamed throughout the MPS. Through its responsibilities for monitoring, for scrutiny, and

promoting best practice, the MPA will seek to improve the MPS approach to community engagement.

Setting policing priorities

An important component of informing its decision-making process is the MPA's statutory duty to 'obtain the views of the public about policing'. This is particularly critical in the annual police priority and planning process.

In complementing the community intelligence gathered by the MPS, particular attention over the last year was paid to obtaining the viewpoints of Londoners from as many different sources as possible. This included drawing on the results of consultation undertaken by other agencies and institutions such as the Greater London Authority, Association of London Government, local authorities and community-police consultative groups. It also included drawing on the findings of other relevant recent studies and reports and included consultation feedback from the first event with the MPA's newly established Safer London Panel, a 3,000-member citizens' panel which is demographically representative of London's population.

Key themes emerging from all these discussions – and that Londoners continue to demand – are greater police visibility, more efforts on preventative approaches to crime, better communication and information, and more effective partnerships and working with other agencies. Another overarching theme emerging from these consultations that the Community Engagement Committee considered particularly important is the demand for greater local community-police interaction and accountability. Londoners want a much greater emphasis on a more accountable, 'diversified' and 'localised' planning process.

In wishing to add value to existing local consultative arrangements, and to complement and build on current initiatives such as Safer Neighbourhoods, the MPA has been developing and testing a borough-based model of Community Safety Boards (CSBs). CSBs are inclusive and representative of the local population, particularly those groups that interact with police in disproportionate numbers. The intention is to increase the capacity of community members not only to be informed of local crime and disorder activity, but also, in a more proactive way, to monitor and actively influence local police decision making, plans and priorities. That is why the CSBs have a seat at the table of the CDRPs. A number of boroughs have already expressed interest in this approach and some of London's existing Community-Police Consultative Groups are looking to adapt and restructure themselves along the lines of a CSB. They already exist in Hammersmith and Fulham, and Islington.

Supporting safer communities by reducing public order abstractions



The Public Order OCU has 'managed' more than 5,000 events over the past year. This involved planning the larger events and finding resources (nearly 123,000 PCs) to ensure the events went smoothly. Some of the more notable events were: the Notting Hill Carnival, New Year's celebrations, May Day demonstration, the repatriation of the Guantanamo Bay detainees, football fans travelling to and from the UEFA European Championships Euro 2004 competition in Portugal, the celebration to mark the 175th anniversary of the MPS, the Formula 1 event in Regent Street, the Fathers for Justice (Batman and Robin) incident at Buckingham Palace, mutual aid to Sussex Police for the Labour Party Conference, the passage of the Countryside Bill through Parliament, the British Olympic parade, the demonstrations at the Ukrainian Embassy following the elections and also the Korean state visit.

In planning the above, the focus is to support boroughs to ensure that only the minimum demand necessary is made for the provision of public order aid. In this way we can ensure that boroughs have the best possible opportunity to concentrate on delivering MPS priorities. The target for 2004/05 was to reduce aid abstractions from boroughs by 5%. We have surpassed this, reducing abstractions by 15% – saving 22,660 constable days, which is the equivalent of nearly 108 full-time officers. In addition, the aim of sourcing 2.5% (3,500 officer days) of aid from non-borough OCUs (excluding the Territorial Support Group (TSG)) was achieved.

The provision of bases for Safer Neighbourhoods teams

Property Services is in the process of fitting out both police and non-police premises for Safer Neighbourhoods

teams. South Norwood, Bow Road, Ealing, Rotherhithe and Hampstead police stations have all benefited from upgraded accommodation to house such teams. Improvements are also in the process of being made in a further nine stations, including Lavender Hill, Worcester Park and Shepherd's Bush.

With many police stations being full to capacity or not in the right location to service local communities, plans have been drawn up between Property Services, boroughs and partner agencies to acquire new premises for Safer Neighbourhoods teams. This has resulted in the following being acquired: a disused school caretaker's house (Harrow); an old library (Barking); and rooms in ExCel exhibition centre (Newham). A closed shop in Lambeth is soon to be the home of the local Safer Neighbourhoods team, as is a former house in the Royal London Hospital in Tower Hamlets.

Further innovative ways of accommodating Safer Neighbourhoods teams in local communities are also being considered, such as the groundbreaking partnership between the MPS, the Co-operative Group, Greenwich Council and the South Greenwich Regeneration Agency, where the team's base is inside a Co-op store. This development, the first of its kind, has provided the team office space and storage, plus a garage for their motor and pedal bikes, right in the heart of the community.

Overall in 2004/05, 70 sites for 102 Safer Neighbourhoods teams were provided.

Automatic number plate recognition (ANPR) – denying criminals use of the road

The Traffic OCU ANPR Unit currently operates five mobile teams, each equipped with an ANPR van, deployed every day across London. The use of this technology has had a significant impact on tackling criminality in London since its first use almost two years ago. It has been deployed across the MPS to support operations in TP, SO, and SCD, with significant results to date. Use of the ANPR teams in this way led to 2,632 persons being arrested between 1 April 2004 and 31 March 2005, of which:

- 275 were arrested for robbery or theft
- 333 were arrested for auto crime
- 229 were arrested for drug-related offences
- 300 were wanted on warrant
- 516 were arrested for other crimes
- 414 were arrested for driving offences

This led to the recovery of 195 stolen vehicles, with an estimated value of £1.9 million, and the seizure of drugs with an estimated street value of £171,790.

The case studies below highlight some of the successes of ANPR in addressing serious crime:

- During the course of a national ANPR day, a person wanted for drug-related murders committed with firearms in north London was arrested. The same person was found to have a substantial quantity of drugs when his home address was searched as well as body armour and passports. The arrested man was on the UK's most wanted list.
- An ANPR Intercept Team was called to assist in tracing a vehicle connected to a murder enquiry in west London. Within 30 minutes of arriving, the vehicle had been seen, stopped and the occupants arrested.
- A vehicle was stopped for no vehicle excise tax and found to be displaying a false tax disc. Closer examination of the vehicle revealed it also had false number plates which had been stolen a year previously. The vehicle had also been used in an attempted abduction of a 14-year-old girl.



ANPR units in action

Distraction burglary falls by more than a quarter

Distraction burglary is a type of burglary where the offender uses a trick to gain entry into the premises, rather than by forcing an entry or sneaking in. The most common guise adopted is that of an official, e.g. an employee of a utility company or a council worker, police officer or other official. Offenders also pose as canvassers or door-to-door sales people. This offence tends to affect one of the most vulnerable sections of our community – the elderly – a Home Office study showed the average age of victims to be 78.

TP Crime Command, working together with boroughs, has undertaken a number of successful operations against this relatively small number of career criminals, which has resulted in a fall in distraction burglary offences by 26% when compared with the previous year. Various initiatives, including specially prepared witness albums and the innovative use of Anti-Social Behaviour Orders (ASBOs), together with greater intelligence sharing both within and outside the MPS (including national initiatives such as Operation Liberal) have contributed to this fall.

Wandsworth initiative

A multi-agency team was organised by the London Borough of Wandsworth to try to tackle the problem of distraction burglary in the borough. The MPS and Home Office, together with Wandsworth Age Concern, Victim Support Services, Trading Standards, Warden Services,

Community Safety, Crime Prevention and several other agencies, were all represented. The MPS provided a detailed assessment of the crime both locally and across London, and the Crime Prevention and Victim Support agencies were able to suggest the best methods of tackling such crimes. The council secured funding from a variety of sources to pay for an information campaign and for a large quantity of the recommended security devices. The other agencies then delivered these items directly to the various communities.

Such was the success of this initiative that the Home Office is considering funding a pan-London seminar on distraction burglary, hosted by Wandsworth Council.

Operation Callington

A female distraction burglar was posing as a social worker in order to gain entry to the homes of her elderly victims. An intelligence package was developed by the TP Intelligence Unit and a suspect was identified. TP Crime Command mounted an operation to monitor the movements of the suspect and she was arrested after being directly linked to several crimes. She was later found guilty on four counts of burglary and was sentenced to five years in prison.



A PCSO distributes crime prevention advice to local residents

Innovative use of ASBOs

After his capture, a prolific burglar admitted to several hundred other distraction burglaries. He was sentenced to seven years' imprisonment but, more significantly, was also issued with an ASBO. This will come into force upon his release from prison and prevents him from calling on any residential premises without the prior permission of the occupier. Interest has been shown in applying this ASBO to other distraction burglars and it is hoped that this could be made a standard practice for this type of crime.

Crime prevention

A recent survey has confirmed that every London CDRP has an active preventative strategy for distraction burglary.

All involve the promotion of preventative messages utilising a wide range of local authority departments, volunteers and charities who have regular dealings with older people. Physical security fitting schemes to combat distraction burglary are funded in every London borough. This comprehensive preventative partnership activity across London, coupled with equally professional activity in the intelligence gathering and arrest fields, has led to the MPS's success, which stands out positively in a national context.

Traffic OCU – making London's roads safer

The Traffic OCU works to make London's roads safer by reducing the number of road traffic collisions resulting in adults or children being killed or seriously injured and by dealing with criminals using the road network. Since 2001, the MPS has achieved a 39% reduction in its overall casualty figures. Between April and December 2004 this downward trend continued, with an overall reduction of 9.9% in the number of casualties and an 18.5% reduction in the number of fatalities, compared with the previous year. The other main responsibilities of the OCU are preventing and investigating road traffic collisions, maintaining traffic flow and enforcing traffic legislation. London is one of the world's busiest cities, with an estimated 60 million vehicle miles travelled over the 9,140 miles of road in the capital every day.

Apart from the main responsibilities, the Traffic OCU is always present at all major public events as well as playing a large part in the high-visibility options for preventing and deterring terrorist attacks. It is estimated that as many as 40% of traffic offenders have a criminal history, and by regularly stopping vehicles, officers from the Traffic OCU are involved in arresting suspects for offences such as robbery, theft and drug dealing.

The MPS has been set a target by the Government and the Mayor of London to 'reduce London's road casualties by 40% by the year 2010'. A key initiative in support of this target is the BikeSafe programme, which has been developed in partnership with the City of London Police and Transport for London (TfL).

The programme invites motorcyclists, moped and scooter riders to participate in Rider Skills Days that offer assessment on present skills, and advice to help make their riding in London safer and more enjoyable. As well as professional riding techniques, topics covered include the system of motorcycle control, accident causation factors and first aid. The Rider Skills Days are run during the week and at weekends, by highly qualified police motorcyclists passing on their wealth of knowledge

and experience in a friendly and informal manner. Details of the BikeSafe programme can be found at www.bikesafe-london.co.uk

Implementation of Recommendation 61 of the Stephen Lawrence Inquiry Report – stop and account

Recommendation 61 (R61) stipulated that in addition to stops and searches, stops *must* also be recorded by police officers. The record should include the reason, outcome and self-defined ethnicity of the person stopped and a copy should be given to the individual.

During the summer of 2004, the MPA worked proactively to inform people in the capital about the London-wide launch of R61 in November. A committee was established which included stakeholders, partners, police and community representatives to ensure that the Authority's approach was appropriate and inclusive.

An external marketing campaign centred around an advertising trailer branded with national 'R61 Know Your Rights' imagery from the Association of Police Authorities (APA). Community events and suitable venues were identified by the MPA at which the trailer appeared, staffed by MPA employees who briefed the public and handed out APA information leaflets. The trailer was also sited outside New Scotland Yard, during a conference about R61 for MPS borough commanders, to encourage its use in the boroughs. The outstanding success of the trailer led to British Transport Police using it at several rail and tube stations throughout London, and additionally it was taken by the Authority to the APA annual conference in Brighton to encourage use by other police constabularies when R61 was rolled out nationwide in April 2005.

APA leaflets and accompanying posters were distributed to all 364 local libraries in London and other community organisations, while the MPS Directorate of Public Affairs devised a London-specific campaign and disseminated these posters and postcards to clubs and social venues. The Authority also dedicated a specific page to R61, its implications for Londoners and our communities, on its website.

R61 was launched across all London boroughs in November 2004, six months before any other police service. A film made by Lambeth Youth Council, which featured young people talking about police stops, was shown at the launch. This film was later used by other constabularies to launch R61 nationally.

The MPA recommended that a local monitoring group be established in each borough, comprising community representatives and the local MPS lead officer, to scrutinise use of stop and account and stop and search. At the same time, a panel of MPA members continues to review the implementation of the recommendations of the Authority's *Scrutiny of MPS Stop and Search Practice*.



Launch of Recommendation 61

During the past year, over 17,000 police officers, Special Constables and PCSOs have completed the nationally developed Recommendation 61 – Stop and Account training. This training is designed to achieve the following:

- People who have been stopped and searched feel that they were treated appropriately during the encounter and that the quality of the interaction and communication was high.
- Disproportionality in police use of stop and search will be reduced by better understanding the reasons for disproportionality occurring, improved monitoring and addressing areas of concern.
- Police officers have increased confidence in their use of the power and that they are using it appropriately.
- The MPS communicates more effectively with and is more accountable to communities in its use of stop and search.
- The MPS is able to demonstrate its increasing effectiveness in the use of the tactic to tackle crime and disorder.
- The tactic is seen by communities to be effective.

Development of a corporate monitoring mechanism is continuing, together with initiatives such as local community monitoring groups and the use of mobile phone texting as a means of receiving feedback from those stopped.

Territorial Policing Modernising Operations will continue to work closely with the MPA and boroughs to ensure that the use of stop and search retains the confidence of Londoners.

Objective: To reduce the level of robbery compared with 2003/04

Robbery offences fell by 4% and the MPS achieved a detection rate of 15.5% during 2004/05.

The robbery target was delivered as part of the Safer Streets initiative which has an annual strategy, working within the context of the three-year Street Crime Initiative. Groups were formed at borough level where partners from health, probation, education, housing, Social Services, youth offending groups and Community Safety Units met with police on a regular basis to progress mutually agreed local street crime reduction strategies. This enabled a joined-up approach which resulted in better intelligence, more effective multi-agency prevention initiatives and focused enforcement activity. The robbery performance of all boroughs is closely monitored on a weekly basis, with performance being assessed, good practice circulated and minimum standards of investigation set and monitored.

The strategy adopted by the MPS over the past year has been to allocate the Home Office funding, available to support the 11% robbery reduction target, into three strands: the Robbery Task Force, the allocation of quarterly funding to boroughs for street crime initiatives and a retained contingency budget for Safer Streets initiatives to address robbery crime trends that arise in the current performance year.



Use of search arch to detect knives and other concealed weapons

Robbery Task Force

The Robbery Task Force comprises police officers posted to the London boroughs of Lambeth (44 officers), Hackney (44 officers) and Newham (24 officers). These officers only undertake robbery initiatives and have been fundamental in achieving robbery reductions in the boroughs they are currently supporting. The officers on the Task Force have arrested over 1,000 people since April 2004, which includes 150 arrests for robbery. The officers utilise investigation, prevention and enforcement tactics against robbery, such as:

- home visits on street crime offenders to enforce court curfew restrictions;
- high-visibility policing in areas of significant crime;
- fast response to instances of street crime allowing rapid victim debriefs and suspect identification;
- patrols by covert officers in hot-spot areas;
- intelligent use of CCTV in prolific crime areas;
- cycle patrols in difficult to reach areas such as housing estates and parks;
- disruption of crime generators such as execution of search warrants at crack houses; and
- targeting of persons and premises involved in the disposal of the proceeds of street crime.

Borough quarterly allocations

Boroughs are allocated, in advance of each quarter, a sum of money for pre-planned robbery initiatives. The level of funding is determined by a formula related to the level of robbery that historically has occurred in the borough. The money has been the bedrock of funding that has enabled the boroughs to produce effective robbery strategies which have continued the downward trend of robbery offences. The money has been used to fund the following initiatives:

- The deployment of officers at traditional robbery hot spots, in uniform and plain clothes, for extended periods during the late afternoon and evening when most robbery offences occur.
- Targeted patrolling of transport links to frustrate criminals travelling to robbery hot-spot areas.
- Partnership operations, in company with revenue protection officers, which have achieved a significant number of arrests, together with the added benefit of frustrating and disrupting offenders.
- Use of covert cameras and video equipment to achieve best evidence on the occasion of an offence.

Safer Streets retained funding

This money is used to enable boroughs to submit bids to fund initiatives addressing specific problems that have arisen in relation to the occurrence of robbery offences in their borough. The bids are based upon current intelligence reports and crime problem profiles assessments. Once the operation has taken place, the results are assessed against the individual operational objectives and the success of the deployment in crime reduction terms is determined. Some examples of the kind of initiatives funded from this contingency funding are provided below:

Operation Garm

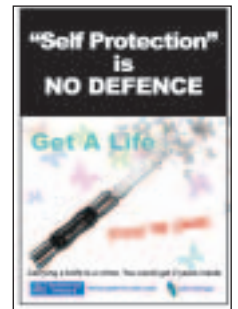
This was a three-week initiative, which involved the deployment of the TSG into four identified robbery hot spots located within Tower Hamlets. A combination of overt and covert tactics were utilised, resulting in 62 arrests for street crime and other offences. The initiative not only reduced the incidence of robbery in the area, but also increased the number of judicial disposals for street crime. Additionally, the officers involved in this operation closed down a crack house and arrested a suspect in connection with an armed robbery that occurred in the vicinity of the initiative.

Operation Lewark

An emerging robbery trend was identified on the borders of Lewisham and Southwark and, as a consequence, an operation was implemented to tackle the problem. This significant operation lasted for two weeks and resulted in 198 arrests for robbery, theft and public order offences.

Operation Allez

This was an operation that was conducted against the owner of a mobile phone shop who was suspected of unblocking and purchasing mobile phones stolen through robbery offences. The MPS was supported by the mobile phone industry during this operation, and a substantial amount of property was recovered including 100 mobile phones, together with computer equipment that had been used for reprogramming the phones.



Operation Blunt anti-knife poster



Operation Narrowboat

This initiative relates to the specific deployment of police recruits at training school to selected boroughs during their initial training. This has the effect of exposing them to their future policing environment and assists their ongoing development. These deployments have also been used to support the policing of MPS robbery hot spots. In Islington Borough, such a deployment resulted in no robbery offences being committed in a hot-spot area for the duration of the initiative.

Operation Challenger

The MPS launched a two-month robbery crackdown to further drive down robberies across London, which concentrated on six boroughs with higher robbery figures. The operation focused on disrupting the current robbery offending through intensified patrolling in hot-spot areas, and the deployment of specialist robbery cars. This activity was focused on the boroughs of Lambeth, Southwark, Hackney, Brent, Lewisham and Tower Hamlets.

Objective: To improve our contribution to the criminal justice system



A total of 21.1% of total notifiable offences were detected in 2004/05, against the target figure of 20%.

Of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions, 68% were satisfied with the overall service they received from the MPS.

Operation Emerald, a partnership between the MPS and the Crown Prosecution Service (CPS) London, was launched to deliver the three main building blocks of a national reform programme to ensure a 'right first time'

approach by the criminal justice agencies, and act as an integral part of the Government's Criminal Case Management Programme.

Increase in offences brought to justice

The target for the number of offences brought to justice (OBTJ) for 2004/05 was set at 138,373 (an increase of 13% on the figure for 2001/02). This target has not only been met, but has been exceeded, with 149,731 OBTJ by March 2005. Part of this success has been due to an increasing number of Penalty Notices for Disorder (PNDs) having been issued, peaking at over 1,000 a month in November 2004.

Ineffective trials reduced

The aim of the Effective Trial Management Programme is to introduce changes to the criminal justice process by improving case preparation and progression, so as to reduce the level of ineffective trials and thereby improve the service provided to victims and witnesses.

The target for 2004/05 for reducing ineffective trials in the London magistrates' courts, which was set at 30% of all listed trials, has been achieved. During the last three months of the year (January–March 2005) the average rate was 27.7%.

The target for reducing ineffective trials in London Crown courts for 2004/05 was set at 20% of all listed trials; this has been consistently achieved, with February 2005 standing below 15%.

Case Progression Units

Case Progression Units (CPUs) have been introduced in all boroughs to provide enhanced support, supervision and quality control, primarily to officers on response teams who make volume crime arrests. CPU supervisors or 'gatekeepers' ensure that case papers are complete and correct prior to appearance at court thus ensuring that fewer trials become ineffective. So far 591 sergeants have been trained across the MPS in the 'gatekeeper' role and training has commenced for those supervising the completion of CID case papers.

Better quality case files have increased the likelihood of the CPS supporting the prosecution of cases that may previously have been rejected. CPUs are freeing up police officer time and are allowing more officers to spend time on the beat.

Statutory charging – lawyers at the point of charge

The introduction of Charging Centres in the autumn of 2003 and the successful migration to the National Statutory Charging Scheme on 1 November 2004 has

meant that timely, on-the-spot advice from CPS duty prosecutors has allowed the MPS to build stronger cases against offenders. Advice is given to CPUs to ensure that there is sufficient evidence in place before a person is charged and that, if a subject has been 'bailed to return', the evidence being gathered is of the required standard.

Additionally, the introduction of CPS Direct has allowed access to real-time professional legal advice from the CPS by telephone.

Sanction detections*

Detection rates have improved from 12.7% (April 2004) to 14.7% (March 2005). This rise is a result of several strands of work that were developed by the Sanction Detection Team to improve our detection rates. These include crime corporate priority-themed performance reviews, as well as new procedures for crime screening, revisions to the crime desk manual and the introduction of minimum standards for the primary investigation of crime. In addition, some 2,300 sergeants have received training aimed at improving detections through effective leadership and supervision.

In this case the MPS training package and certain documentation has now been adopted by the Home Office as identified 'best practice in leadership training' and will be used for delivery of training at a national level.

* A sanction detection occurs where a person has been charged with an offence, received a summons or a caution (including for simple possession of cannabis dealt with in accordance with ACPO guidelines), has an offence taken into consideration by the court or has been issued with a PND.

Improving witness care

During 2004, Witness Care Units (WCUs) were established in every borough in the MPS. They were set up to deliver excellent victim and witness care, and they currently support victims and witnesses from the point where a defendant has been charged with an offence.

Victims and witnesses have a single point of contact where they are regularly kept informed of the progress of their cases, this results in them remaining engaged with the process and are more likely to attend court.

Operation Emerald is currently in the process of ensuring that our WCUs meet the national No Witness, No Justice Project requirements. All staff in these units have been trained to the national standard and co-location with CPS staff has begun, with the first site 'going live' in March 2005.

Independent Custody Visiting Panels

Each year the MPA Community Engagement Team allocates a budget to Independent Custody Visiting Panels (ICVPs), to enable community volunteers to visit those in custody in local police stations. The purpose of the ICVPs is to strengthen public confidence in procedures at police stations.

The MPA pays tribute to the work of the 500 volunteers who make up the ICV service in London. At a time when there are growing pressures on the use of cells, the role that visitors play is a vital one. During this year, the MPA commissioned an independent review of the service, to ensure that the MPA is fulfilling its statutory duties. The review made a number of far-reaching recommendations to strengthen the service and support the volunteers more effectively. These were discussed at the first ever London-wide conference of ICVs in February, and the MPA is now taking forward a programme of work in partnership with the visitors.

Introduction of Emerald Warrants Management System (EWMS)

The EWMS was introduced in November 2004, with the intention of improving the management and execution of arrest warrants across the MPS and replaced numerous systems currently in use with a single, corporate, computer-based solution.

Police officers and warrant clerks are now able to use a single system, accessed through their corporate workstation, for information on all outstanding MPS Fail to Appear Warrants, Suspect Wanted Dockets and ASBOs. The system produces an accurate record of the number of warrants awaiting execution across the MPS and is used to manage warrants within individual units.

The period between December 2004 and March 2005 saw the MPS reduce the number of Fail to Appear/Bench Warrants by 13.6%, down to a total of 13,695 warrants held. Since the introduction of the new system, 8,000 warrants have been executed and 2,500 requested to be withdrawn.

Getting defendants into court

Operation Halifax IV was the MPS contribution to the nationwide Operation Turn-Up; it commenced on 17 January and ran until 28 February 2005. The principal aim was to reduce the number of outstanding Fail to Appear Warrants. The operation resulted in 1,877 people being charged with failing to appear, together with a further 340 charges for offences that came to light when people were arrested.

Objective: To recognise and respond appropriately to the differential impact of crime on people, taking into account their race, gender, sexual orientation, faith, age or disability

The detection rate for racist offences rose to 34.5%, against the target figure of 26% for 2004/05.

The 2004/05 performance target for domestic violence was a detection rate of 35%. The MPS achieved this and significantly exceeded it at 55.1%.

While the major external focus of attention over the past year was on the outcome of the Morris Inquiry, which is described later in this report, the Diversity Directorate has been engaged in a whole series of initiatives to improve the service that our diverse communities receive from the MPS, and also to improve the opportunities for those members of its staff from those communities. Some of these initiatives are listed below:

- The Faith Team of the Diversity Directorate supported the performance of *Then they came for me*, a powerful drama regarding intolerance towards Jews, based upon real Second World War experiences during the Holocaust.
- The Palace of Westminster OCU was the focus for the policing operation for the Holocaust Memorial Day event. The contribution and commitment of staff ensured that all aspects of security regarding the receiving of guests, and particularly the orchestration of bringing Holocaust survivors from St James's Palace to Westminster Hall, occurred in a timely and efficient manner. An excellent working relationship was established with the Home Office, which meant that the needs of the elderly and frail survivors were accommodated, which was greatly appreciated by those present on the day. Those who attended the Westminster Hall Commemoration praised the police for their professionalism and helpfulness. Letters of thanks were subsequently received from the Parliamentary Under Secretary of State, the Home Secretary, the Speaker of the House, the BBC, and the Yeoman Usher of the Black Rod.
- A joint research project between senior consultants in the Diversity Directorate and the Institute for Jewish Policy Research is due to be published at the end of June 2005. This research used MPS information on reported anti-Semitic incidents to



Operation Athena Sport logo

theorise about the social context and potential motivations behind these incidents. The findings were used by the MPS to respond to concerns raised by the Community Security Trust about the rise in anti-Semitic incidents they recorded in London during 2004.

- The Events and Income Development Unit of the Resources Directorate organised three public events during the year:
 - The first Anti-Islamophobia Road Show, which took place on 17 November in Tower Hamlets. The main objectives were to encourage the reporting of Islamophobic incidents and improve the trust and confidence of Muslim communities in the Police.
 - A Forced Marriage Conference held at Kensington Town Hall on 16 February 2005 for 240 delegates received considerable press coverage, including TV and radio locally, nationally and internationally.
 - The 2005 International Women's Day – 250 delegates attended from the MPS, British Transport Police, City of London Police and the general public.
- Tens of thousands of Football Association/MPS England football posters were distributed to schools across the country during the UEFA European Championships Euro 2004 competition, endorsing the 'Report Racism' Hotline. Following on from this success, the Athena Sport team have secured the support of England Rugby 2005 for events this year. This project similarly endorses anti-racist awareness through new 'Show Racism the Red Card' colour posters of the England rugby union team, now being distributed to schools and rugby clubs.
- Much effort has been put into dealing with community issues concerning Gypsies and Travellers, with the creation of the Gypsy and Traveller Advisory Group, involvement with key London and national Gypsy and Traveller groups and providing expertise and advice to boroughs policing Gypsy and Traveller sites. The MPS has recently been acknowledged as setting best practice, country-wide, for its innovative and proactive approach in dealing with Gypsy and Traveller issues.
- The Central Team is developing a process to allow online reporting of all hate crime to ensure that there are as many avenues open for reporting these incidents as possible. This should be launched in late summer 2005.
- Another avenue to encourage reporting is the adoption of the True Vision third-party reporting pack for race, faith and sexual orientation offences. These will be available from June 2005.

Race Hate Crime Forum

The London-wide Race Hate Crime Forum, a multi-agency body chaired and run by the MPA, is making a significant contribution towards making London safer for all its

diverse residents, visitors and commuters, by reducing hate-motivated crime and the fear of hate crime. Through working in partnership with all the appropriate agencies that can make a difference, our aim is to establish a more tolerant and just society for all.

During the past year the Forum, with its member organisations, has engaged in a series of high-profile meetings with borough commanders, chief executives and others, to prioritise the London boroughs that have the highest levels of recorded race hate crimes. The purpose of these meetings was to scrutinise local practices, procedures and policies to ascertain whether these processes are effective in dealing with incidents of racial harassment. Some of the key achievements of the Forum include:

- engagement with six of the eight 'priority' boroughs through the formal Forum process;
- contribution and interventions made in relation to the development of the MPS hate crime standard operational procedures; and
- positive impact on long-standing cases of racial harassment.

The MPS has recognised the importance and the impact that racial harassment, in its many forms, can inflict on individuals and the wider community. Consequently, the MPS has placed a higher level of importance on investigating and charging those who commit racially motivated offences and increased its targets for dealing with those who perpetuate such crimes.

Racial and Violent Crime Task Force

The Racial and Violent Crime Task Force, which is part of Territorial Policing, has undertaken a number of proactive operations during 2004/05 in support of the corporate objective. Some examples include:

Operation Orion

The subject of this operation was a domestic violence offender who was suspected of supplying Class A drugs.

As a result of an extensive operation, the subject was arrested in possession of a kilo of cocaine. As a result of intelligence uncovered during the operation, a number of other arrests were made for drug supply and money laundering offences. Additionally, two cannabis hydroponics factories were found as well as a quantity of other drugs.

The subject of this operation was subsequently sentenced to nine years' imprisonment, and members of his family

were convicted of money laundering offences. The Asset Recovery Team have seized property including houses, cars and other goods.

Operation Nemo

The subject of this operation was a violent and dangerous offender responsible for several serious racially aggravated assaults. He was also suspected of involvement in the supply of Class A drugs.

As a result of an extensive operation, the subject and two associates were arrested and a quantity of cocaine and cannabis was recovered, along with drug paraphernalia and ammunition.

Operation Vanadium

The subject of this operation was a domestic violence offender suspected to be involved in the supply of Class A drugs.

As the result of a proactive operation, five people have been arrested. Four of the suspects, including the main subject of the operation, have been charged with conspiracy to supply Class A drugs. Over two kilos of cocaine and a firearm have also been recovered.

The MPS response to domestic violence



Domestic violence message on a beer mat

Domestic violence is a crime that cuts across all social, cultural and religious boundaries. It has devastating and far-reaching consequences for victims, their families (75% of children on the

Social Services Child Protection Register are resident in domestic violence households) and the wider community. There were 110,658 reported incidents of domestic violence to police in London during 2004/05.

Domestic violence is a priority for the MPS as 20% of murders in London are domestic violence related; it accounts for 24% of all violent incidents and has the highest level of repeat victimisation.

In the late 1990s, dedicated teams (Community Safety Units) staffed by specially trained officers were established in every borough to investigate allegations, support victims and their families and to hold perpetrators accountable. In addition, a central unit was established to drive forward strategy and policy to ensure a multi-agency response. The MPS Domestic Violence Strategy, *Enough is*

Enough, was published, its principal aims being supporting victims and holding perpetrators accountable within a multi-agency context. Guidelines were published setting out the minimum standards of investigation that were expected from all MPS staff.

The MPS is not complacent in its response to domestic violence and will continue to strive to improve performance and service delivery to victims. A new Domestic Violence Strategy, Policy and Standard Operating Procedures was published in November 2004. It reflects a more offender-focused approach, building on the positive action message of *Enough is Enough* to include targeting prolific domestic violence offenders and identifying and pursuing them for other areas of criminality they may be involved in.

Research by the MPS shows that over half of domestic violence serious assault offenders are involved in other serious criminality. Criminal intelligence is used to identify serious and prolific offenders, with 80% of the TP Crime Proactive Task Force operations focused on domestic violence offenders.

In 2003/04, there were 41 domestic violence homicides, while in 2004/05 the figure was 29.



Domestic violence poster at a London Underground station

The following is a summary of recent MPS achievements and ongoing work in tackling domestic violence:

- **Implementation of a domestic violence risk assessment model and initial reporting form**

This will improve victim safety by identifying those at particular risk and in need of positive intervention. The products have been successfully piloted in two boroughs, both of which showed a significant improvement in performance.

As part of the pilot scheme, senior consultants in the Diversity Directorate conducted an evaluation of the initial reporting form. This evaluation made a significant

contribution to the pilot, which has had a positive impact on the quality of the initial investigations conducted by front-line staff.

- **MPS/CPS domestic violence Service Level Agreement**

An agreement between the MPS and the London CPS on how to bring perpetrators to justice. Its aim is to provide victims of domestic violence with a service from the criminal justice system that will ensure their safety and assist in bringing perpetrators to justice.

- **Integrated/specialist domestic violence courts**

This project is being piloted at West London and Croydon magistrates' courts. Its aim is to integrate the working of civil and criminal courts to provide a two-pronged approach: supporting and enabling victims of domestic violence in parallel with addressing perpetrator behaviour.

- **Multi-agency domestic violence murder reviews**

Set up by the MPS to establish the antecedents to domestic homicide. Multi-agency reviews of domestic murders are carried out to see if there are any lessons to be learnt from the case about the way in which local agencies and professionals work together to safeguard victims. Analysis from these reviews has been used to design the new MPS risk assessment process. Risk assessment will help police, partner agencies and victims make decisions and interventions that will give greater protection to victims and their families.

- **Advocacy and crisis intervention workers**

Specially trained non-police staff working within Community Safety Units to deliver enhanced victim care. These staff are located in approximately half of all CSUs.

- **Forced Marriage Project**

Since 2001, the MPS Forced Marriage Project Team has been at the forefront of strategic and operational initiatives to address the issue of forced marriage. The team hold the ACPO lead, and have developed and implemented multi-agency strategies across the MPS, UK and internationally.



Poster from the domestic violence media campaign

- **Media campaigns**

The MPS ran a radio and poster campaign 'Your partner's silence will no longer protect you' which

targets offenders and indicates the ability of the police to take action without the support of victims. This was the first police campaign in the world to focus on offenders, and resulted in the MPS being finalists in the National Chartered Institute of Public Relations (CIPR) Advertising awards. This was followed in March 2005 with the campaign 'There are no safe houses for men who commit domestic violence'. This specifically targeted male offenders who make up 85% of offenders in crimes reported to police. It again reinforced the ability of police to proceed with a case despite a victim withdrawing support.

- **Met-wide arrest day**

The MPS has undertaken a series of co-ordinated arrest days across London against domestic violence offenders. These arrest days were undertaken in December 2004 and March 2005, and resulted in 202 and 224 arrests respectively.

- **Self-reporting schemes and third-party reporting sites**

Most boroughs have third-party sites or self-reporting schemes allowing victims to report domestic violence to police, but without having to go to a police station, or to report on an anonymous basis.

- **Domestic violence training to MPS staff**

Training has been delivered to specialist CSU officers, front-line officers up to inspector rank, Information Room staff, station reception officers, police recruits and probationary constables.

- **Domestic Violence, Crime and Victims Act 2004**

This new piece of legislation provides significant new powers against domestic violence. In July 2005, common assault and breach of non-molestation orders will become arrestable offences, further assisting police to take positive and immediate action against offenders.

- **Project Umbra**

Project Umbra is a response to the recognition of the pervasive effects of domestic violence on society and the need for an inter-agency response across London. The project aims to improve service delivery across all sectors involved in domestic violence by co-ordinating a range of options available to both victims and perpetrators.

Project Sapphire – improving rape investigation and victim care

Project Sapphire was set up in 2001 to improve rape investigation and victim care in the MPS. The project team

works closely with a number of other agencies that have an interest in rape offences. These include the Home Office, ACPO, Her Majesty's Inspectorate of Constabulary (HMIC), the CPS, academic researchers, the Independent Advisory Group for Sexual Offences and other law enforcement agencies in the UK, Europe and world-wide.

Project Sapphire has increased victim care and improved the investigation of rape allegations, and has facilitated the introduction of dedicated Sapphire teams in all of the boroughs during the past year.

Other Project Sapphire team achievements during the last year include:

- **Havens**

The implementation of pan-London Haven Sexual Assault Referral Centres, in partnership with the NHS. This initiative combines the best possible initial case management

by specially trained, skilled officers, together with the best available victim care from the health service.

This facility is comprehensive with ongoing treatment, advice, counselling and follow-up by specialist and forensically trained doctors and nurses. It aims to provide a 'one-stop shop' service to victims of rape.



Haven leaflet

The centres provide a 24-hour, seven-day-a-week service for the victims of rape, where the victims are able to self-refer without having to report the offence to police. Self-referral victims are also offered a number of choices as to how they wish to proceed.

Leaflets advising of the service of the Haven Centres have been made available in a number of languages, together with outreach work being undertaken by community groups to increase awareness of the existence of the Haven Centres.

- **Cold-case investigations**

Cold-case review is now an established area of work within Project Sapphire. The review team re-opens unsolved stranger sexual assaults, utilising the forensic advancements in DNA techniques to identify suspects. By doing this, Sapphire can arrest and prosecute sexual offenders who have, so far, evaded justice. This sends out a clear message, not only to offenders, but also to reassure victims. Sapphire is keen to emphasise that the team undertakes a great deal of work before any

approaches are made to victims. Only after this research is complete are victims contacted in a discreet and sensitive way.

- **Safer travel at night public awareness campaign**

The MPS re-launched, in partnership with the Greater London Authority, City of London Police and TfL, the 'Know what you are getting into' and the 'Who's watching your drink' campaigns.

The 'Know what you're getting into' campaign is now in its third year and raises the awareness of the dangers of getting into illegal minicabs (those that tout for trade on the street) to reduce the number of women who are sexually assaulted after getting into illegal minicabs. A new television advertisement was launched in the run up to Christmas 2004 as well as a poster campaign targeting tube stations, magazines, pubs and clubs.

The 'Who's watching your drink' campaign highlighted the risks of drug rape, and that this offence can happen to men as well as women. This was launched as a poster campaign and included the production of beer mats that were used to target drinkers in pubs and clubs across London.

Staff progression/development

During 2004/05, 370 MPS black and minority ethnic officers and staff completed the joint Centrex and National Black Police Association Personal Leadership Programme. In 2005/06 another 400 officers and staff are expected to have attended/completed another 40 programmes.

Six officers have been successful in completing the Female and Ethnic Minority Detective Training Programme (FEM-DTP), and of being appointed as detective inspectors (DI) on borough. The programme was introduced to redress the disproportionately low level of female and ethnic minority officers at DI level. A further seven officers will have completed the programme by the end of 2005. Another seven supervising officers, who performed the role of Assessor for the FEM-DTP participants, were awarded City & Guilds A1 Assessor Awards in March 2005. The scheme continues to develop in numbers of participants and assessors, and it is envisaged that, by the end of the year, two internal verifiers will also be accredited from the pool of assessors.

Supporting the priorities

- Supporting the priorities
- Managing our resources – the Directorate of Resources
- Supporting our people – the Human Resources Directorate
- Communicating our message – the Directorate of Public Affairs (DPA)
- MPS financial performance 2004/05
- The MPS response to the tsunami crisis

Supporting the priorities

In addition to the objectives reported upon earlier, the MPS has a number of major change programmes in progress. Some of these have been brought about by external factors, such as the Bichard Inquiry or the Morris Inquiry. Others have come from the MPS's commitment to modernising and improving its service provision, such as C3i and the Crime Academy. Reports on the progress made and achievements gained, on these and other projects and programmes, are described in the following section.

Bichard Inquiry

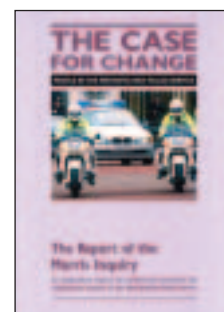
Sir Michael Bichard was asked to lead an independent inquiry to examine child protection measures, record keeping, vetting and information sharing in Humberside Police and Cambridgeshire Constabulary. The results of that inquiry were published in June 2004, and contained 31 recommendations for action aimed at a national and strategic level.

The MPS Bichard Inquiry Team was formed to evaluate and conduct gap analysis, where appropriate, to establish potential areas of defect or conflict within our systems and procedures, particularly around vetting. The team produced an interim report to share the lessons learnt and,

since December 2004, has been facilitating activity and developing protocols throughout the MPS in the areas of vetting, child protection, information management and the recording of data on the Police National Computer (PNC).

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.



The Morris Inquiry Report

The MPA has now established a Steering Group that will be 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 has already commenced a range of activities in support of the agreed recommendations.



The MPA and the MPS recognise that the recommendations contained within the Morris Inquiry cannot be dealt with in isolation. A co-ordinated approach needs to be taken to ensure that the recommendations contained within the review of police disciplinary arrangements chaired by William Taylor, 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, are all managed together to achieve key strategic outcomes. The MPS Modernisation Team will assist the process by maintaining close liaison with the MPA Steering Group, and key stakeholders within the MPS.

Race Equality Scheme

In order to ensure that the MPA and the MPS follow both the letter and the spirit of the Race Relations (Amendment) Act, both organisations are required to prepare and publish a race equality scheme. A scheme is a three-year action plan which outlines how an organisation will respond to the three key aims of the Act. During the year, the MPS and MPA developed schemes to start running in May 2005. Progress against these will be in next year's Annual Report.

Review of the Resource Allocation Formula

In July 2003 the MPA requested a comprehensive review of the Resource Allocation Formula (RAF) that allocates

police officers to the 32 MPS Borough Operational Command Units (BOCUs). The aim of this review was to produce a formula that provided a fair and rational basis for the allocation of those resources. The new formula was agreed by the MPA in February 2005, and will be implemented from the financial year 2005/06.

A number of significant changes and improvements to all the components of the formula resulted from an extensive consultation process, consisting primarily of a series of workshops with our key partners.

The formula will be implemented within limits to ensure police officer numbers are not reduced in any boroughs, and that any increase in officers is restricted to a maximum of 2% of the borough workforce figure.

C3i

During the year the Command, Control, Communication and Information (C3i) Programme achieved a major milestone with the launch of the Central Communications Command in November 2004.



C3i equipment under test

The command, which is part of the Directorate of Information, is responsible for managing requests for police assistance from the public received through emergency (999) telephone calls, other non-emergency general enquiries and non-urgent crime reported through e-mails. The command is currently responsible for the despatch of a police response in the boroughs of Southwark and Lewisham. These services are being delivered from a purpose-built facility in Lambeth, the first of a network of three such buildings; the other facilities in Hendon and Bow are planned to commence operations during summer 2005. Once completed, the command will deliver increased capacity and resilience to manage the growing number of requests for police assistance.

In tandem with this development, new Integrated Borough Operations (IBO) functions have been established in Southwark and Lewisham. Staff working in the IBO provide a 24-hour, seven-day-a-week command support role. This involves supplying additional support and intelligence to operational staff, to enable them to manage incidents more effectively, while simultaneously maintaining an overview of all activities within the borough. The IBO will also deliver a centralised and standardised approach to the management of police resources.

Other achievements over the past year have included:

- the inauguration of six Telephone Investigation Bureaux, offering standardised operating hours and a consistent range of services to support victims, witnesses and those who report crime;
- 1,500 in-car computers (Mobile Data Terminals) installed in police response vehicles – enabling officers to rapidly access information on the nature of the incident, which will help them manage situations even more effectively;
- delivery of 'Airwave', the national emergency service radio system to the Transport Operational Command Unit (OCU) and the Royal Parks OCU, together with the

- Specialist Operations and Specialist Crime Directorates;
- a 120-language interpreting service available for 999 calls; and
- the completion of a new Central Casualty Bureau.

Crime Academy

During the course of the year the Crime Academy delivered training on over 50 different courses to no less than 5,000 students. This figure is a tribute to the industry and commitment of the Crime Academy's greatest asset – its staff.

While the Crime Academy is first and foremost an MPS resource, it nonetheless is keen to develop its potential student base and in 2004 staff travelled to assist in the development and delivery of training in Abu Dhabi, Greece and Thailand. The Academy also trained officers from other UK police services and HM Revenue & Customs (HMRC). The potential for generating income for the MPS from the sale of course places has been recognised and will be developed.

In addition the Academy embarked upon a review of its courses, which resulted in:

- a revitalised Advanced Exhibit Officers Course for those engaged in the investigation of murder offences;
- extending the Sexual Offences Investigative Training (SOIT) course to three weeks and incorporating Achieving Best Evidence (ABE) training within it;
- the design and delivery of specialised surveillance photography training for the Covert Policing OCU;
- a four-week investigators foundation course, to be followed by an additional two-week detective foundation course, in line with the national Initial Crime Investigators Development Programme (ICIDP);
- a programme of continuous development for homicide senior investigating officers (SIOs), leading to Association of Chief Police Officers (ACPO) accreditation and placement on a national database. Much of the pre-course learning is accessed through the innovative Centre for Advanced Learning Technologies e-learning portal; and
- the successful introduction of the Advanced CID course for detective inspectors, which is designed for detective inspectors not in an SIO role. This is currently the only course of its kind in the country and many other UK police services have expressed interest in it.

Freedom of Information Act

The Freedom of Information Act 2000 (FOIA), which came into effect on 1 January 2005, gives the public a general right of access to all types of recorded information held

by public authorities, including the MPS. Under the Act, the MPS has two main responsibilities: to produce a publication scheme (a web-based guide to the information held which is publicly available); and to deal with individual requests for information. In general, such requests for information must be responded to promptly and within 20 working days.

To provide a consistency of approach to FOIA across all UK forces and to ensure a high standard of service for the public, the implementation of the Act was co-ordinated through a national ACPO FOIA project. The MPS also benefited from regular and independent advice and challenge from a small group comprising members from the media, local and central government and, significantly, the Campaign for Freedom of Information.

Through training and communications MPS staff have achieved a broad awareness of their responsibilities under FOIA and over 1,100 managers received specialist training to handle requests locally. A case management system, to assist the co-ordination and handling of requests, was brought into operation. A central Public Access Office – evolving from the team for managing Data Protection Act requests – was also established to manage compliance and handle requests that require a corporate response, attract fees or require significant co-ordination.

Between January and April 2005, 885 FOIA requests were received, approximately 20% of the total received by UK police forces. The number of ‘hits’ on the publication scheme has risen to 16,000 each week, and 7,000 documents are now being downloaded from it each week. The publication scheme, which is recognised externally as an example of best practice, is growing each month by an average of 75 new documents.

By proactively publishing information of interest to the public, via the scheme, the MPS aims to increase public understanding of the work that it does and the service it provides. People who have made requests under this legislation have commented positively on the MPS commitment to supplying information and the policy of early telephone contact with applicants.

Managing our resources – the Directorate of Resources

Improving the quality of our financial management

The MPS moved out of Home Office control in July 2000 following the establishment of the new MPA. The MPS is now effectively the UK’s biggest local authority, with a gross budget of £2.7 billion. As part of this change, the

MPS has undergone a transformation to provide greater accountability and transparency. Just four years ago, the MPS had rudimentary and basic financial systems but now, after a massive financial shake-up and reorganisation, the MPS is in sound financial health.

Key points include:

- a move from cash accounting to local authority accounting;
- new systems and procedures, which led to the MPS’s accounts being unqualified for the first time in 2002/03, with praise from the District Auditor and from Her Majesty’s Inspectorate of Constabulary;
- the use of new software to provide an integrated solution for financial planning, budgeting and forecasting, which in turn increases the quality of financial information delivered to stakeholders; and
- huge investment in the Finance Services team, more than doubling the number of qualified accountants and accounting technicians.

Full annual accounts are now published in both paper and in electronic form on the MPA website at www.mpa.gov.uk/reports/accounts/default.htm, and we produce a four-page leaflet giving an easy-to-digest snapshot view.

Key successes in securing public confidence and engagement include:

- In April 2004, the Audit Commission gave the MPA/MPS a score of 3/5 across five financial criteria – the score would have been 1/5 if the exercise had been carried out in 2000.
- The MPS’s 2002/03 accounts complied with the Chartered Institute of Public Finance and Accountancy (CIPFA) Best Value Accounting Code of Practice for the first time – a ‘major improvement’ on the previous year according to the District Auditor.
- Finance Services were highly commended at an award ceremony held by PricewaterhouseCoopers in association with the National Audit Office on 30 September 2004. The category was the Building Public Trust Award for ‘telling it like it is’ in the public sector.
- The 2003/04 accounts were published on 30 November 2004 in line with regulatory requirements. An unqualified audit opinion was received for the second year running.

Finally, internal ‘finance open days’ have been held for all MPS staff to explain the organisation’s finances, processes and systems, and it is hoped in the future to hold similar events for the public as well.

The Graduate Trainee Scheme

The Graduate Trainee Scheme for Finance staff, which was developed in conjunction with the London boroughs of Islington and Hackney, and supported by the CIPFA, commenced its second intake of eight students. During the three-year scheme the students rotate between the three organisations on six-month work placements as well as studying for the CIPFA accountancy examinations. Recruitment is currently under way to bring in the next eight students.

New headquarters accommodation acquired

Following approval by the MPA, contracts were exchanged in September 2004 for the acquisition of a substantial office building in West London. The relocation of a significant number of units to this building (approximately 3,500 staff) and further relocations to existing buildings within the estate will allow space to become free at New Scotland Yard (NSY). This accommodation will then be refurbished for those business groups remaining in the building and any vacated buildings deemed not 'fit for purpose' will be sold. The initial movement of staff took place between October 2004 and March 2005 in line with exits from buildings in Cobalt Square and Regency Street. Further relocations to Empress State Building will continue into the summer of 2005.

Property Services nominated for award

Property Services was nominated in the 'Occupier of the Year' category of the *Property Week Awards*, for its work on the development of Empress State Building. This was a significant achievement as, although ultimately they did not win the category, the MPS was the only public sector organisation to be shortlisted for these influential industry awards.

Catering Services – another successful year

The past year has been particularly successful for MPS Catering. It again received 'Hospitality Assured' accreditation from the Hotel and Catering International Management Association, this time under new, more exacting, criteria; a three-page article on its work appeared in the August 2004 edition of *Hospitality* magazine; and the NSY Catering Units received a glowing report and commendation following an inspection by the City of Westminster Environmental Health Officers.

Between April 2004 and March 2005 Catering Services served a total of 531,170 meals at 995 operational feeding events.

Procurement Services in 2004/05

- Increased savings compared with 2003/04 when re-tendering contracts, e.g. savings against new tenders have come to £6.9 million, with savings against re-tenders coming to £4.5 million.
- An MPS intranet site was launched, allowing customers to link directly to supplier catalogues.

Outsourced services programme on target

The MPS established a programme to manage the re-packaging and re-tendering of those services currently delivered through 11 outsourced contracts. These include:

- information, communication and technology core services;



Empress State Building

- payroll and pensions administration services;
- transport services – repair and maintenance, and vehicle equip-for-service; and
- facilities management, and the management of direct labour services.

The programme, which consists of a series of public competitive tendering exercises, has commenced and

will continue into the early part of 2006. Procurement Services has overall management responsibility for the programme, which remains on target to achieve all its major milestones.

Awards for Procurement Services

Procurement Services won two 2004 Chartered Institute of Procurement and Supply (CIPS) awards against stiff competition from some of the top private and public sector organisations in the country. The MPS team scooped the Most Improved Purchasing Operation accolade, with Steve Atherton, the former Director of Procurement Services, winning the prestigious Professional of the Year award. The MPS was also one of the first public sector organisations to receive the CIPS certification for Excellence of Purchasing Policies & Procedures.

Procurement Services was also nominated for the procurement award category at the Local Government Chronicle Dinner and, together with Finance Services, was shortlisted for a Collective Award at the GO (Government Opportunities) Awards Ceremony, which reflects successes and achievements within public procurement.

Growth for Vehicle Recovery and Examination Service

Since opening a vehicle recovery and examination site in south-east London in April 2003, the Vehicle Recovery and Examination Service (pan-London) has accommodated a 34% growth in vehicle recovery and storage, and managed a 350% growth in vehicles made available for forensic examination. During the same period the unit has managed to absorb inflationary pressures, while at the same time delivering a 9% reduction in costs.

Minimising environmental impacts in the MPS



Environment Progress Report

Like all large organisations the MPS has a diverse range of environmental impacts associated with the operation of its workforce, its estate and vehicle fleet. For many years we have recognised the need to conserve natural resources, not only to maintain an efficient police service, but also to fulfil our corporate responsibility to protect our environment for the future. Our vision is to achieve this through the operation of a sustainable police

service where environmental issues are embedded in the decision-making process.

We have published a new *Environmental Strategy 2005–2010* which is underpinned by a new Environment Team to drive forward progress and a number of strategic objectives and

targets owned by senior staff across the MPS. We have also been working in partnership with a number of external agencies in order to better understand our impacts and implement best practice in environmental management.

Environmental achievements in 2004/05 include:

- sourcing 100% of our electricity energy from renewable sources. Carbon dioxide emissions have decreased by over 40% on the previous year;
- decreasing our water consumption by almost 2% on the previous year;
- negotiating with the manufacturers of low-emission hybrid vehicles, with a view to providing these for support to the Safer Neighbourhoods teams. We currently own 30 liquified petroleum gas-powered vehicles, which are more efficient and have fewer environmental impacts;

- achieving an average recycling level of 39% of all waste at a newly acquired headquarters building providing office space for 3,500 staff, and which includes energy efficient lighting and a cooling system that is 30% more CO₂ efficient than conventional cooling systems, and incorporates comprehensive recycling facilities;
- police community support officers (PCSOs) tackling problem issues such as litter, graffiti and vandalism. This effort will be increased through the implementation of further Safer Neighbourhoods teams; and
- continuing to target environment and wildlife crime in the new strategy, with a campaign to reduce the use of endangered species in Chinese medicine.

Copies of the full *MPA Environmental Progress Report* and new *MPS Environmental Strategy* are available at www.met.police.uk/foi/

Director of Resources receives 'Business Leader of the Year' award



Keith Luck accepts Business Leader of the Year Award

In recognition of his work to overhaul and modernise the finances and related support departments of the MPS, together with engendering a fresh approach to ensure that front-line officers and London's communities would benefit from these changes, Keith Luck, the Director of Resources, received the Chartered Institute of Management Accountants (CIMA) award of 'Business Leader of the Year'. The award was presented at the CIMA and Financial Management Awards Gala Dinner on 25 November 2004.

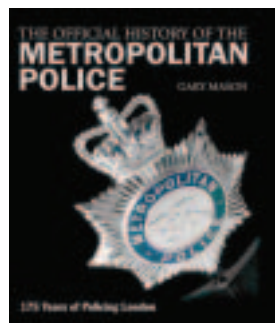


The New Scotland Yard rose

Organising the 175th anniversary celebrations

The Events and Income Development Unit received a Commissioner's Commendation to recognise the sterling efforts made by members of the unit during 2004 to mark the 175th anniversary of the MPS. It successfully co-ordinated the delivery of commemorative events that took place throughout the year. For example:

- The specially commissioned 'New Scotland Yard' rose was successfully launched at the Chelsea Flower Show and the MPS won the silver medal for their Crime Prevention Garden.
- Commissioner Sir John Stevens conducted a ceremonial review of the MPS on 4 June 2004, at which the MPS marked its anniversary and celebrated its many recent achievements. An invited audience of around 6,000 people watched the review on Horse Guards Parade, which featured the presentation to the Mounted Branch of their new guidon and a celebration of the MPS achieving a strength of more than 30,000 police officers for the first time.
- The summer ball at Hendon was a great success, with 1,500 guests attending.
- A display outlining the history of the MPS was exhibited in the foyer of the Museum of London.
- The launch of *The Official History of the Metropolitan Police* took place at NSY on 8 December.



Cover of *The Official History*

Supporting our people – the Human Resources Directorate

During 2004/05, Human Resources (HR) worked towards five strategic objectives, some of which were new and some of which continued existing work:

1. Enhance the representation of the diverse groups of London within the extended police family of the MPS (continued from 2003/04 objective).
2. Develop a professional and effective workforce with the required numbers and skills to support the delivery of operational priorities (continued from 2003/04 objective).
3. Embed improved quality in the activity undertaken within the HR Directorate and corporate HR function (takes in work from 2003/04 objectives regarding HR infrastructure and dynamic HR function).
4. Enhance organisational flexibility and effectiveness by supporting the MPS with the management of major change programmes (new objective).
5. Build a culture of safe and healthy working to maximise front-line policing strength (continued from 2003/04 objective).

The key supporting activities and achievements for the year are commented on below.

Of particular importance was the continuing work across the range of diversity issues. Building on the considerable achievements of previous years in improving the make-up of the MPS workforce towards matching the community we serve, diversity continued to have a high profile during 2004/05. We increased our level of ambition with respect to the representative nature of the workforce and HR continued working closely with key partners such as the Development and Organisational Improvement Team, the trade unions and the staff support associations to further the progression and retention of all under-represented groups, as well as improving their experience in the workplace. In October 2004, the provisions of the Disability Discrimination Act were extended to police officers and HR supported the MPS in ensuring the skills and experience of those on restricted and recuperative duties were fully utilised.

Recruitment

By 31 March 2005, a total of 2,351 police officers had been recruited, made up of 1,887 new recruits and 464

trained officers transferring from other forces. This brought the total number of officers to 31,175, the largest number of police officers ever employed by the MPS. The creation of the diverse recruitment pool, with black and minority ethnic candidates now accounting for half of all police enquirers, has increased the strength of both black and minority ethnic and female officers in line with planned growth. Consequently, police officers from black and minority ethnic communities comprise 7% against the budgeted workforce target (BWT), compared with 6.6% last year, and female officers representing 19.5% compared with 18.5% of BWT last year. The 703 female police officers recruited have represented a larger proportion of joiners than ever before, filling a third of all MPS training school places. This percentage level of recruitment of black and minority ethnic and female candidates is unprecedented within the MPS.

In addition, police community support officers (PCSOs) are critical to the success of the Safer Neighbourhoods scheme and, as such, there has been a rapid increase in borough demand. The MPS now has a strength of 2,144 PCSOs, which is a 47% increase on last year. In all, 967 PCSOs were recruited in 2004/05. The selection process was revamped, tailoring it around job-specific needs. The new process, aimed at further improving the quality of candidates, now includes job-related fitness and substance misuse tests.

Particularly pleasing was that the targets for applications and enquiries from black and minority ethnic people and female candidates were exceeded. Some 44% of PCSO enquiries and 43% of applications came from black and minority ethnic candidates; 33% of PCSO enquiries and 32% of applications were from female candidates. Such high levels of interest at the initial stages of application have been reflected in the recruitment levels where 26% of PCSOs were from black and minority ethnic communities and 32% were female.

Another innovation the MPA was keen to promote were Designated Detention Officers (DDOs) to release police officers from custody duties. Altogether 2,000 were deployed throughout boroughs across London this year.

Of the 2,219 other police staff recruited this year, 21.7% were from black and minority ethnic communities, while 40% of enquiries and applications came from black and minority ethnic candidates and, as such, the 2004/05 target was considerably exceeded. Females represent 59% of both the strength and recruitment totals for last year.

An Integrity Review Project, designed to toughen up vetting procedures in the recruitment process, was completed in November. The recruitment files of over 4,000 officers recruited between January 2000 and December 2002 were reviewed. Other new developments include the introduction of procedures for dealing with incidents (e.g. inappropriate language) occurring during selection events or when adverse information is received about a candidate.

A Customer Charter was introduced for police officer applicants that explains the recruitment process and outlines the level of treatment they can expect. This also incorporates the 'Candidate Clinic', an interactive website for police officer and PCSO candidates to check on their progress through the recruitment process. Also introduced was the 'Keep Warm' scheme, which keeps successful applicants updated on a start date for training school, as there are record numbers of officers joining the service and there is currently a waiting list for places at training school.



All recruitment processes have been reviewed and revised where necessary. A significant change has been the introduction of an assessment centre for the selection of PCSOs. The change was made in order to select candidates on criteria more closely matched to the role profile.

Appointment of senior officers

The MPA led the appointment process for the new Commissioner and Deputy Commissioner, subject to the granting of a Royal Warrant by Her Majesty the Queen. The MPA also appointed three Assistant Commissioners and eight Commanders. In their new roles, these officers will play a significant part in policing London.

ACPO pay and pay progression

At Police Negotiating Board (PNB), the MPA was involved in finalising and implementing new and improved pay arrangements for ACPO ranks. The agreement was intended to:

- improve the coherence of the pay structure and, where appropriate, to encourage officers to seek promotion;
- relate the basic pay of Chief Constables (Assistant Commissioner equivalent) to a range of policing measures;
- introduce significant bonus payments, related to force performance; and
- enable faster progression through the Commanders' pay scale for those whose performance is rated 'exceptional' in their Performance Development Review (PDR).

As a result of these changes, the Chair of the MPA will set the Commissioner's objectives, in consultation with Her Majesty's Chief Inspector of Constabulary and, together with the Remuneration Sub-Committee, will fulfil the MPA's responsibility to satisfy itself that the key personal objectives for the MPS's senior ACPO team (Deputy Assistant Commissioner and above) will reflect all local strategic priorities in a balanced way and, at the end of the reporting year, agree the overall PDR assessment.

Retention and 'the benefits of belonging'

To aid retention, an employee benefits package for police officers and police staff was introduced to enhance appreciation of the total MPS benefits package. The retention rate for police officers at the end of the year was 95.57%, for police staff was 93.38% and for PCSOs was 91.70%.

Initial Police Learning and Development Programme (IPLDP)

The IPLDP aims to modernise police officer probationer training and make training fit for purpose for the 21st century. This programme helps to develop new officers, who are trained to a high professional standard. The programme enables officers to understand the policing needs of the communities that make up the area they are about to police. By meeting with the public at a far earlier stage of their training, it is felt that officers will become more confident and comfortable in interactions with all members of the community.

The Modernisation Team within HR has been leading on the implementation of the programme, and established links with Havering College of Further Education. This initiative will enable 16 student police officers to be trained at the college, providing additional opportunities to use

various training sites within the boroughs of Havering and Barking and Dagenham. The Havering College initiative will enable the MPS to pilot the new national curriculum in a non-police training environment, whilst allowing the student officers the opportunity to work within two boroughs. The MPS is also one of five forces piloting the IPLDP and Camden is the official pilot site for the national curriculum.

Apprenticeships in the MPS

Last year the MPS welcomed the first three apprentices into its Operational Technical Support Unit. They will be involved in a two-year electronics apprenticeship leading to a BTech HNC qualification and will join the four existing boatbuilding apprentices in the Transport Directorate and two catering apprentices in Catering Services.

Finance Services has also been developing a new initiative to attract young people into the MPS and develop them to become future finance professionals. A number of young people (16–21 years old) have been interviewed with a view to commencing Association of Accounting Technicians (AAT) Apprenticeships in the autumn of 2005.

Intensive Development Programme

In March 2005, the first high-potential development programme for police staff was launched. The aim of the Intensive Development Programme (IDP) is to recognise, develop and retain police staff displaying the potential to succeed in posts at a senior management level in the future. The programme offers a structured framework for police staff to develop their leadership and management skills, as well as their professional skills.

The 13 participants in the first intake will embark on a three-year development programme, which includes one-to-one career coaching, a private sector mentor, and various developmental placements to equip them with a broader strategic perspective of the MPS. Further tailored leadership and management training will enable participants to develop and demonstrate their capabilities across key management competencies.

The selection process for the next IDP intake will commence in September 2005.

Additionally, an Administration Development programme was run involving 40 selected administrators undertaking a series of studies leading to an NVQ Level 3 recognised qualification.

Career pathways

Career pathways have begun to be introduced to improve the career management for police officers and police staff.

Each pathway sets out the skills, accreditation and qualifications that individuals need to obtain as they progress. The most advanced pathways are for officers and staff specialising in investigation, in intelligence and in performance/intelligence analysis.

New policies

The bulk of the review of HR policies was completed in the last financial year in accordance with the Policy Clearing House process. This included a number of high-impact policies such as attendance management, equality, flexible working, police officer pay, police staff pay and references.

Of particular note is the flexible working policy, whereby all posts are available for flexible working unless a business case is made to the contrary. Flexible working includes flexi-time, job sharing, term-time working, annualised hours, home-working and part-time working. By offering flexible working we are more able to ensure that a wider range of people can consider a career and remain within the MPS, therefore better reflecting the community we serve. The MPS has produced a Flexible Working Toolkit, to enable managers to balance individual needs with the operational needs of the MPS.

New appraisal

The MPS has continued to build and improve on the foundations laid last year. A new-style Personal Development Review (PDR) form and Notes for Guidance were introduced to reposition the PDR process, encouraging line managers to hold a continuing dialogue on performance and development issues with their staff. Regular workshops on best practice in PDR completion have taken place for HR and training managers throughout the year. PDR completion rates continue to be monitored.

Sickness absence

There has been considerable success in reducing sickness absence during the past year. Between March 2004 and February 2005, police officer sickness reduced from 8.4 days per officer per year to 7.5 days per officer, and police staff sickness reduced to 9.3 days per year per member of staff, compared with 10.5 days at the beginning of March 2004.

Awards for Human Resources

Martin Tiplady, the MPS Director of Human Resources (HR), was named by the *Daily Telegraph* as Personnel Director of the Year 2004. In September 2004 Mr Tiplady took over the additional responsibilities of the departing Assistant Commissioner (Human Resources) and was appointed to the MPS Management Board.



Martin Tiplady, Personnel Director of the Year

Honours, awards and commendations

In the past year, Her Majesty the Queen has been graciously pleased to make the following appointments and awards to members of the Service:

Knight Bachelor

David Veness, Assistant Commissioner

Royal Victorian Order

To be a Member (MVO)

Douglas Birnie, Sergeant

Benjamin Dady, Sergeant

David Dance, Inspector

David Fuller, Inspector

Kevin Sullivan, Sergeant

Royal Victorian Medal (Silver)

Peter Blake, Constable

John Walker, Constable

Most Excellent Order of the British Empire

To be a Commander of the Civil Division (CBE):

Tarique Ghaffur, Assistant Commissioner

To be a Member of the Civil Division (MBE):

Gordon Barlow, Sergeant

Paula Craig, Detective Sergeant

Stephen Edwards, Detective Constable

Derek Hammond, Chief Inspector

Raymond Leach, Constable

Rebecca Sandifer, Band C

Queen's Police Medal (QPM)

Anthony Brooks, Chief Superintendent

John Coles, Chief Superintendent

David Cox, Temporary Commander

Philip Hagon, Commander

Stephen House, Deputy Assistant Commissioner

Stephen James, Detective Chief Superintendent

Stephen Roberts, Deputy Assistant Commissioner

Richard Quinn, Chief Superintendent

Michael Weir, Detective Constable

The following commendations and awards were also made:

Commendations granted April 2004 to March 2005

Commendations awarded by the Commissioner: 70

Other awards granted April 2004 to March 2005

Royal Humane Society: 13

The Society for the Protection of Life from Fire: 6

Communicating our message – the Directorate of Public Affairs (DPA)

Local delivery is key to DPA's overall performance and during the past year the Directorate supported front-line police colleagues by promoting 368 crime reduction initiatives and operations, by publicising over 300 successful court cases, as well as handling the media in connection with 128 murder investigations. They also managed the provision of facilities and information to the media at a number of major public order events, including the Notting Hill Carnival, Greenpeace supporters climbing Big Ben, pro-hunt demonstrations and the Middle East peace conference.

In addition the 24-hour Press Bureau at New Scotland Yard handled almost 83,000 media calls and enquiries from journalists and reporters requesting information.

Terrorism continued to dominate the news and focused heavily on the Anti-Terrorist Branch. DPA worked closely with central government, colleagues from other agencies and community representatives to balance security concerns with the general public's right to be informed about these crucial matters.

Away from the news side, the Directorate delivered a number of campaigns to promote the key policing priorities, focusing on preventing crime and tackling violent offenders. Seven high-profile advertising campaigns were run, the most notable being the anti-drugs campaign depicting the shocking effects of drug abuse on three women over just a few years. 'Don't let drug dealers change the face of your neighbourhood' was the core message used to engage with the public and encourage them to come forward to Crimestoppers with information.

Keeping the organisation informed and up-to-date, primarily through the MPS intranet site and *The Job* newspaper, was another major piece of DPA's work. Fifteen stories were uploaded daily to the intranet homepage and these stories registered 250,000 hits each week. The Directorate also responded to the changing needs of the Service by developing the use of video messaging, interactive web pages and intranet sites. The Commissioner's video message to staff when he took up office saw 17,000 hits on the first four days alone.

DPA's communication professionalism and expertise is recognised worldwide and during the year press officers were invited to Athens to support the Greek government in the handling of the Olympic Games and to Ghana to arrange media appeals in relation to the 1990 abduction of Ames Glover.

MPS financial performance 2004/05

The financial year 2004/05 was, again, a most challenging one, with the tsunami disaster in South-east Asia (Operation Bracknell), the ongoing terrorism threat, the introduction of the Freedom of Information Act, the Athens Olympics, the European Football Championships in Portugal and other specifically targeted operational issues, all impacting on the financial position. The budgets for 2004/05 reflected a number of major developments including:

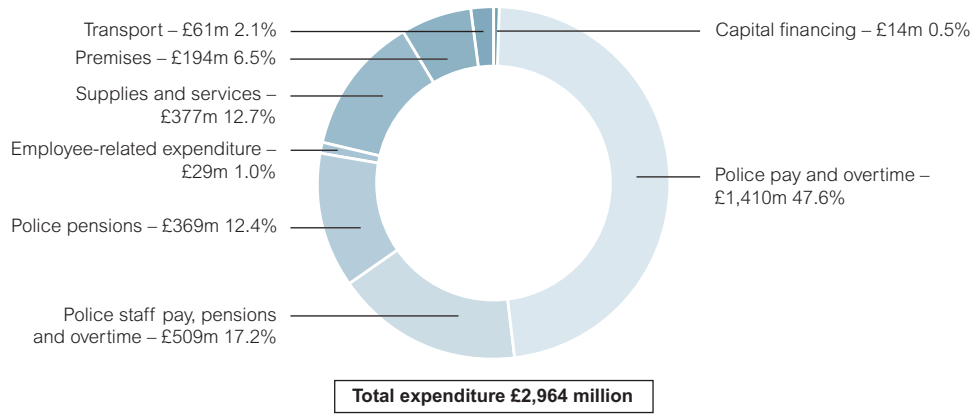
- the Step Change Programme, for further increasing police officer, PCSO and police staff numbers;
- the continued impact of police reform; and
- development of a number of information and communication systems.

The MPS was successful in securing £14 million of additional funding for counter-terrorism activities from the Home Office and discussions to secure reimbursement for the cost of Operation Bracknell are continuing. Additional income was also received from Transport for London following the decriminalisation of red routes. Targeted savings of £61.2 million were over-achieved by £5.3 million during the year.

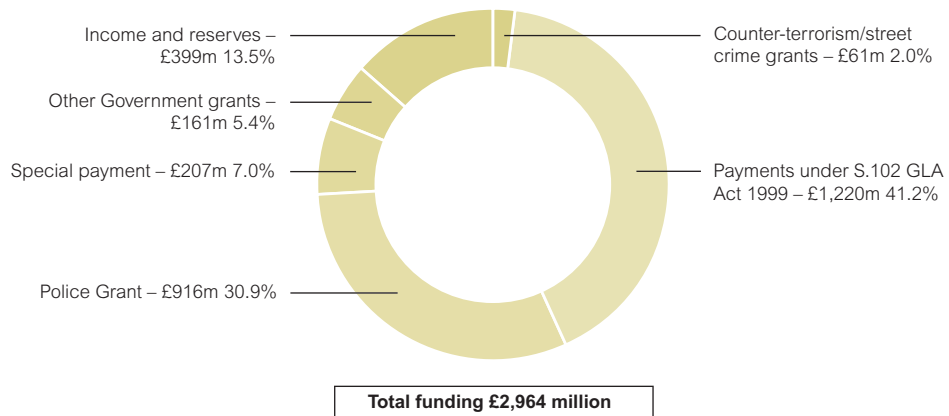
As at March 2004, there was a small revenue budget underspend of £14.2 million, which is intended to provide earmarked reserves for significant budget pressures and other specific commitments that require approval from the MPA.

In accordance with statute, the audited final accounts for the year 2004/05 will be published by 31 October 2005.

Analysis of revenue expenditure in 2004/05



Analysis of revenue funding in 2004/05



The MPS response to the tsunami crisis

At just before 1a.m. on Boxing Day 2004, an undersea earthquake near the coast of Indonesia generated a series of destructive tidal waves (tsunami) that radiated out from the epicentre of the earthquake striking the coasts of Indonesia, Sri Lanka, India and Thailand. This caused extensive loss of life and the destruction of property and infrastructure on a massive scale. Such was the force of these waves that, some eight hours later, they also struck the coast of East Africa with sufficient force to again damage buildings and claim lives. This was an unprecedented event with effects on a truly global scale.

The Indian Ocean area is a popular holiday destination for British and other European citizens and, as such, a significant number of casualties were from the UK. It is now believed that over 300,000 people died in all of the affected countries in the short period immediately following the earthquake.

Due to the scale of this disaster, the Foreign and Commonwealth Office (FCO), utilising staff seconded from the MPS, initiated a humanitarian response to provide appropriate support to countries affected by the disaster. MPS staff also led on efforts to direct support to affected families and friends in the UK. Additionally, an MPS officer was appointed as the senior investigating officer in Thailand. The goal of all concerned was to put survivors and relatives in contact and, sadly, to expedite the identification of victims.

Within hours the MPS had opened the Central Casualty Bureau and begun to scope the requirement to deploy staff to the affected areas. A Gold Command group was initiated to lead the police response as it was clear from the outset that very significant MPS resources would be needed both in the UK and in the affected areas to cope with the immense task ahead. The MPS took responsibility for leading what was to become a fully national response, a role it has continued to fulfil throughout.

Central Casualty Bureau (CCB)

The CCB received an unprecedented number of calls following the tsunami, as relatives and friends tried to find information on loved ones or report them missing. Thousands of reports were recorded and maintained by this bureau. Those reported missing were first categorised as to their likelihood of involvement before the process of investigation began. It was at this stage that decisions were taken on the need to deploy family liaison officers (FLOs).

Over the Christmas and New Year period over 700 MPS officers and staff worked in the CCB. The CCB was staffed on a 24-hour basis and at its peak was answering 9,000 calls per day.

Disaster Victim Identification (DVI) teams, forensics and recovery

As a result of the initial scoping process, the MPS provided the specially trained teams that were dispatched to the affected areas at the request of the FCO. They formed part of the International DVI efforts to recover and identify the bodies of disaster victims, and were engaged at sites where bodies were being taken. The teams arranged and assisted with post-mortems and managed the recovery of both personal property and forensic exhibits to assist in the identification process. In carrying out these roles, the teams were subjected to the most difficult, demanding and stressful working conditions.

Family liaison officers (FLOs)

The MPS has learnt from previous events the immense importance of building and maintaining effective relationships with the families of those involved in disasters (Ladbroke Grove rail disaster and 9/11). FLOs were deployed to support the families of those persons missing and deemed highly likely to have been involved, and these officers also had a key role in facilitating the identification process. Additionally, a number of officers were deployed to assist families in the affected areas. The family liaison response was placed on a regional basis, the highest proportion of deployments being within the London region. The MPS provided the co-ordination for these deployments centrally.

Airports

From the outset, MPS officers and staff met flights returning from affected areas, at Heathrow and other airports. They provided appropriate support to those returning, including the provision of family liaison services and more practical aspects such as clothing, first aid and transport. Systems and processes were agreed with the airport authorities to ensure that when bodies were returned they were treated with utmost respect and dignity and that their evidential integrity remained intact.

Fulham Mortuary

This site was nominated as the mortuary for all repatriated bodies. Officers and staff were organised to receive the bodies of victims and to process them in accordance with the directions of HM Coroner. They assisted in the post-mortem process and identification commissions.

National Incident Room (NIR)

As has already been said, the MPS led a policing operation, which operated on an unprecedented scale, and involved all of the UK police forces. In order to manage this successfully and provide the high degree of co-ordination required, a National Incident Room was set up and resourced by MPS staff. It has overall responsibility for managing the identification process and co-ordinating the presentation of evidence at any subsequent hearings. The HOLMES2 computer system was utilised to raise and despatch actions, and provide a computerised record of the investigation into each missing person. The unit provides a 24-hour, seven-day-a-week Single Point of Contact (SPOC) office for officers deployed in the affected areas and across the UK.

Supporting the police response

The MPS response to the crisis was outstanding, with all of the business groups working together to provide humanitarian support in the aftermath of the tsunami. Specific examples include:

- Specialist Operations (SO), Specialist Crime Directorate (SCD) and Territorial Policing (TP) provided staff in the region who developed new and innovative systems and processes to make progress in the aftermath of the devastation, as well as providing considerable support to the NIR.
- SCD led on the formation of intelligence focus desks to deal with intelligence received regarding possible child abuse offences and other fraudulent activity following the disaster.
- Human Resources provided occupational health, and health and safety support to personnel working in the affected areas.
- Resources Directorate provided additional catering facilities to feed the large numbers of extra staff at the CCB, and met the urgent requests for specialist equipment and clothing for police officers and staff travelling to Asia, as well as making the necessary travel arrangements.
- The Directorate of Public Affairs managed the intense national and international media interest following the disaster, with 15 press officers spending over four weeks directing and supporting the media response.

Conclusion

The scale of the disaster caused by December's tsunami has necessitated a huge international humanitarian response. The MPS has had, and continues to play, a significant part in this. The provision of highly specialist staff in the DVI and forensic fields has assisted in the speedy repatriation of bodies back to the UK and to other European countries. The way in which the MPS has worked effectively and efficiently with the international community has been a credit to the professionalism and commitment from all those who have worked as part of the response, and has led to the MPS being seen as a centre of excellence.

The learning from this involvement will aid the MPS preparation for the next time it is called upon to assist in a mass disaster, either at home or abroad.

MPA review of performance 2004/05

- MPA review of performance 2004/05
- Performance indicators 2004/05
- Performance tables
- Objectives, measures and targets for 2005/06
- Threatened/civil actions and damages paid
- Police officers and police staff punished as a result of misconduct proceedings during 2004/05
- Deaths following police contact during 2004/05
- Alternative languages

MPA review of performance 2004/05

The Metropolitan Police Authority's (MPA's) mission is to secure an effective, efficient and fair police service for London's communities, ensuring that London's police are accountable for the services they provide to people in the capital.

The MPA's job is to secure continuous improvement in the way policing is provided in London and increase community confidence and trust in London's police. It also consults with Londoners on what they expect from the police and oversees management of the police budget.

Statement on the three-year strategy plan

The Police Reform Act 2002 states that every police authority maintaining a police force for a police area in England and Wales must issue a three-year strategy plan which sets out the authority's medium- and long-term strategies for the policing of that area during that period.

Before the police authority issues the three-year plan, a draft of the plan must be prepared by the Chief Officer of police (the Commissioner) and submitted to the police authority for consideration. In preparing the draft plan, the Commissioner has to consult for the views of people in the police area.

The Commissioner of the Metropolitan Police Service (MPS) took office on 1 February 2005. A number of new appointments have also been made to the MPS Management Board. The new senior team was in place and fully effective from mid-March 2005.

The MPA and the MPS Management Board recognises that to publish a full three-year corporate strategy in April 2005 would have been inappropriate for two reasons:

1. The new senior team would not have had the opportunity to contribute to its formulation.
2. The service review of the MPS, which reports its recommendations in September 2005, will have significant impact on how the strategy is delivered.

Statement of intent

The Commissioner of the MPS, with the support of the MPA, has issued the following statement of intent:

1. A corporate strategy will be developed in draft format for 30 September 2005.
2. The corporate strategy will be published at the end of March 2006.
3. Public consultation will be undertaken to inform the corporate strategy.



4. The three-year Crime and Disorder Reduction Partnerships (CDRP) strategy, effective from April 2005, will inform the corporate strategy.
5. It will be a three-year (2006–2009) rolling strategy, which will be regularly reviewed and from which the annual *Policing Plan* will 'fall out' on a yearly basis.
6. The corporate strategy will link with the three-year financial planning process.

Review and scrutiny

The MPA has a responsibility to ensure that processes are in place within the MPS to deliver continuous service improvement. The MPA does this, in part, by overseeing two service improvement reviews each year.

MPA members approved the final report and implementation plan from the service improvement review of custody capacity. This review recommended the development of a long-term strategy aimed at transforming custody in the MPS and meeting long-term demand for custody facilities by providing some 600 additional and replacement cells in units benefiting from modern design standards. The recommendations also included:

- the establishment of a custody command within Territorial Policing (TP) headquarters to provide

corporate management of MPS custody capacity, including development of strategic partnerships with other agencies; and

- a variety of service improvement proposals for this command to take forward in the short and medium term. These recognise the need to make best use of existing facilities during the lead times required to develop new facilities.

During 2004/05, the MPA approved the scope of a review of the processes used to provide security clearance to prospective employees. The review was promoted by concerns that the time taken to vet potential employees was impacting on the effectiveness of the organisation. The subsequent final report and its implementation plan were also approved. The review found a number of problems with the service being delivered, including:

- a lack of customer focus in the service delivered;
- poor communication;
- duplication of activities; and
- lengthy checks on people who have backgrounds outside the UK.

An implementation plan has been drawn up to address the problems identified in the report. It is envisaged that implementation of this plan will enable the MPS to:

- adopt a more flexible approach to vetting where practical and more rigorous where prudent;
- gain benefits from a more streamlined vetting structure; and
- ensure that equality for all is mainstreamed into the vetting process.

The MPA also approved the scope of a further service improvement review looking at the security of MPS premises.

We have agreed a process to ensure the implementation of the recommendations of both reviews, and will be monitoring them on a regular basis.

The MPA also received reports on the findings of two Her Majesty's Inspectorate of Constabulary (HMIC) best-value inspections, *Managing Demand* and *Bringing Offenders to Justice*. The inspectors judged that both services were fair. However, they felt that both services had uncertain prospects for improvement as the implementation plans had failed to provide a driver for substantial change. Since the inspections were completed, the MPA and MPS have put systems in place aimed at addressing the concerns raised by HMIC.

The MPA has continued to monitor the implementation of the recommendations made by its scrutiny of CDRPs. These are statutory partnerships, whose remit is to reduce crime in local areas. Progress has been good, for instance:

- Training given to police officers on partnership working has improved.
- A central team has been established in TPHQ to provide support and guidance to BOCUs on CDRPs.
- Corporate monitoring functions have been developed as has corporate oversight of partnership-allocated funding, through this central team.

The MPA has also been monitoring the findings of HMIC inspections of BOCUs. The inspection findings have been generally positive particularly about the BOCUs' ability to work in partnership with other agencies. However, there have been concerns about performance management and demand management in most of the reports.

Performance

The MPA is committed to ensuring that the performance of the MPS can be monitored and that reports and plans produced by the MPA and the MPS are accessible. Work carried out through this year has resulted in an improved performance report which readily identifies good and poor performance by using 'traffic lights' (green for

performance that meets targets and red to highlight areas of concern).

The planning cycle for the MPS and MPA is complex and relies on input from a number of external stakeholders, including the Home Office, Greater London Authority and CDRPs as well as individual feedback from Londoners and community groups. The MPA also recognises the importance of making sure that any plans or targets that are agreed take resources into consideration. As a result, the planning processes were improved to ensure a better fit with the financial cycle and stronger links with the MPA and external stakeholders. This improvement work will continue.

The MPA worked closely with the MPS to ensure that the priorities and targets set at local borough and Business Group level supported the MPA corporate priorities and targets. The lead officer ensured that the views of the MPA were continuously promoted throughout the planning process through the MPS Planning Process Board and Planning Groups.

The *Policing Plan* document was reviewed to make it more accessible to Londoners.

The MPA was pleased to note that the MPS met 15 of the 22 targets for 2004/05. Significant improvements were achieved against detection targets, specifically detection rates for total notifiable offences, rape, robbery and domestic violence. Gun crime also showed a significant reduction of 7.9% against a reduction target of 4%.

Other targets achieved include:

- drug-trafficking organisations disrupted – 12 per annum target – 25 achieved;
- organised criminal networks disrupted – 2 per month target – 3.4 per month achieved;
- arrests of subjects identified by child protection teams – 3.3 per month target – 3.4 per month achieved;
- terrorist scenes managed to a good/very good standard – 97% performance achieved against 90% target;
- assets recovered from criminal networks – £21.5 million, against £8 million target – (£14 million seizure in July 2004);
- detection rate for gun-enabled crime – 24% achieved against 20% target;
- homophobic crime detection rate – 32.3% achieved against 26% target; and
- detection rate for racist crime – 26% target exceeded at 34.5%.

However, not all targets were achieved, including:

- satisfaction with neighbourhood policing;
- police visibility;
- racist crime victims' satisfaction with police performance;
- arrest warrants outstanding;
- robbery reduction;
- response to terror scenes; and
- detections in child murder cases.

At the end of March 2005, the MPS recorded a number of reductions in crime. These included:

- total notifiable offences are down overall by 4.3%;
- total notifiable offences (excluding police-reported offences) have fallen by 5.3%;
- residential burglary is falling, down 7.2%;
- robbery has declined overall by 4.0%;
- motor vehicle crime is falling, down 15.8%;
- gun-enabled crime has decreased by 7.9%;
- homicides are down by 7.6%; and
- fatalities on the road have dropped, down by 16.6%.

However, violent crime is rising – up by 6.2%.

The MPA *Policing Plan* targets for 2005/06 will continue to challenge MPS performance throughout the coming financial year, with particular emphasis on detection and sanctioned detection rates.

Budget management

The finances of the MPA are complex; partly due to its unique constitutional position within the Greater London Authority, but also because of its size, an annual budget in excess of £2.5 billion, and the diverse nature of its activities.

The budget for 2004/05 reflected a number of major developments, including:

- the Step Change (Safer Neighbourhoods) programme, to further increase uniformed officer numbers and create dedicated neighbourhood policing teams;
- extensions to the estate and its resilience; and
- development of a number of information and communication systems.

The 2004/05 financial year was challenging, with operational and other issues impacting on the financial position, for example, the tsunami disaster in south-east Asia, the ongoing threat of terrorism and the introduction of the Freedom of Information Act.

Budgetary control is a key responsibility of the Authority. Monitoring reports were submitted to the Authority on a regular basis throughout the year and this will continue to be the case.

The Authority and the MPS worked closely with the Mayor during the year to develop the budget for 2005/06.

The approved budget for 2005/06 allows for the continuation of the Step Change (Safer Neighbourhoods) programme – rolling out an additional 160 neighbourhood-policing teams across London's boroughs plus growth in supporting services and infrastructure.

The Authority's budget continues to reflect the drive for greater efficiencies to support growth while reducing pressure on the council tax. As a further contribution to limiting the call on council taxpayers in 2005/06, a release of funds from the police pensions reserve was agreed.

The Authority's first five years' budgets reflect cumulative savings of almost £240 million (£73 million in 2005/06), much of it representing increased efficiency.

Financial stewardship

The Authority is responsible for ensuring that the annual expenditure on the MPS is properly managed. As part of this responsibility, the MPA has to demonstrate its stewardship of this substantial amount of public money.

The Authority is responsible for Internal Audit, which provides an independent review of the adequacy of internal controls. The Director of Internal Audit provides an annual opinion, through the Corporate Governance Committee, on the adequacy of internal control. Following three years of improving adequacy scores there was a slight downturn in 2004/05. The Corporate Governance Committee will continue to monitor score trends in the coming year to ensure that the MPS develops an action plan to address this downturn.

MPA Internal Audit – continuing to make a difference

MPA Internal Audit continues to make a valued contribution to the MPA corporate objective of helping to create an efficient and effective police service. They offer specialist and professional support to key areas of development such as the Outsourcing Programme.

Proactive investigative work led to the recovery of over £450,000 for the Authority during the year and stemmed further losses. Reviews of BOCU business and financial systems have proved particularly beneficial and have led

to the development of a training package that will be delivered to management in OCUs in 2005/06.

Internal Audit has also worked with the MPS to address areas for improvement identified following reviews of high-risk systems, including work on police overtime and systems supporting cash seizures.

Assessing MPA performance

In May 2004, the Audit Commission carried out an initial performance assessment of the MPA. This assessment, which consisted of a self-assessment, peer review and onsite interviews, judged the MPA against 10 themes: ambition, focus, prioritisation, performance management, achievement, improvement, capacity, learning, investment and future plans.

The MPA has been graded 'fair' overall, which is the mid-point on a scale of poor, weak, fair, good and excellent. The grade is the result of individual scores for each of the ten themes. Some of these themes have been weighted, to reflect the relative importance.

The report pays tribute to the MPA's many strengths, particularly the credibility it has with the MPS and the improvements in service delivery that it has achieved because of this. They found that the MPA has clear ambitions for policing in London and it is balancing the competing priorities of the Home Office, the Mayor and London's communities increasingly successfully. The MPA is focused on key priorities, including diversity and equalities, and its scrutiny is focused on challenging operational areas. It has driven the improvement of the financial management of the organisation, improved recruitment and retention, and achieved increased public satisfaction with the MPS. Its performance management of the MPS is strong and has delivered real improvements.

While the assessment is generally positive about the MPA's externally facing role, some weaknesses were identified, including that its key stakeholders are unclear about what it is trying to achieve (this was before the external consultation on the corporate strategy – and will be addressed through this strategy) and its limited public profile. It was also identified that joint working across the Greater London Authority family was still developing (this was raised with all the Greater London Authority bodies).

Internally, the assessment highlighted that the MPA has high-calibre members and talented and motivated staff who tackle complex and challenging policy areas with skill and enthusiasm. It also identified that we are building capacity and increasing resources in key areas. The

review found that many of the internal processes in place to support the organisation are not yet fit for purpose, in particular, the absence of key policy and procedures (particularly in HR), slow decision making, limited use of learning to drive change, and a lack of corporacy in some areas. It also highlighted that the absence of a corporate plan and subsequent team plans makes it difficult for staff to know what their priorities are.

The MPA had already started to address a number of the issues identified in the report, prior to its publication. The MPA is also engaged in an organisational development programme aimed at delivering a comprehensive response to the weaknesses highlighted, and building on the foundations already in place.



Performance indicators 2004/05

The Statutory Performance Indicators (SPIs) for 2004/05 replace all police-related Best Value Performance Indicators (BVPIs) and Police Best Value (PBV) indicators. The change in name to SPI reflects the need to establish a common numbering system for statutory measures. The 'best value' obligations on police authorities and forces to collect, report and audit statutory performance data are unchanged.

SPIs have been developed by the Home Office, working with the Association of Police Authorities (APA) and Association of Chief Police Officers (ACPO), as part of the Policing Performance Assessment Framework (PPAF) programme. The purpose of PPAF is to improve the performance of the police service by focusing on the key strategic outcomes of policing.

Improved police performance is central to the Government's vision of better public services. Much of the agenda for change that the police face – in particular, the need to implement reforms that strengthen the focus on the citizen – is similar to that in other parts of the public sector.

Important outcomes from policing, such as reduced levels of crime and anti-social behaviour, plus increased community engagement, result from a complex interplay of police performance, performance of other agencies and wider social, economic and cultural factors.

PPAF has been designed to reflect the breadth of policing, filling the gaps in previous methods of performance assessment. Indicators are allocated to one of six 'domains' which capture the full range of policing activity: citizen focus; reducing crime; investigating crime; promoting public safety; providing assistance; and resource use. Development work has been in progress and further measures have been introduced for 2005/06 following consultation with police authorities and forces during 2004/05.

Note: at the time of publication, the SPIs for 2004/05 have not been audited.

Performance tables

Measures	2003/04 Performance Year	2004/05 TARGET	2004/05 Performance Year	Comment
Objective 1: To minimise the risk to life and property from terrorist activity in London				
Number of quality intelligence reports (monthly average)	653	N/A	941	
Appropriate number of counter-terrorism deployments (monthly average)	N/A	N/A	6	
Objective 2: To maintain an effective response to suspected and actual terrorist incidents				
Percentage of terrorist scenes managed to a good or very good standard	95%	90%	97%	
Once tasked, to attend suspected or actual terrorist scene within set target – first officer at scene in 12 minutes	77%	100%	78%	
Objective 3: To reduce the level of gun crime				
Reduce the number of gun-enabled crime offences	3,966	4% reduction	-7.9% (3,653)	
Detection rate for gun-enabled crime	18.3%	20%	24%	
Objective 4: To disrupt organised criminal activity of persons identified as Class A drugs suppliers				
The number of drug-trafficking organisations disrupted	N/A	12 per annum	25	
The number of proactive operations against open drugs markets	N/A		30	Work is ongoing to set up data collection arrangements for this measure, as the information is not gathered by the MPS's automated data collection systems. However, operations against open drug markets have been ongoing in the boroughs throughout the year.
The number of proactive operations against crack houses	489	10% increase (538)	549	The figure given for 2004/05 is for five boroughs (Lambeth, Haringey, Camden, Hackney and Southwark). However, operations against crack houses have been ongoing in all boroughs throughout the year.
SPI 6c: The number of class A drug supply offences brought to justice per 10,000 population	2.4		2.8	These figures are supplied by the Home Office.
SPI 6c: Of these, the percentage, each, for cocaine and heroin supply	51.1% cocaine 25.5% heroin		53.2% cocaine 23.8% heroin	These figures are supplied by the Home Office.
Objective 5: To dismantle organised criminal networks and seize their assets				
Value of assets recovered (Economic and Specialist Crime Directorate only)	N/A	More than £8m	£21.5m	
The number of organised criminal networks disrupted (per month)	N/A	2	3.4	

Measures	2003/04 Performance Year	2004/05 TARGET	2004/05 Performance Year	Comment
Objective 6: To safeguard children and young persons from physical and sexual abuse				
Detection rate in allegations of intra-familial abuse	N/A	35%	51%	
Number of arrests of subjects identified by Child Protection Intelligence Unit (monthly average)	N/A	3.3	3.4	
Detection rate for murders investigated by Child Protection murder teams	N/A	85%	67%	All cases are sensitively and compassionately investigated, bearing in mind suspects come from within the family. This can lead to difficulties in obtaining evidence in the small numbers of cases investigated.
Objective 7: To improve neighbourhood safety				
Percentage satisfied with the way their neighbourhood is policed	N/A	55%	48.7%	
Visible uniformed operational police hours	20,441,034	5% increase	3.1% increase (21,074,980)	There was no prior data as a guideline when the target was set during 2004/05.
Percentage who think crime has increased/decreased in neighbourhood	N/A	No baseline data	30.5% think crime has increased in their neighbourhood, while 5.4% think it has decreased	
Percentage who think anti-social behaviour has increased/decreased	N/A	No baseline data	34.6% think anti-social behaviour has increased, while 4.8% think it has decreased	
SPI 1a: Satisfaction of victims of: domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to making contact with the police	N/A	No baseline data	81.7% (satisfied); 47.3% (very and completely satisfied)	
SPI 1b: Satisfaction of victims of: domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to action taken by the police	N/A	No baseline data	63.5% (satisfied); 37.0% (very and completely satisfied)	
SPI 1c: Satisfaction of victims of: domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to being kept informed of the progress	N/A	No baseline data	48.2% (satisfied); 22.5% (very and completely satisfied)	

Measures	2003/04 Performance Year	2004/05 TARGET	2004/05 Performance Year	Comment
SPI 1d: Satisfaction of victims of: domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to their treatment by staff	N/A	No baseline data	86.3% (satisfied); 58.7% (very and completely satisfied)	
SPI 1e: Satisfaction of victims of: domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to the overall service provided	N/A	No baseline data	68.0% (satisfied) 39.3% (very and completely satisfied)	
SPI 2a: Using the British Crime Survey, the percentage of people who think their local police do a good job	N/A	No baseline data	51.5%	This data comes from the British Crime Survey and relates to the year ending December 2004. Financial year data will be provided when available.
SPI 4a: Using the British Crime Survey, the risk of personal crime	11%	No target set	8.2%	This data comes from the British Crime Survey and relates to the year ending December 2004. Financial year data will be provided when available.
SPI 4b: Using the British Crime Survey, the risk of a household crime	21%	No target set	19.3%	This data comes from the British Crime Survey and relates to the year ending December 2004. Financial year data will be provided when available.
SPI 5a: Domestic burglaries per 1,000 households	21.0	-7% (19.5)	19.5	
SPI 5b: Violent crime per 1,000 population	32.1	No target set	34.1	
SPI 5d: Vehicle crime per 1,000 population	21.6	-8% (19.9)	18.5	
SPI 5e: Life-threatening crime and gun crime per 1,000 population	1.0	No target set	1.0	
SPI 9a: Road traffic collisions resulting in death or serious personal injury per 100 million vehicle kilometres travelled	13.9	-4% (13.3)	10.4	
SPI 10a: Using the British Crime Survey, the percentage of people who are worried about burglary	16.0%	No target set	17.1%	This data comes from the annual British Crime Survey and relates to the year ending December 2004. Financial year data will be provided when available.
SPI 10a: Using the British Crime Survey, the percentage of people who are worried about car crime	19.0%	No target set	19.2%	This data comes from the annual British Crime Survey and relates to the year ending December 2004. Financial year data will be provided when available.
SPI 10a: Using the British Crime Survey, the percentage of people who are worried about violence	22.0%	No target set	24.6%	This data comes from the annual British Crime Survey and relates to the year ending December 2004. Financial year data will be provided when available.
SPI 10b: Using the British Crime Survey, feelings of public safety	N/A	No target set	29.1%	This data comes from the annual British Crime Survey and relates to the year ending December 2004. Financial year data will be provided when available.

Measures	2003/04 Performance Year	2004/05 TARGET	2004/05 Performance Year	Comment
SPI 11a: Proportion of police officer time available for front-line policing	66.4%	To maintain performance level of 2003/04	N/A	2004/05 data is not yet available from the Home Office.
Objective 8: To reduce the level of robbery compared with 2003/04				
Reduce the number of robberies	40,640	11% reduction	4% reduction (39,033)	
SPI 5c: Robberies per 1,000 population	5.5	5	5.3	
SPI 7d: Percentage of robberies detected	12.4%	15%	15.5%	
Objective 9: To improve our contribution to the effectiveness of the criminal justice system				
Percentage of total notifiable offences detected	15.4%	20%	21.1%	
Arrest warrants outstanding	14,313	13,124	13,745	The figure for 2004/05 was taken from the Operation Emerald Warrants Management System and represents Failed to Appear and Bench Warrants. The figure for 2003/04 was taken from the Police National Computer.
Victim satisfaction (<i>same as SPI 1e</i>)	N/A		68.0%	
SPI 6a: Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court	131,156	138,373	150,959	This figure has been provided by the Home Office.
SPI 6b: Percentage of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court	12.3%	No target set	14.7%	This figure has been provided by the Home Office.
SPI 7a: Percentage of notifiable/recorded offences resulting in charge, summons, caution or taken into consideration at court	12.7% (134,580 sanctioned detections)	No target set	14.7% (149,128 sanctioned detections)	
SPI 7b: Percentage of detected domestic burglaries	10.3%	14%	13.5%	
SPI 7c: Percentage detected of violent crime	24.3%	No target set	38.3%	
SPI 7e: Percentage detected of vehicle crime	4.0%	6%	5.4%	
Objective 10: To recognise and respond appropriately to the differential impact of crime on people, taking into account their race, gender, sexual orientation, faith, age or disability				
The detection rate for rape offences	32.8%	35%	38.4%	
The detection rate for homophobic crimes	19%	26%	32.3%	
The detection rate for racist crimes	20%	26%	34.5%	
The detection rate for domestic violence	31.6%	35%	55.1%	
SPI 3a: Satisfaction of victims of racist incidents with respect to the overall service provided	N/A	70%	58.7% (satisfied); 30.7% (very and completely satisfied)	

Measures	2003/04 Performance Year	2004/05 TARGET	2004/05 Performance Year	Comment
SPI 3b: From 1e Comparison of satisfaction for white users and users from visible minority ethnic groups with respect to overall service provided	N/A		<i>White:</i> 69.9% (satisfied); 42.2% (very and completely satisfied)	
	N/A		<i>Visible minority ethnic:</i> 62.8% (satisfied); 31.5% (very and completely satisfied)	
SPI 3c: Percentage of PACE stop/searches of white people which lead to arrest	12.0%	No target set	9.8%	
SPI 3c: Percentage of PACE stop/searches of visible minority ethnic people which lead to arrest	12.1%	No target set	10.4%	
SPI 3d: The sanction detection rate of violence against the person (VAP) offences where the victim is white	15.0%	No target set	15.6%	
SPI 3d: The sanction detection rate of VAP offences where the victim is from a visible minority ethnic group	10.4%	No target set	11.1%	
SPI 8a: Percentage of domestic violence incidents with a power of arrest where an arrest was made related to the incident	47.4%	No target set	46.0%	The 2003/04 figure has been updated from that previously published to better reflect the definition.
SPI 8b: Of 8(a), the percentage of partner-on-partner violence	N/A	No target set	95.5%	
RESOURCE USE: CAPABILITY MEASURES				
SPI 12a: Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population	16.8%	No target set	13.4%	
	26.1%		26.1%	
SPI 12b: Ratio of officers from minority ethnic groups resigning to all officer resignations	2:9	No target set	2:3	
SPI 12c: Percentage of female police officers compared with overall force strength	18.5%	No target set	19.5%	
SPI 13a: Number of working hours lost due to sickness by police officers	64.3 per officer	69.8	56.7	
SPI 13b: Number of working hours lost due to sickness by police staff	70.7 per staff member	70.9	65.7	
All population and household figures used are sourced from the 2003 mid-year estimates.				

Objectives, measures and targets for 2005/06

1. Objective: To minimise the risk from terrorist activities and to maintain an effective response to terrorist incidents

Measures:

- Terrorist incident scene management. Suspected or actual terrorist incidents achieve rating of appropriate scene management. Target – 90% of incident response to reach the required standard.
- Percentage of other (non-Police and Criminal Evidence) stop/searches which lead to arrest by ethnicity of the person stopped. This measure will be used to monitor community impact.
- Special Branch to focus on operations countering the most serious terrorist threats to security. Target – 70% of operations to be against priority targets.
- To provide a high-quality service to calls made to the Anti-Terrorist Hotline (0800 789 321). Target – 85% of Anti-Terrorist Hotline calls to be answered within set time.
- To maintain the security of the Royal Palaces and Parliamentary Estate. Target – No intrusions to key designated areas.
- To undertake a review of security at every MPS building designated as 'mission critical'. Target – To complete all security reviews before 31 March 2006.

2. Objective: To reduce the level of gun-enabled crime

Measures:

- Life-threatening crime and gun crime per 1,000 population. *Shared lead with Violence Delivery Plan – target derived from level of gun-enabled crime.
- Reduce level of gun-enabled crime. Target – 4% reduction.
- Improve detection rate for gun-enabled crime. Target – sanction detection rate 20%.

3. Objective: 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

Measures

- The value of assets identified by court order for seizure. Target – £5 million.

- The number of disruptions to organised criminal networks. Target – 50 networks disrupted.
- The number of cases where assets are restrained or cash is seized. New measure – Baseline to be established 2005/06.

4. Objective: To improve neighbourhood safety

Measures:

- Percentage of stop/searches which lead to arrest by ethnicity of the person stopped. *This measure will be used to monitor community impact.
- (a) Using the British Crime Survey, the risk of personal crime; (b) Using the British Crime Survey, the risk of household crime. *No target set – Results will not be reported during 2005/06.
- Domestic burglaries per 1,000 households. *Target – 4% reduction.
- Vehicle crime per 1,000 population. *Target – 8% reduction.
- Number of people killed in under 30 days or seriously injured in road traffic collisions. *Target – 4% reduction.
- Number of people killed per 100 million vehicle kilometres travelled. *Target – 4% reduction.
- Using the British Crime Survey, fear of crime. *No target set – Results will not be reported during 2005/06.
- Using the British Crime Survey, perceptions of anti-social behaviour. *Target – Improved performance on 2004/05.
- Using the British Crime Survey, perceptions of local drug use/drug dealing. *Target – Improved performance on 2004/05.
- Percentage of police officer time spent on front-line duties. *Target – To achieve a rate in line with 2005/06 staffing plans.
- Reduction in 10 British Crime Survey comparator crimes, Borough Operational Command Unit target-setting to produce MPS target. Target – 5% reduction.
- The number of crack house closure orders obtained and the number of crack houses closed as a consequence of the orders. Recent legislation – Baseline measure to be obtained for 2005/06.
- Sanction detections for domestic burglary. Target – 14% sanction detection rate.
- Sanction detections for vehicle crime. Target – 6% sanction detection rate.
- Reduction in the number of child casualties as per Mayor's London Road Safety Plan. Target – 5% reduction.

*These refer to national Statutory Performance Indicators, which the Home Office sets for all police forces.

A sanction detection occurs where a person has been charged with an offence, received a summons or a caution (including for simple possession of cannabis dealt with in accordance with ACPO guidelines), has an offence taken into consideration by the court or has been issued with a Penalty Notice for Disorder.

5. Objective: To improve our contribution to the criminal justice system

Measures

- 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. ***Target – 13,350 monthly average.**
- Percentage of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court. ***Target – Percentage performance required to achieve MPS 2005/06 of target 160,205 offences brought to justice.**
- Percentage of notifiable/recorded offences resulting in charge, summons, caution or taken into consideration at court. ***Target – 16.6%.**
- Reduce the rate of ineffective trials. **Target – 25%.**
- Number of outstanding warrants. **Target – 20% reduction.**
- Percentage of victims and witnesses who are satisfied is higher than in the baseline year 2003/04. **Target – Improved performance on 2004/05.**

6. Objective: To improve the citizen experience in their contacts with the Police

Measures

- Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to:
 - making contact with the police. ***Target – Improved performance**
 - action taken by the police. ***Target – Improved performance**
 - being kept informed of progress. ***Target – Improved performance**
 - their treatment by staff. ***Target – Improved performance**
 - the overall service provided. ***Target – Improved performance.**

- Using the British Crime Survey, the percentage of people who think their local police do a good job. ***Target – Improved performance on 2004/05 and demonstrate a measurable difference between Safer Neighbourhoods areas and non-Safer Neighbourhoods areas.**
- Satisfaction of victims of racist incidents with respect to the overall service provided. ***Target – Improved performance.**
- Comparison of satisfaction for white users and users from visible minority ethnic groups with respect to the overall service provided. ***Target – Improved performance.**
- Subject access requests – To respond to any appropriate request for personal information within 40 days. **Target – To respond within 40 days and establish baseline compliance issues.**
- Freedom of Information requests – To respond to any appropriate request for any other information under the Freedom of Information Act within 20 working days. **Target – To respond within 20 working days and establish baseline compliance issues.**
- Call handling – the percentage of incoming external 999 telephone calls not answered within target time. **Target – Improved performance.**
- Call handling – the percentage of incoming external standard telephone calls not answered within target time. **Target – Improved performance.**
- Police response – percentage of ‘I’ graded incidents attended within target time – 12 minutes. **Target – To maintain performance on 2004/05.**
- Police response – percentage of ‘S’ graded incidents attended within target time – one hour. **Target – To maintain performance on 2004/05.**

7. Objective: To reduce the level of violence and increase the number of violent offenders brought to justice

Measures

- Comparison of percentage detected of violence against the person offences by ethnicity of the victim. ***This measure will be used to monitor performance and community impact.**
- Violent crime per 1,000 population. ***Target – 2% reduction.**
- Robberies per 1,000 population. ***Target – 2% reduction.**
- Life-threatening crime and gun crime per 1,000 population. ***Shared lead with Gun Crime Delivery Plan.**

*These targets refer to national Statutory Performance Indicators, which the Home Office sets for all police forces.

Threatened/civil actions and damages paid

Please note that the details set out in the following tables relate to actions against the police for wrongful arrest, false imprisonment, etc.

Actions – received in financial years

	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05
Civil actions	164	190	158	146	124	108*
Threatened actions	633	503	439	423	499	438

*The main reason for the decrease in the number of actions received is due to the introduction of the HMIC (Her Majesty's Inspectorate of Constabulary) counting rules (threatened actions which turn into actual proceedings should not be double-counted).

Damages – paid in financial years

	1999/00		2000/01		2001/02		2002/03		2003/04		2004/05	
	No. of cases	Cost (£000)	No. of cases	Cost (£000)	No. of cases	Cost (£000)	No. of cases	Cost (£000)	No. of cases	Cost (£000)	No. of cases	Cost (£000)
Threatened actions	135	689	94	559	79	485	85	419	98	800	74	331
Settled civil actions	278	3,014	126	1,759	50	776	64	1,107	65	1,376	36	395
Court awards	22	203	15	340	6	125	9	828	3	6.5	4	23

Commentary:

In the last financial year the number of threatened and civil actions has continued to decrease.

The damages paid and the number of cases settled during 2004/05 have decreased. Only a few cases have been unsuccessfully defended and they attracted low awards.

Police officers and police staff punished as a result of misconduct proceedings during 2004/05

Following on from consultation on a document issued in December 2000 by the government entitled *Complaints against the Police: Framework for a New System*, the role of an independent body to supervise, run and, where necessary, conduct investigations into complaints against the police, was laid out in the Police Reform Act 2002. In April 2004 the Independent Police Complaints Commission (IPCC), which also has a wider responsibility to monitor the way complaints are handled by local police forces and to feed back lessons from their work to the Police so that they can improve the way they deal with complaints, commenced operations.

Anyone working for the MPS, not just police officers, is covered by the new arrangements. This includes police staff, Special Constables, community support officers and contracted escort and detention officers, which is why we have added a new table to this section in relation to the results of discipline against police staff. The table only relates to matters that have been the subject of a public complaint, the IPCC has no role in matters of purely internal discipline for police staff.

Police officers punished as a result of misconduct proceedings during 2004/05

Sanction (number of officers)	Public complaints	Conduct matters
Dismissal	4	5
Required to resign	1	19
Reduction in rank	0	4
Fine	3	20
Reprimand	3	8
Caution	4	6
No further action	0	1
Admonished	2	0
Advice	64	65
Given written warning	17	410
Total	98	538

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

Police staff discipline cases as a result of complaints by the public

Outcome	Number of complaints
Contract terminated	2
Stage 1 Inefficiency	53
Stage 1 Misconduct	36
Stage 2 Inefficiency	19
Stage 2 Misconduct	31
Stage 3 Final written warning	4
Stage 3 Inefficiency	5
Stage 3 Misconduct	18
Stage 4 Dismissed	60
Stage 4 Down banding	1
Stage 4 Formal reprimand	28
Total	257

- Stage 4 dismissals accounted for 23% of the total number of outcomes for police staff discipline cases. Of these, 38% (23) were attributed to adverse probationer performance.

Deaths following police contact during 2004/05

By cause of death

Total number of deaths following police contact	Narrative verdicts	Inquests pending
13	1	12

Details of narrative verdicts

Number of narrative verdicts	Details
1	The deceased died when he attempted to conceal a package of herbal cannabis in his mouth and then inhaled it

Alternative languages

This is the joint report of the Commissioner of the Metropolitan Police Service and the Metropolitan Police Authority for April 2004 to March 2005. It sets out how we performed in the last year and the priorities set for 2005/06. 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.

هذا هو التقرير المشترك لمفوض شرطة لندن وهيئة شرطة لندن للفترة ما بين أبريل/نيسان 2004 ومازس/آذار 2005. و يبين مستوى أداءنا خلال السنة الماضية وأولويات سنتي 2005/2006. وهذا التقرير متوفر أيضا بالحروف العظيمة أو على أشرطة سمعية أو بطريقة بريل أو بهذه اللغة وكذلك بالكتابة إلى العناوين المنزجة على الغلاف الأخير.

এটি হচ্ছে এপ্রিল 2004 থেকে মার্চ 2005 পর্যন্ত মেট্রোপলিটান পুলিশের কমিশনার এবং মেট্রোপলিটান পুলিশ অথরিটির যৌথ রিপোর্ট। গত বছর আমরা কি প্রকম বাস্তব করেছি এবং 2005/06 সালে কি কি বিষয়কে অগ্রসিকার দেওয়া হবে বলে ঠিক করা হয়েছে বা একে বলা হয়েছে। পিছনের মলাটে দেওয়া ঠিকানায় চিঠি লিখলে, বড় ছাপায়, কাসে শোনার টেপ, ব্রেল এবং বাংলা ভাষায়ও এই রিপোর্টটি পাওয়া যাবে।

這是首都警務處長與首都警察監督局有關 2004 年 4 月至 2005 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 2005/06 年度訂出的優先項目。本報告的摘要亦備有大字體、錄音帶、凸字及中文等版本，請致函背頁所示地址索取。

Ovo je zajednički izvještaj Komesara Policijske službe metropole za razdoblje od travnja 2004. do ožujka 2005. godine. U njemu se opisuje naš učinak u protekloj godini te postavljaju prioriteta za 2005-2006. godinu. Izvještaj također možete dobiti u krupnom tisku, na tonskoj vrpici, na Braillevom pismu te na ovom jeziku ako uputite pismeni zahtjev na adresu navedenu na zadnjoj korici.

Αυτή είναι η από κοινού αναφορά του Διευθυντή της Μητροπολιτικής Υπηρεσίας και της Αρχής της Μητροπολιτικής Αστυνομίας για το χρόνο μεταξύ Απριλίου 2004 και Μαρτίου 2005. Εκθέτει τον τρόπο με τον οποίο αποδώσαμε τον παρασμένο χρόνο και τις προτεραιότητες που έχουν οριστεί για το 2005/06. Η αναφορά αυτή διατίθεται επίσης σε γράμματα μεγάλου μεγέθους, σε κασέτα, σε Μπαράγγ και σε ιστιή τη γλώσσα και μπορείτε να την προμηθευτείτε γράφοντας στη διεύθυνση που βρίσκεται στο οπισθόφυλλο.

આ રિપોર્ટને અંત ૫ મેટ્રોપોલીટન પોલીસ સર્વિસ અને મેટ્રોપોલીટન પોલીસ ઓથોરિટીનો એપ્રિલ 2004થી માર્ચ 2005 સુધીનો સંપૂર્ણ અહેવાલ (એક્ટ-૨ રિપોર્ટ) છે. તેમાં અમે ગયા વર્ષે હવે કામ કર્યું હતું તે અને 2005/06 માટે નક્કી કરવામાં આવેલી અગ્રતાઓ જણાવવામાં આવી છે. તેનો સંક્ષેપ, ઇંગ્લીશ અને આપેલા સરનામે વાપવાથી મોટા અક્ષરોમાં છાપેલો, ઓડિયો ટેપ ટેપ, બ્રેલમાં અને આ ભાષાઓમાં થઈ શકે છે.

यह कमिशनर ऑव द मेट्रोपोलीटन पुलिस सर्विस और मेट्रोपोलीटन पुलिस अथारिटी की अपेक्ष 2004 से मार्च 2005 तक के समय की सांझी रिपोर्ट है। इसमें पिछले वर्ष की हमारी कारगुजारी के बारे में तथा उन कामों के बारे में जानकारी दी गई है जिन्हें हम वर्ष 2005/06 में प्राथमिकता देंगे। अतिम सफे पर दिए पते पर पत्र लिखकर आप यह रिपोर्ट बड़े अक्षरों में, ऑडियो टेप पर, ब्रैल में और इस भाषा में भी ले सकते हैं।

ਇਹ ਕਮਿਸ਼ਨਰ ਆਫ ਦ ਮੈਟ੍ਰੋਪੋਲੀਟਨ ਪੁਲਿਸ ਸਰਵਿਸ ਅਤੇ ਮੈਟ੍ਰੋਪੋਲੀਟਨ ਪੁਲਿਸ ਅਥਾਰਿਟੀ ਦੀ ਅਪ੍ਰੈਲ 2004 ਤੋਂ ਮਾਰਚ 2005 ਤਕ ਦੇ ਸਮੇਂ ਦੀ ਸਾਂਝੀ ਰਿਪੋਰਟ ਹੈ। ਇਸ ਵਿਚ ਸਾਡੇ ਪਿਛਲੇ ਸਾਲ ਦੀ ਕਾਰਗੁਜ਼ਾਰੀ ਬਾਰੇ ਉਹਨਾਂ ਕੰਮਾਂ ਬਾਰੇ ਜਾਣਕਾਰੀ ਦਿੱਤੀ ਗਈ ਹੈ ਜਿਹਨਾਂ ਨੂੰ ਅਸੀਂ ਸਾਲ 2005/06 ਵਿਚ ਪਹਿਲ ਦਿਆਂਗੇ। ਅਗ਼ੀਲ ਸਭੇ 'ਤੇ ਦੱਸੇ ਪਤੇ 'ਤੇ ਪਤਰ ਲਿਖ ਕੇ ਤੁਸੀਂ ਇਹ ਰਿਪੋਰਟ ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ, ਆਡੀਓ ਟੇਪ 'ਤੇ, ਬ੍ਰੇਲ ਵਿਚ, ਅਤੇ ਇਸ ਭਾਸ਼ਾ ਵਿਚ ਵੀ ਲੈ ਸਕਦੇ ਹੋ।

Bu, Metropolitan Polisi Komiserliği (Commissioner of the Metropolitan Police) ile Metropolitan Polis İdaresi (Metropolitan Police Authority) tarafından çıkarılan, Nisan 2004 ile Mart 2005 arasındaki döneme ait ortak rapordur. Raporunda geçen yıl içindeki performansımız ve 2005/06 dönemi için belirlenen öncelikler yer almaktadır. Bu rapor ayrıca, arka kapakta verilen adreslere mektup yazmak suretiyle, büyük boy harf baskılı, ses kaseti halinde, kâğıtlar için Braille alfabesiyle ve Türkçe olarak da edinilebilir.

یہ ملٹروپولیشن پولیس سروس کے مشترکہ اور ملٹروپولیشن پولیس اتھارٹی کی مشترکہ رپورٹ ہے۔ اسے اپریل 2004 سے مارچ 2005 تک کے عرصے میں ملٹروپولیشن پولیس اتھارٹی اور ملٹروپولیشن پولیس ایڈمنسٹریشن کے درمیان ملٹروپولیشن پولیس اتھارٹی کی طرف سے جاری کیا گیا ہے۔ اس رپورٹ میں گذشتہ سال کی کارکردگی اور 2005/06 کے لئے ترجیحات جاننے کی گئی ہیں۔ یہ رپورٹ بڑی چھاپی، آڈیو ٹیپ، بڑی اور چھوٹی چھاپے میں، بڑے لٹری کے ساتھ اور بڑے لٹری کے ساتھ ملٹروپولیشن پولیس اتھارٹی کے پاس بھی حاصل کی جا سکتی ہے۔

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