



Achievement Report
2000/01



Warwickshire Police wishes to thank the *Coventry Evening Telegraph* and News Team International for some of the photographs published in this report.



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Warwickshire



Fact file

Policing area:

The county of Warwickshire has an area of 764 square miles

Population:

White: 490,563
Minority ethnic: 17,337

Total: 507,900

Dwellings: 209,000

Regular force

Chief Constable	1
Deputy Chief Constable	1
Assistant Chief Constable	1
Superintendents	11
Chief Inspectors	9
Inspectors	44
Sergeants	125
Constables	743

Total officers: 935

Male	780
Female	155
Minority ethnic officers	18

Police officer: Population ratio

One police officer to 543 residents

Special Constabulary:

County Commandant	1
Designated Deputy Commandant	1
Senior Area Officers	5
Area Officers	19
Section Officers	33
Special Constables	162

Total: 221

Support staff:

Male	163
Female	283
Support staff	446
Minority ethnic support staff	9

Buildings:

Police Headquarters with Communications Centre and training facility	
Area police stations	2
Main police stations	3
Section police stations	12
Motorway/traffic posts	6

Vehicles:

Total fleet - 248 vehicles including traffic patrol cars, four wheel drive vehicles and motorcycles

Air Support Unit: 1 Eurocopter shared with Leicestershire and Northamptonshire police forces

Audits/Inspections of Warwickshire Police 2000/2001

HMIC

Full Inspection October 2000, Efficiency Savings, Best Value Review Of Consultation

External auditors

Annual Policing/Best Value Performance Plan

Finance

Other facts and figures

Change Of Name

On 1 April 2001, Warwickshire Constabulary became Warwickshire Police.

Note: Fact File statistics were correct at 31 March 2001. For regularly updated information see: www.warwickshire.police.uk



John Burbeck
Chief Constable

Chief's **introduction**

I was delighted to be appointed as Chief Constable of the force and this, my first year, has been a challenging one for us all. Whilst striving to improve the service we give we have, at the same time, embarked on a modernisation programme that will put us on track to deliver even better policing in the future.

It has been disappointing that we have only met some of our targets, but it is reassuring that, by working with other agencies and communities, we have yet again seen a reduction in crime in the county. That means fewer victims and, I hope, a greater feeling of confidence.

Our investments for the future have been made possible by additional funding from both national government and, more importantly, our police authority. For the first time for many years we have actively recruited both police officers and support staff. We have invested heavily in training to enhance our skills; in forensic science, particularly DNA; and we have introduced new computer systems.

In addition, we have increased local policing with additional community beat officers working to sector commanders (chief inspectors and inspectors) who have been freed up to work with local communities.

All these changes have taken time and absorbed some of our capacity to serve the public. However, we have improved our ability to identify and solve policing problems, and I am confident that we are now positioned to take full advantage of the further additional money and police officers we are to receive.

Next year, we will move a step closer to achieving our new vision: Warwickshire - the safest place to be.

John Burbeck
Chief Constable

This report contains details of the performance of Warwickshire Police in respect of the Policing Plan for 2000/2001.

**Further copies can be obtained from:
Strategic Development
Tel: 01926 415069**

More information about Warwickshire Police is available on the web site at www.warwickshire.police.uk



John Rennie Chairman of Warwickshire Police Authority

Police **Authority**

Chairman's introduction

I have great pleasure in contributing to the first combined Annual Report from the Police Authority and the Chief Constable. The full report reviews the performance of Warwickshire Police over the period 1 April 2000 to 31 March 2001 against national and local objectives and targets set out in the published Policing Plan 2000/2001. Our local objectives were developed by the Police Authority through a variety of consultation exercises undertaken with communities in Warwickshire.

In October 2000, our new Chief Constable, John Burbeck, took up post and we are very pleased to report that John has had an extremely successful year and has already made a great impact. Morale is high and the senior team are working together very successfully.

The authority was pleased to note the reductions in the levels of most crimes during the year. One exception was the growth in violent crime, partly arising from the greatly increased reporting of domestic violence. It is good, therefore, to be able to report the establishment of a new, countywide Domestic Violence Service, with much improved staffing and with the help of a £150,000 grant from the government.

In 2000/2001, the authority gave specific attention to the levels of sickness within the force. We are pleased to report that reductions in sickness were seen with both

police officers and support staff during the year.

However, we do recognise that within certain areas of our operations, there is a recognisable need for improvement. The government's Best Value initiative (essentially a structured approach to continuous improvement) completed its first year with reviews being undertaken in crime, consultation, and managing and developing people. The authority has been actively involved in all these reviews and is pleased that the improvements in some of these areas are now being seen.

Warwickshire has a long tradition of inter-agency partnerships and these are continuing to play a vital role in the fight against crime. More than ever, central government has placed demands on the police and other public and voluntary sector services to strengthen such partnerships. We are now seeing the fruits of the efforts to meet these demands, particularly in our successful and developing Crime and Disorder Partnerships.

The most welcome and exciting news since the end of the period covered by this report has been our successful bid to the Home Office for the development of two Criminal Justice Centres - the first in the country - with a government grant of £21 million. The bid, led by Warwickshire Police, brought together a partnership comprising police,

the Probation Service, the Crown Prosecution Service, the Warwickshire Magistrates and others. The success of the bid is a real indication of Warwickshire's growing reputation at national level.

We are aware that there are many challenges ahead. These include increasing demands from the public, not least through vastly increased telephone calls; directives from the Home Office; and the ongoing need to ensure continuous improvement, as measured by Best Value Reviews. Warwickshire Police Authority recognises the need for these new and demanding roles and has taken them on board with confidence.

We believe that, particularly given our excellent relationship with the officers of the police and our very inclusive role, we have the right foundations and structures in place to ensure success. We are equally confident of the continuing co-operation and support of our many partner agencies in the county. Together, we can provide the kind of service that the people of Warwickshire need and deserve.

John Rennie

Chairman of Warwickshire Police Authority

Independent custody visiting of police stations

Independent custody visiting is the new name for lay visiting, the well-established system where volunteers attend police stations to check on the treatment of detainees.

A new Home Office Circular 15/2001 has been produced providing central guidance on how independent custody visiting should be organized and carried out. Responsibility for delivery lies with the Police Authority in consultation with Warwickshire Police.

Independent custody visiting has steadily developed and improved over the last 12 months in Warwickshire and as well as the protection it offers to detainees, it draws on the concerned commitment of volunteer custody visitors and helps to build partnerships between the police and the communities they serve. We have three Panels covering the north and south of the county and the Rugby area. Membership of these panels is in the region of 40 members who, over the past year, have between them carried out 142 visits to designated police stations in the county.

The Police Authority is pleased to report that, once again, there were no major problems requiring its intervention and that only a small number of minor concerns were raised by lay visitors, which were dealt with promptly and efficiently by police station staff.

If you would like more information on this rewarding role or if you would just like to know more about the scheme, please contact:

Margaret Cure
Warwickshire Police Authority
PO Box 9, Shire Hall
Warwick
CV34 4RR



About Warwickshire Police Authority

Warwickshire Police Authority is made up of 17 people - Warwickshire county councillors, magistrates and independent members - who work with the Chief Constable and the police to make sure the people who live in, work in or visit Warwickshire have a strong and efficient police service.

The authority is best described as the 'critical friend' of the force and its responsibilities include determining the force's annual budget; seeking and considering views from local communities about policing to help identify policing priorities; and publishing an annual policing plan, assessing performance against the targets set within it.

The authority is also responsible for letting local people know how well it and the force are achieving their objectives and, for the first time this year, the Police Authority Annual Report and the force's own Annual Achievement Report have been combined in this one publication.



Crime

Once again, overall crime levels fell this year, with a reduction of 4.2 percent, in line with the force's target. Many good initiatives have contributed to the falling crime rate.

Communities make a difference

A unique community project in the Whitnash area of Leamington Spa has made a major contribution to the consistent fall in crime levels there during the past five years. The community beat officer has developed a thriving community alert network, supported by 50 volunteers. If there is a particular crime or nuisance problem in the town, and an urgent need to pass on information, volunteers post crime prevention information to more than 3,000 homes within 24 hours. The CBO has worked with local councillors to produce a leaflet - *Taking Responsibility* - which focuses on how the community as a whole can work together to crack down on crime, noise, litter and nuisance behaviour. She was nominated for a national award for her outstanding work.

Policing in partnership

In Rugby, a two-year, multi-agency, crime reduction project was launched in January in two wards of the town which have the highest crime rates. Rear access to terraced properties has been closed by fitting free locks, and there has been improvement in street lighting and CCTV coverage. De Montford University is independently evaluating the project.

The Northern Area and its Crime and Disorder Partners have evaluated a property marking solution called SMARTwater. With funding from Nuneaton and Bedworth Borough Council, parish councils and charities to purchase the product at a reduced cost, projects have started to mark property and erect posters and metal signs in an effort to reduce burglary. Volunteers from the community including Neighbourhood Watch and residents associations are helping to roll out the scheme which is important in terms of building sustainable and proactive communities who are prepared to take more responsibility. Another trial is evaluating a pressurised canister of the solution to spray an offender.

Officers in the North Warwickshire area linked together with the Crime Action Group (Neighbourhood Watch and Crime Prevention Panel) to look at the problem of shed and garage burglaries. A shed was mounted on a trailer and equipped with a number of security measurers and leaflets on security, and travelled around the whole of Warwickshire to deliver the crime prevention message to reduce the level of crime and the fear of crime. As a result in the Northern Area the level of these crimes was reduced by 26 percent compared with the same period of 1999.

Calling the community

Community Radio projects are in place in four Neighbourhood Watch schemes across the Northern Area, and funding for a further 21 radios means an increasing role for these schemes, which are proving invaluable in reducing the fear of crime in the community and developing community spirit. One of the pilots - at Newton Regis in Atherstone - has been chosen as a Home Office research site because of its rural location. The evaluation of this will guide police both locally and nationally in the use of radio links to support rural communities.

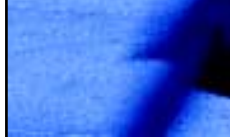
Taking the lead on environmental policing

A long and detailed investigation during the summer put Warwickshire at the forefront of policing environmental protests. A dedicated team was formed in May 2000 to identify and investigate those responsible for committing criminal acts at a poultry farm in Warwickshire which had been subjected to repeated demonstrations and attacks over a number of months by an organised group of protesters.

In August, seven people were arrested and charged with harassment against members of the family living at the farm. All seven defendants were convicted at court and made the subject of lifetime exclusion orders preventing them from contacting any members of the family or attending any associated addresses. Crucial to the success of the investigation was the design and implementation of tactics and evidential procedures in line with the Human Rights Act and existing legislation concerning the policing of public disorder.

The investigation, trial and convictions broke new ground in relation to the work of the police when dealing with protests of this nature and it has been regarded as a landmark case in relation to the techniques used, putting Warwickshire Police at the forefront of policing environmental protests.

A pro-hunt demonstration took place in Leamington Spa in January 2001 involving approximately 5000 demonstrators and about 100 anti-hunt protesters. Potential for public disorder was avoided by a well planned, positive policing operation involving Southern Area officers, and no serious problems occurred, with only one person arrested for criminal damage.



Policing Plan Targets 2000/01

Reduce Crime and the fear of crime.

Reduce local problems of crime and disorder in partnership with local authorities, other local agencies and the public.

Increase police visibility; reassure by effective police patrols.

Investigate domestic violence incidents.

The Police Authority's Comments

Overall figures for crime have shown a decrease, however detection rates have not improved and this is a significant issue for Police Authority consideration. Recognising the importance of this issue, in 2000/2001 the Police Authority has actively targeted funds to this work, including allocating additional resources to DNA sampling. In addition, a best value review of crime was also undertaken to ensure continuous improvement within this area of work.



Domestic **Burglary**

This year there were ten percent less house burglaries across Warwickshire and the target for detections was met. This improved performance was due to a number of forcewide and local initiatives.

Operation impacts on house burglaries

Domestic burglaries across the county were cut by 41 percent in May and June 2000 compared to the same period in the previous year, during a forcewide campaign - Operation Impact. The eight-week operation used advertising and the media to raise awareness of offenders to the policing operation. The 'Impact' brand became synonymous with tough and successful action against crime.

Partnerships clear up

Operation Colcott was a joint operation with West Midlands Police that targeted domestic burglaries during January and February 2001. The operation led to the arrest of three people and the detection of 50 burglaries in the area, 22 of which were in Bedworth.

Operation Redpipe targeted offenders who were breaking in to homes in order to obtain keys to steal cars. The operation took place between June and December 2000 and, as a result, eight people were arrested. A total of 40 domestic burglaries were detected to

the value of £250,000 across the Warwickshire, West Midlands, Northamptonshire and West Mercia police areas. Police recovered £35,000 worth of property and five people are awaiting trial.

Bogus caller brought to book

In March, police in the Southern Area mounted a joint operation involving CID and the media to target a prolific burglar who had posed as a police officer and a charity worker to trick his way into the homes of elderly people. He was arrested, 40 offences were cleared, and 300 items of stolen property were recovered from his home. At court he received a four-year prison sentence.

Students take action

In order to address the problem of burglaries in rented student accommodation, community safety officers devised a special crime prevention pack, which has been widely circulated to all letting agents in Leamington Spa for distribution to students renting in the area.



Domestic Burglary	1999/2000	2000/2001	% change	Target Achieved
Number of burglaries	3189	2872	- 9.9%	Yes
Primary detection rate	16.0%	16.2%	+ 0.2%	Yes
% victims satisfied with service received	90.5%	94.8%	+ 4.3%	Yes
Repeat victimisation	7.3%	8.5%	+ 1.2%	No

Big increases fund the appliance of science

Developments in the force's use of forensic science are expected to have a significant effect on crime detection rates and the successful prosecution of offenders.

A new partnership with the Forensic Science Service brought increased scientific expertise into the force, in the shape of an FSS forensic manager and a DNA scientist, as well as two specialist forensic examiners. A best value agreement was signed by the Police Authority, the force and the Forensic Science Service and will benefit the force by £116,000 in the first year alone.

The force was one of the the top three in the country for its performance in collecting samples for a new police elimination database, which was launched this year. The database contains DNA samples from front line officers who work at the scenes of crimes, so that any material originating from them and not the offender can be quickly eliminated from further investigation.

This year the government set targets for all forces to increase the number of DNA samples taken from offenders and crime scenes in order to increase the information contained on the national DNA database, a powerful tool in the fight against crime. Warwickshire achieved its targets and, as a result, was awarded an additional £94,000 funding.

Phase two of the DNA expansion programme allocated funding on the basis of performance. Again, Warwickshire did well and will receive £232,000 annually for the next three years, money that has been used to launch a new Forensic Development Unit for the force.

Domestic Burglaries

Policing Plan Targets 2000/01

Decrease burglaries of people's homes by 2% on 1999/2000 performance.

Increase primary detections to 16%.

The Police Authority's Comments

The Police Authority is very pleased to see that the force has achieved all its targets in relation to house burglary. We are also pleased to note that victims are generally pleased with the service they received.



Violent **Crime**

The introduction of a new national crime recording policy had a significant effect on the statistics in this area, as the force increased the number of offences it recorded, even where the injured party was not willing to make a formal complaint.

While the overall detection rate for violent crimes fell, there has been an increase of 17.3 percent in the number of crimes detected. There have been many successful arrests and prosecutions during the year and initiatives designed to prevent violent behaviour.

IRA guns seized

A seizure of guns and ammunition in Warwickshire in 1999 initiated a multi-agency, international investigation into a Provisional IRA gun smuggling operation. A total of 122 weapons were recovered, together with thousands of rounds of ammunition. The investigation across three countries culminated in a five-week trial in Florida this year, in which the main conspirators were found guilty of 56 of the 59 charges against them. Two Warwickshire officers travelled to the USA for the trial and were commended by the Head of the FBI for the professionalism they displayed during a testing trial.

Positive action against violence

Violence can start early in life with bullying. A countywide, multi-agency initiative for schools was launched in Leamington. This project was designed to encourage children to report assaults and bullying. Students aged seven to 13 completed a questionnaire designed to identify trends of when and where such incidents take place.

The SEAL project (Safe Enjoyment of Alcohol in Licensed premises) was re-launched in November. This is a multi-agency approach to encourage pubs and clubs to provide a safe environment for drinkers in Leamington Spa, and includes regular police visits to premises, participation in Pub Watch, a proof of age scheme and a staff awareness programme. In Stratford, the BARdWATCH scheme involves licensees, CCTV and police to tackle town centre disorder. A radio link gives all involved an early warning of troublemakers and drunks and enables the police to act quickly on potentially violent incidents.

Northern Area community safety officers have been working with the Nuneaton and Bedworth Primary Care Group to look at issues around crime and the fear of crime among the healthcare provider's staff. They have developed a presentation package that is delivered as part of a wider scheme to give staff enhanced skills in dealing with challenging clients.

Violent offenders taken off the streets

In August 2000 a violent disorder involving the use of firearms occurred in the Brownsover area of Rugby between two groups of individuals. One man sustained a shotgun injury and an illegally held Section 1 firearm was recovered. Four men are currently awaiting trial at Birmingham Crown Court for a variety of offences stemming from this incident which took place in a public area.

In February and March 2001 a series of till snatch robberies were carried out in the north of the county. CCTV stills of the offender were circulated to the local press and, as a direct result of the publication, a 20-year-old man was charged with two counts of robbery and 30 other offences were taken into consideration. He was sentenced to six years detention in April.

Sex offender caught

In August 2000 an enquiry was launched into an historic case of sexual abuse that had occurred in Rugby. A local man was arrested and as a result of further enquiries, a further six complainants, now living across the UK, were located. Some of the complaints date back to the early 1970s. The offender, who worked in the public sector, was charged with a number of offences including rape and indecent assault on children. In November 2000 at Coventry Crown Court he pleaded guilty to a number of offences and was sentenced to five years imprisonment. When he is released he will be required to register as a sex offender for life.

Violent Crime

Policing Plan Targets 2000/01

Decrease violent crime by 2% on 1999/2000 performance.

Increase primary detections to 78%.

The Police Authority's Comments

The Police Authority has aimed to truly determine the extent of violent crime in Warwickshire and in order to achieve this, Warwickshire Police has recently created a more vigorous process for recording these crimes, which has resulted in an increase in figures. More work is being undertaken in order to find out what the underlying trend is.

We recognise that detection can act as a deterrent and therefore we will aim to monitor this situation over the coming year.

Violent Crime	1999/2000	2000/2001	% change	Target Achieved
Crime recorded	2581	3118	+ 20.8%	No
Detection rate	72.9%	70.8%	- 2.1%	No



Vehicle **Crime**

Warwickshire Police achieved the target for decreasing vehicle crime and improved the detection rate this year, only narrowly missing the target by 0.3 percent. Special operations against vehicle crime were very successful through the year, targeting criminals responsible for stealing and breaking into cars.

Special unit arrests 67

A specialist police unit set up in the Southern Area to tackle vehicle crime arrested a total of 67 people for theft of and theft from cars, and officers detected 154 vehicle crimes, together with 93 other offences including robbery, burglary and arson. In one case the unit arrested five teenagers on the M40 only minutes after a robbery in Stratford.

End of the road for car criminals

A cross-border joint operation with West Midlands Police between January and April 2001 targeted autocrime in the Coleshill area. Historically the area has suffered with high levels of car crime, committed at a number of high profile venues such as hotels, golf complexes and pub car parks.

Two Warwickshire officers worked within the incident room and 115 offences (all autocrime except for one street robbery) were detected. These detected offences were on the Warwickshire area and several arrests and searches ensued. The suspects are currently awaiting trial.

Long term crime reduction strategies involving the stakeholders affected by autocrime are currently being developed and a crime reduction package has been presented to the management team of one 'hotspot' hotel which should see improved crime reduction measures being put into place on site.

Vehicle Crime	1999/2000	2000/2001	% change	Target Achieved
Crime recorded	8621	7430	- 13.8%	Yes
Detection rate	7.7%	9.7%	+ 2.0%	Narrowly missed

Commercial Burglary

Although commercial burglaries increased through the year, a number of schemes were launched which are expected to impact on this area in the future.

Home Office award

A ground breaking partnership involving police, traders and Warwick District Council was launched to tackle shoplifting and other town centre crime in Leamington Spa. The scheme involves the use of radios, CCTV and information passed to traders about suspected shoplifters and, as a result, crime in the town centre has been reduced by 13 percent and arrests have increased by 20 percent. The scheme received the Home Office Safer Shopping Award in October 2000.

Funding to tackle business crime

Warwickshire now has a Business Crime Co-ordinator and two Business Crime Advisors thanks to a £174,500 grant from the Home Office Crime Reduction Programme this year. A third advisor post has been created in partnership with Rugby Borough Council.

Working as part of the Crime Reduction Unit, these specialists will work closely with local businesses and could make a significant difference to levels of business crime in the coming year.

Businesses keep watch

A Business Watch and crime reduction plan was initiated on one of Rugby's busiest industrial estates, which led to a substantial reduction in crime. The initiative's success is believed to have been achieved by using the best principles of watch groups, where factory owners and managers let their neighbours and the police know of any suspicious activity, heightening awareness of suspects and vehicles where appropriate.

The project was fully supported by the Chamber of Commerce and local authority. Much of the appeal of the project to factory owners was that many of the suggestions put forward by the police as crime prevention measures were either low or no cost options, for example simply tidying up premises to prevent access to factory roofs.

Vehicle Crime

Policing Plan Targets 2000/01

Decrease vehicle crime by 2% on 1999/2000 performance.

Increase primary detections to 10%.

The Police Authority's Comments

This has been a very positive outcome especially in relation to the fall in vehicle crime, and although the force has not succeeded in its detection target, again positive improvements have been seen.

Commercial Burglary

Policing Plan Targets 2000/01

Decrease commercial burglary by 3%.

Increase primary detections to 12%.

The Police Authority's Comments

Business crime is a Police Authority target, which was developed in recognition of the business community's needs. There is concern that these targets have not been achieved, although we are pleased to note that a number of positive steps have been taken to address this issue. This includes the Home Office funding for the Business Crime Initiative and active partnership. Again, we will ensure positive monitoring of this in the coming year.

Commercial Burglary	1999/2000	2000/2001	% change	Target Achieved
Crime recorded	1909	2033	+ 6.5%	No
Detection rate	12.8%	9.9%	- 2.9%	No



Visibility

The force and the Police Authority know from talking to local people that more visible policing increases public confidence, as well as deterring people from committing crime and nuisance.

Senior managers set the tone for visibility by providing visible leadership, from spending time on patrol with community beat officers to meeting with all staff and externally with partners and the community.

The force patrol strategy was reviewed at the beginning of 2000 in order to increase visibility of foot and mobile patrols in streets and other places of public concern. Each sector has developed a local action plan to increase visibility (See pages 42-49).

One good example of a local visibility strategy initiative is Operation Spotlight, a high profile policing initiative spearheaded by Alcester police. Throughout the three-month campaign, officers targeted problem

areas identified by local people. Attention focused on preventing burglary and vehicle crime as well as addressing parking and obstruction issues and increasing road safety awareness. Special constables and local Neighbourhood Watch volunteers played an important role in supporting the Spotlight initiative.

Funding boosts recruitment to 85

Extra resources from the government's Crime Fighting Fund meant that the force was able to recruit an additional 35 new officers over and above the 50 originally planned for the year. The force collaborated in a regional recruiting campaign with neighbouring forces in the Midlands to

Patrol	1999/2000	2000/2001	% change	Target Achieved
Public satisfaction with foot patrol	35.2%	19.8%	- 15.4%	No
Public satisfaction with mobile patrol	59.4%	45.5%	- 13.9%	No
Satisfaction overall	47.0%	30.7%	- 16.3%	No

attract high calibre applicants, and the 85 officers joined the force during the year.

Special Constabulary

Special constables are volunteers who work alongside regular officers to police their communities - this year contributing an additional 37,000 hours of operational police time, with a further 11,000 hours spent on administration and training. This was achieved by each special constable working 22 hours in an average month. Although the number of specials fell during the year from 249 to 221 officers, improved deployment has led to increased effectiveness in support of force priorities.

Special constables perform a valuable role particularly in high visibility patrols. On other occasions they are used for a specific initiative. For example, in a joint initiative with the George Eliot NHS Hospital Trust in Nuneaton, special constables were deployed in the accident and emergency department on Friday and Saturday nights over the Christmas period. This gave the victims of violence who attended the hospital for treatment the chance to report the incident to an officer and offered hospital staff extra support at a busy time.



Chief Constable John Burbeck on the beat in Leamington Spa with PC Paul Singh-Greewal.



Visibility

Policing Plan Target 2000/01

Increase public satisfaction with foot patrol above 35% and mobile patrol above 62%.

The Police Authority's Comments

Visibility has been a key priority for the Police Authority. Again, we are concerned to see that the public does not feel that there has been improvement within this area.

However there are a number of positive initiatives that have been put in place and we will ensure ongoing monitoring to see that the Police Visibility Strategy is continually developed.



Nuisance

The number of calls to nuisance youths has increased. Police work closely with many agencies to reduce nuisance, both through enforcement and by providing other activities to involve young people in their communities.

First in Warwickshire

The first two antisocial behaviour orders (ASBOs) in Warwickshire were issued in the north of the county in 2000. The first was issued in Atherstone to a Mancetter woman who had been causing a persistent nuisance in the area and was a constant drain on police resources who were called to deal with incidents involving her.

In January, a 15-year-old Bedworth boy was issued with an antisocial behaviour order for five years after he caused a catalogue of problems on the Bedworth Heath estate. Both orders were issued after working closely with North Warwickshire and Nuneaton and Bedworth Borough Councils and other agencies.

Taking trouble in hand

In December officers from Nuneaton Police worked alongside educational social workers in a joint operation to combat truancy in the town. Forty-eight children were stopped - 45 of them accompanied by either a parent, guardian or accompanying adult. This is the first time these powers under the Crime and Disorder Act have been used in the county.

In Rugby, a local multi-agency group was set up to ensure that information was exchanged to tackle problems with nuisance youths. Young people who persistently cause problems are identified and referred for a CHARM meeting (Children At Risk Management) where strategies to divert those young people from anti-social behaviour are agreed. Rugby Special Constabulary Uniform Support Team and the work of local community beat officers have made valuable contributions to this approach. A multi-agency ASBO group has now been formed.

The Southern Area Community Safety Team in partnership with Warwick District Crime and Disorder Partnership has set up a community radio link which can be used as an early warning system to alert people to vandalism and nuisance behaviour.

Involving young people

The Youth Shelter at Ash Green and the recently opened skate parks at Nuneaton and Bedworth are good examples of Crime and Disorder Partnerships working together on multiple problems and finding effective solutions. Young people have been involved in the planning stage and continue with ongoing management of the projects.

Problems of nuisance have reduced by providing recreational resources for young people.

The Northern Area Community Safety Unit worked with the publisher McMillan Scott to produce a community safety workbook for ten to 11-year-olds, designed to foster relationships between police and schools, instil a sense of respect for the law and promote good citizenship. Four thousand copies will be distributed to schools across the county.

Satisfied customers

A survey conducted over a six-week period showed that overall, the percentage of people satisfied with the time taken for the police to attend an incident was 60.6 percent. Other findings showed that the main reasons for reporting the incident were vandalism, trespassing on property and offensive language, and suggestions for an improved service included more visible patrols and improved response times.



Police in Kenilworth linked up with district council officers to crack down on nuisance behaviour at the Castle Farm Sports Centre and Abbey Fields swimming baths. The scheme was spearheaded by community beat officer PC Patricia Stock and Rose Wynship, Warwick District Council's Sports Facilities Manager. In order to stop property damage, and nuisance caused by bad language and unruly behaviour, troublemakers will be excluded from both centres and letters sent to their parents. Warning signs have been placed in prominent locations to remind young people of the consequences of antisocial behaviour.

Nuisance

Policing Plan Targets 2000/01

Investigate complaints, share information with other agencies and measure public satisfaction.

The Police Authority's Comments

The Police Authority is pleased to note that information on nuisance is recorded and will seek to see, in the coming year, an opportunity to benchmark this information with other forces.

Nuisance	1999/2000	2000/2001	% change
Number of incidents	6741	6904	+ 2.4%



Domestic **Violence**

A drive by police and other agencies to encourage victims to come forward has led to an increase in the number of domestic violence incidents reported this year. The focus will continue, as recorded figures still do not reflect the true picture.

Warwickshire's policy of early intervention in domestic violence cases by police and other agencies has resulted in a reduction in the number of repeat offending cases.

In September, a new initiative launched in Nuneaton saw representatives from local agencies accompanying the local domestic violence officer on patrol on Friday and Saturday nights, giving them a valuable insight into the police role in investigating such crimes.

A number of Polaroid cameras were purchased through the Crime and Disorder Partnerships special interest groups, which were used to photograph injuries of victims of domestic violence as evidence for prosecution. The photographs have proved invaluable in helping to reduce repeat victimisation.

A temporary domestic violence officer was appointed in Rugby to increase the level of service here to that in other force sectors. The project will be evaluated after six months, and is expected to improve the level of referrals to other agencies and follow up support to victims.

National spotlight on stalking

In order to widen the understanding and awareness of the serious impact of stalking and harassment, a seminar was organised by one of the force's domestic violence officers for staff from the police and partner agencies. As well as presentations by experts in the field, one of the speakers at the seminar was the victim of a high profile stalking case. Publicity concerning her case was in part responsible for changes in legislation and the creation of the stalking laws. The seminar successfully increased knowledge and awareness of a very sensitive issue and received national media coverage.

The force is at the forefront of dealing with this area, and its Harassment Policy sets out proactive action against offenders, including sending warning letters to offenders. In the Northern Area this is already showing significant benefits, with only six cases of reoffending among 100 offenders who were sent letters. In one case, the ex-partner of the victim received a 12-month custodial sentence and an associated restraining order.

Racist **Incidents**

Building trust between police and minority ethnic communities is fundamental to the force's goal of making Warwickshire the safest place to be.

Dedicated to diversity

Increasing the number of officers recruited from these communities is a priority and, in order to achieve this, a new position of recruitment manager was established. A recruitment campaign designed specifically to attract applications from minority ethnic communities was launched and is already making an impact.

The force recognises its responsibility to ensure that diversity in its widest sense is understood and acted on across all areas of its work. A diversity co-ordinator was appointed in January 2001, responsible for co-ordinating and monitoring action on diversity issues across the force.

Community partners played a key role in providing information on community and race relations as part of an independent Cultural Audit of the force, which was carried out towards the end of 2000, and will be published this year. The force will continue to work with those community groups in developing the themes from the audit.

One key theme was the need for training and the force has recently completed a significant diversity awareness training programme for all senior managers with neighbouring force West Mercia. This programme has been so successful, similar training will be rolled out to all staff during the next two financial years. Part of the success of the programme was due to the involvement of minority groups within the community and this will be built on in the future.

Partnership encourages reporting

In September 2000, the Rugby Community Safety Unit helped launch an innovative new approach to helping victims of racial harassment. The project was spearheaded by the Rugby Equality Council, in close partnership with the police, Warwickshire County Council, Rugby Borough Council and other community organisations and set up reporting centres for victims of racial harassment. Members of the local community were also recruited to act as advocates for victims to offer support and assist in the reporting process. Rugby Police Station is one of the five designated reporting centres.

Racist Incidents	1999/2000	2000/2001	Target Achieved
No of incidents requiring further investigative action	91.3%	90.3%	Yes
Minority ethnic police officers	2.2%	2.5%	No



Domestic Violence

Policing Plan Targets 2000/01

Establish a benchmark for the number of arrests per incident for domestic violence.

The Police Authority's Comments

The Police Authority believes that establishing a benchmark in this area is key to both ourselves and other agencies. There has been a number of awareness raising exercises taking place and, without statistical support, evaluation of these initiatives will not be able to take place.

Racist Incidents

Policing Plan Targets 2000/01

Increase trust and confidence in policing amongst minority ethnic communities.

Investigate more than 73% of racist incidents and establish a benchmark for detection of racially aggravated crimes.

Increase minority ethnic representation amongst police officers to 2.75%.

The Police Authority's Comments

We are pleased to see that this important issue is being taken so seriously. We again support the police in such active work and welcome these results.

The Police Authority has been actively involved in providing support to police in recruiting minority ethnic officers, and is pleased to note this improvement.



Drugs

At least 70 percent of crime, particularly shoplifting, autocrime and house burglary, is committed by offenders who need to fund a drug habit. Warwickshire Police in partnership with other organisations is tackling drugs through a two pronged attack - finding and prosecuting drug dealers and users, and helping to break the cycle of abuse and offending by offering rehabilitation programmes to drug addicts.

Cracking down on drugs trade

Millions of pounds worth of illegal drugs were taken out of circulation and the offenders prosecuted during a number of operations during the year.

In May 2000, officers from the Armed Response Unit stopped and arrested the driver of a Transit van on the A46 near Stoneleigh. A search of the van revealed a cargo of 400 kilos of cannabis with a street value of £4,000,000. The arrest was part of a lengthy combined operation between officers of Warwickshire and West Midlands Police and seriously disrupted the activity of a known drug supply consortium.

Heroin and crack cocaine was seized from a house in Leamington Spa and an imitation firearm recovered during a planned operation in September. Five people were arrested on suspicion of supplying class A drugs, while one woman was also charged with obstructing police officers.

In October 2000 traffic officers from Rugby, working on information from CID, stopped a vehicle in Lawford Road, Rugby, and found heroin worth £3,500. One of the vehicle's occupants, already on bail for drugs offences, was charged for possession of the drug with intent to supply.

In January 2001, Operation Codsall resulted in the seizure of 26 kilograms of cannabis resin and 100 ecstasy tablets with a street value of £12,000. A local man was arrested, charged and is now awaiting trial.

Other significant arrests and drug seizures include £20,000 of heroin seized and two men arrested, and the discovery of 250 cannabis plants in one location in Leamington Spa.

Breaking the cycle

Warwickshire has introduced a new drug referral scheme that involves offenders in custody with a drug problem being referred to a drugs worker who enlists them into a rehabilitation programme. It is hoped to build on and increase this programme in the coming years.

Rugby's Anti Drug Blue Lighting initiative has seen the introduction of blue lighting in public conveniences in the town, which prevents intravenous drug users from being able to see a vein to inject into. Drug users are deterred from using the facilities, leaving them safe for legitimate users. The scheme was piloted in partnership with the borough council and was so successful in eliminating the problem that it has been extended across the borough.

Warwickshire Crimestoppers and McDonalds, Nuneaton, teamed up in June 2000 to promote the Say No And Phone (SNAP) campaign. More than 1200 cards bearing drug advice and the SNAP phone number were distributed to school children in Nuneaton, Bedworth and North Warwickshire. The cards were sponsored by the Nuneaton and Bedworth Safer Communities Partnership after consultation with the Warwickshire Education Authority.



Cash seized from drugs dealers was used to help fund a stunning new SNAP display stand to promote the Crimestoppers message to young people - Say No and Phone. Chief Constable John Burbeck is pictured at the unveiling of the stand with John Coles, Ian McFarlane, Martin Bartlett and Barry Armitage of the Warwickshire Crimestoppers Board.

Drugs

Policing Plan Targets 2000/01

Target and reduce drug-related crime in partnership with other local agencies, via the local Drug Action Teams, in line with the government's strategy *Tackling drugs to build a better Britain*.

Increase arrests for possession, and supply and possession with intent to supply controlled drugs by 5%.

Increase number of seizures of heroin and cocaine by 10% and arrests for misuse of these drugs by 10%.

Refer appropriate offenders to treatment programmes and establish a benchmark.

The Police Authority's Comments

The force has not succeeded in reaching any of these targets. Drugs affect many other crimes and therefore targeting this area could have a dramatic effect on all crime. We will therefore closely monitor progress within this area in the coming year.

Drugs Offences	1999/2000	2000/2001	% change	Target Achieved
Number of arrests for supply and possession with intent to supply	790	580	-26.6%	No
Number of seizures of heroin and cocaine	126	118	-6.3%	No
Number of arrests for heroin and cocaine misuse	118	123	+4.2%	No



Road **Safety**

Reducing the number of deaths and serious injuries on Warwickshire's roads is a priority for the force, and it has continued to take a robust approach to speed enforcement and road safety education.

More police on rural roads

More police resources to patrol the rural roads of Warwickshire was just one of the benefits of joining the Central Police Motorway Group, with preparations completed in time for the launch in April 2001. The group of West Midlands, Staffordshire, West Mercia and Warwickshire polices 630 carriageway miles of motorway networks, and is committed to improving public safety and reducing and preventing crime on the motorways.

The CMPG merger has left a nucleus of 55 constables to provide a dedicated Road Policing Unit to police other roads in Warwickshire, as well as to provide mobile support for crime campaigns and high visibility policing.

The previous Operations Team patrol strategy delivered, on average, approximately 6,000 patrol hours per month in support of area policing. This merger, together with the interdependent projects, has increased resource availability to approximately 11,500 patrol hours per month - which equates to the deployment of an additional 34 officers.

Prince Michael Award for education package

An innovative road safety teaching package developed by Warwickshire traffic officers was awarded the prestigious Prince Michael Road Safety Award in October 2000. The ASTRA project delivers pre-driver road safety training to young people in Warwickshire schools and is seen as a national benchmark scheme. The award was presented by Steve Norris, the director of the royal award scheme at the International Motor Show in Birmingham.

Motorway drivers were given a graphic reminder of the dangers of high speed when Warwickshire played host to a Regional Motorway Speed awareness campaign launched at Barn Hill Services in May 2000. The event included a display of collision-damaged vehicles, an interactive exhibition trailer and a display of the range of enforcement vehicles and equipment used in the region. Traffic officers from all Midlands forces were on hand to talk to members of the public. The event generated a great deal of media interest and was featured on prime time television news on BBC, ITV and satellite TV, as well as regional radio.



Petrol dispute focuses on Kingsbury

The petrol dispute in September 2000 involved officers from the whole force, with traffic officers at the forefront of the policing operation. Tankers making journeys in and out of Kingsbury Oil Terminal were escorted all over the country by Operations Team drivers. A small team policed the serious disruption to the M6 motorway on the day of action by lorry drivers. Not only was the flow of traffic eventually managed but the policing strategy resulted in there being no injury to any person, no violence and no need to arrest any protesters. The good humour, dedication and experience of those involved in the operation were a key factor in its successful outcome.

Criminal investigations follow hit and runs

In October 2000, a hit and run lorry driver killed a motorcyclist from Lancashire on the M40 near Henley in Arden. Working with only a grainy image from an overhead motorway camera, members of the Operations Team launched a nationwide search for the driver of a Volvo lorry, with the support of the national media and trucking organisations. This was the first major road traffic collision enquiry run under Home Office murder manual guidelines utilising the HOLMES computer system. The search for the driver goes on, but the style of investigation has broken new ground in the way major traffic crime is investigated.

In February 2001, officers from the Operations Team joined with Southern Area CID staff to investigate the death of a Leamington man killed by a stolen car. The joint investigation led to the arrest of two suspects within 14 hours of the incident. Both have subsequently been jailed. Not only is this a prime example of two specialist teams working together successfully but the timeliness of the actions taken ensured that justice was speedily achieved.

Road Safety

Policing Plan Targets 2000/01

Achieve a safer environment on the road.

Establish a benchmark for reduction of speed related collisions.

Reduce the number of people killed or seriously injured on the road by 4%.

The Police Authority's Comments

It is disappointing that this target has not been met, although the slight decrease in deaths and serious injuries on Warwickshire roads is welcome.

The Police Authority has also noted that there has been a significant reduction in deaths and serious injuries on Warwickshire's roads in the past five years, which it welcomes.

Road Safety	1999/2000	2000/2001	% change	Target Achieved
Number of people killed or seriously injured	608	598	-1.6%	No



Responding to your **calls**

The Communications Centre deals with almost one million non-emergency telephone calls each year and an average of nearly 6000 999 emergency calls every month. It also deals with approximately 2000 incidents every month that require an immediate police response.

The performance of the Communications Centre is measured in these three key areas of answering 999 calls, non-emergency telephone calls, and in responding to immediate response incidents. Call handling training delivered in preceding years has helped the staff to provide a continual improvement in the service to our customers and this training continues to be delivered to new recruits.

Communications staff have the opportunity to work towards achieving the nationally accredited Certificate or Diploma in Police Service Communications and Control. In February 2000 the Chief Constable presented 21 staff with the Diploma and one with the Certificate. At the same presentation, seven members of staff were awarded Team Leaders Commendations for outstanding work.

Redeployment of police officers from the communication room back out on to front line policing has continued and the remaining few officers will be transferred in the next few months.

Sickness has been closely monitored throughout the year and the sickness policies introduced in the previous year continued. Sickness has fallen by almost 11 percent, which is a continuation of the fall (25 percent) started the previous year.

The performance of UHF hand held radio communications around the force has been improved to assist operational officers tackle crime. Radio coverage has been improved particularly in rural areas, making use of new technical developments and either moving base stations to new sites or incorporating them into other radio schemes. Funds for the work were allocated from the government's Rural Sparsity Fund, Area and IT budgets. The work was delayed due to the Foot and Mouth restrictions but is now nearly complete.



Telephone Calls	1999/2000	2000/2001	% change
999 calls	67,361	71,820	+ 6.6%
Other calls	975,552	986,191	+ 1.1%
999 calls answered within 15 secs	91.0%	91.2%	+ 0.2%
Other calls answered within 25 secs	89.0%	88.1%	- 0.9%

Policing Plan Targets 2000/01

Respond promptly to emergency calls from the public.

Answer 90% of 999 calls within the local target time of 15 seconds.

Attend 90% of incidents requiring immediate response within 10 minutes in urban areas and 20 minutes in rural areas.

Immediate Response Incidents	1999/2000	2000/2001	% change
Total number	26,541	23,817	- 10.2%
Number of urban incidents	15,236	13,560	- 11.0%
Number of rural incidents	11,305	10,357	- 9.2%
Urban responses within 10 minutes	90.2%	92.9%	+ 2.7%
Rural responses within 20 Minutes	91.9%	94.1%	+ 2.2%
Overall responses	90.9%	93.4%	+ 2.5%

The Police Authority's Comments

It has been noticeable over the last few years that there has been a dramatic increase in the levels of telephone calls. In recognition of this, Warwickshire Police Authority has actively supported funding to target this area of work, and to ensure that although there are increasing demands on the service, members of the public feel satisfied with the service they receive.

With this in mind it is pleasing to note that the force met its target of answering 999 calls. However it is concerning that the performance in answering non-999 calls has fallen. This could be a contributing factor to the satisfaction levels of the service. Again, this is of concern to the Police Authority and we will target monitoring and promote action to improve this situation in the coming year.

Satisfaction with service	1999/2000	2000/2001	% change	Target Achieved
Response to non-999 calls	78.5%	79.7%	+ 1.2%	No

The additional resources available in 2000/2001 to recruit new staff has had a direct impact on performance with respect to immediate response incidents, and we are pleased to see that these targets have been met.



Justice

The force is committed to dealing speedily and effectively with offenders and to working with other agencies to reduce re-offending.

Delivering offenders to court quickly has been shown to reduce re-offending and so producing the detailed files needed to bring a successful prosecution within tight timescales is a key performance target for the force, particularly in the case of young offenders. This year there was a significant performance improvement from 64.3 percent to 88.6 percent of full youth files sent to the Crown Prosecution Service within the target time that were satisfactory or sufficient to proceed.

In the case of a man killed by a stolen car in Leamington in February 2001, the prompt actions of Operations Team and Area staff led to the production of the offenders at court within three weeks. A file was fully prepared in this time, a guilty plea was entered and the offenders received custodial sentences. The Judge commended the officers involved in preparing the file so quickly.

Force calls in Holmes for major investigations

This year the force introduced the latest version of the national HOLMES system, HOLMES 2, a Windows-based computer application that manages the vast amount of information generated by a major enquiry, and enables officers to link enquiries with similar ones being conducted by other forces.

As well as enhancing the investigation of serious crimes such as murder and rape, the system has already proved invaluable in managing other types of investigation. So far, a Police Complaints Authority enquiry and a non-stop fatal road collision have benefited from the increased functionality of the system over its predecessor. In fact, the conduct of any type of lengthy or complicated enquiry can be greatly improved by its use.

HOLMES 2 can be linked to the complementary analytical computer system Watson, and provides excellent facilities for preparing files for court and handling the disclosure of unused material, improving quality and timeliness and so helping the force deal speedily and effectively with offenders. The system will be subject to a continual development and improvement programme to ensure it keeps pace with changes in technology.



The Police Authority's Comments

It is pleasing to note that the level of complaints that are substantiated against Warwickshire officers remains very low. The force's performance with respect to the time taken to investigate and conclude cases improved dramatically and this is welcomed by the authority.

Complaints & **Discipline**

Police officers often deal with the public in very difficult circumstances, and so the force expects to receive a number of complaints each year. It encourages members of the public with genuine concerns to raise them.

Complaints from the public about police officers are fully investigated by the force's Complaints and Discipline department, overseen by the Police Authority. In certain types of cases the force notifies the independent Police Complaints Authority (PCA), which can supervise enquiries at its discretion. The force is also required to provide annual statistics to the PCA for monitoring.

This year, the number of complaint cases investigated and concluded within the 120-day PCA guideline increased from 68 percent in 1999/2000 to 94 percent in 2000/2001.

The number of cases notified to the Police Complaints Authority involving complaints against Warwickshire officers was 49 - that is 16 less than the previous year. These included 103 complaints, of which only nine were substantiated. This resulted in 12 officers being advised and five being formally disciplined.

One officer was convicted of criminal offences and there were no retirements or resignations of officers facing either criminal or misconduct proceedings.



Performance **Improvement**

Innovative approaches to the way in which the force works led to a total of nearly £1.7 million savings available to plough back into providing a better service. These efficiency gains can be split into two categories - £636,183 of money that was actually saved, and £1,056,666 worth of resource time that could then be redeployed.

This was achieved with contributions from across the force, examples including work by the Contracts and Purchasing department to negotiate new contracts with suppliers; Corporate Best Value development which generated non-cashable gains of £275,000; and the introduction of a revised Public Order training strategy which gave non-cashable gains of £39,000.

Force Restructuring

The principal cashable efficiency gains resulted from force restructures. The full year impact of restructuring from the previous year generated £175,000 and a review of Corporate Services generated £212,500 from administrative posts.

A cashable saving of £130,000 relating to support staff turnover was implemented by leaving posts vacant for three months to

achieve a balanced budget in 2000/2001. In addition, the civilianisation of communications officers generated a cashable saving of £43,834 and contribution to the Warwickshire Youth Offending Team generated savings of £60,000.

Sickness

Staff sickness levels have come down this year, although the force has more work to do to meet its target. The force Managing Attendance Policy seeks to promote attendance, not prohibit sickness, and requires managers to take a proactive approach. Of course, a certain level of ill health is unavoidable and the force is committed to a caring attitude towards the health and wellbeing of staff, but firm action is taken against the few who seek to abuse the system.

Sickness - Average Number Of Days Lost	1999/2000	2000/2001	Target Achieved
Police Officers	14.4	13.5	No
Support Staff	14.2	12.0	Yes



Motivation of staff is a key factor in reducing levels of sickness. Both Northern and Southern Areas have undertaken initiatives to bring about improvements.

All staff across the Southern Area up to the rank of Chief Inspector were given the opportunity to comment on how they perceive their area is run through a morale and motivation survey which has been externally validated by Exeter University. This piece of work, along with an inspection based on the Business Excellence Model, has allowed the area to accurately assess its current position. This work has led to the management team adopting a new way of working giving priority to delivery of an improvement plan in order to address approximately 50 areas identified.

New appraisal system focuses on performance

The new Performance and Development Review (PDR) appraisal and competency based assessment system was introduced to all of the force's 1700 staff this year. This provides a framework for managing and developing performance and links the organisation's objectives to those of the individuals. All staff and managers underwent a comprehensive training programme and initial reviews are being carried out. The force intends this system to be the cornerstone for all staff development and is committed to its success.

HMI says force is better than it thinks it is

"The Warwickshire force is effective and efficient and on its way to becoming even more so...it is a much better force than it thinks it is." That was the official verdict of Her Majesty's Inspector of Constabularies (HMIC) who carried out an inspection of the force towards the end of 2000.

The HMIC report also praised the high level of involvement by Warwickshire Police Authority. "HMI is impressed with the degree of involvement of the police authority at all levels of the Best Value process and considers the skills analysis of authority members, that has seen them become aligned to the various project boards, to be good practice."

All forces are regularly inspected by HMIC and areas of good and not-so-good performance are highlighted to ensure that a process of continuous improvement is maintained. The process also facilitates the sharing of good practice among forces.

Policing Plan Targets 2000/2001

Achieve efficiency gains in accordance with Home Office directive of 2% of the total annual budget.

Identify areas in which costs can be reduced and re-direct savings, £1.177 million of £58.8 million budget, into operational policing.

Manage support staff vacancies and achieve savings of £130,000.

Reduce management and support costs by restructuring the organisation and achieve savings of £687,500.

Take positive action to reduce short-term sickness, police officers to an average of 12.05 days and support staff to an average of 12.51 days.

Police Authority's Comments

The Police Authority is pleased to see the force continuing to achieve its targets on efficiency gains

We have been closely monitoring sickness levels over the last year and were pleased to see these improvements, however we will keep monitoring this area.

We look forward to the future impact of Performance and Development Review.

Efficiency Gains	Target	Achieved
Total	£1.177m	£1.693m
Cashable	£796,000	£636,183
Non-Cashable	£630,000	£1,056,666
Support Staff Vacancy / Turnover	£130,000	Implemented
Restructuring	£687,500	£175,000 (from previous restructure) £212,500 (Corporate Services Review)



Best **Value**

The government requires the Police Authority to undertake Best Value Reviews of all aspects of the force within a five-year programme. The following reviews were undertaken this year.

Community Consultation

This best value review looked at all aspects of community consultation undertaken by the Police Authority and the force. The review was completed during the year and recommendations made as a result have been accepted and are being implemented.

General recommendations

Consult on specific service requirements, and co-ordinate activities.

Use existing data more effectively.

Rationalise consultation and avoid duplication.

Implement the new mechanisms recommended in the review.

Consultation on policing priorities

Consult with local people.
Consult with the business community.
Consult with our stakeholders.
Consult with our staff.
Consult with specific minority groups.
Improve service delivery.
Gather information at local level.

Management and Investigation of Crime

A decision was taken at the beginning of the year to divide the review of Reducing Crime and Fear of Crime into two separate reviews - Management and Investigation of Crime, undertaken in 2000/2001, and Reducing Crime and the Fear of Crime, to be undertaken in 2001/2002. In addition, the scope for the best value crime review changed during the year because of the Police Service's decision to undertake a national review of Special Branch in Year 5.

Stage 1

Leadership, accountability and structure

The force's monthly performance information bulletin, *Performance Focus*, was re-designed to include sector statistics on a monthly and year-to-date basis showing performance against the policing targets.

The role and responsibilities of detective inspectors was changed to include a geographical area as well as specialist area crime functions in support of a sustainable improvement in performance.



Stage 2 Crime reporting and recording

The basic probationer training programme will include ethical recording of crime and analysis of information.

The force crime manager will continue to be responsible for crime recording and detection standards.

With the introduction of NSPIS, consideration will be given to the establishment of a central crime reporting centre for Warwickshire. This recommendation is being considered as part of the customer contact project.

Stage 3 Scientific support and scenes of crime

The review recommended a Scientific Support Strategy, providing an integrated approach to all scientific and technical activities, and a joint initiative between Warwickshire Police and the Forensic Science Service commenced in March 2001.

Senior scenes of crime officers have been appointed to improve levels of supervision, professional development and training in the Northern and Southern Areas.

Area scenes of crime officers will receive awareness training in the National Intelligence Model and will input intelligence directly from scenes visited into the intelligence gathering process by attending daily briefings to exchange information and be available as a source of local advice to operational officers.

The introduction of an IT system to effectively track physical evidence from a crime scene to the Fingerprint Bureau and Forensic Science Service has been recommended, as well as a system to measure performance in relation to arrests and detections against the costs of the technical installations utilised.

Stage 4 Intelligence and Proactivity

This stage was scheduled for completion in April 2001.

Developing and Managing People

This Best Value Review is being conducted across the whole force and is not constrained by internal, organisational areas. It includes key management and operational processes to ensure current policies and practices comply with national recommendations in respect of equality for all, the Macpherson Report and minority ethnic recruitment targets.

Following a general inspection by Her Majesty's Inspector of Constabulary (HMIC) in October 2000, an action plan to address areas of concern in the Human Resources department was devised and this is now being managed in conjunction with the Best Value Review. There were difficulties during the year due to changes in personnel and the review schedule was not maintained.

During March 2001, a decision was made to postpone this review for 12 months until a major Human Resources improvement project has been implemented.



Financial **Summary**

The information below outlines the financial performance of the Police Authority for the financial year ended 31 March 2001.

Overview

The 2000-2001 budget was set at £58.858 million, which is £1.576 million above the government guideline of £57.282 million. This represents an increase of 5.4 percent over the 1999-2000 budget. After adjusting for the Council Tax Benefit Subsidy Limitation (£191,000) and reductions in Revenue Support Grant (-£6,000) and Police Grant (-£6,000), it becomes £59.037 million. The Council Tax Benefit Subsidy Limitation is a contribution towards Council Tax Benefit as the Police Authority increased its council tax by more than the 4.5 percent guideline set by central government. The decreases in Revenue Support Grant and Police Grant are due to a late adjustment by central government to the boundary for Derbyshire Police Authority. The policies adopted by the authority focused on maintaining, as far as possible, the level of front-line policing.

As a result of sound financial control during 2000-2001 the final outturn position for the year reflects savings of £2.2 million. This amount has been added to reserves to support spending in future years.

The principal reasons for the savings are:

Police Pensions (£575,000)

The authority faces a growing pension liability. Therefore it is necessary to build up

reserves to assist in smoothing the effect this will have in future years. Up to 31 March 2001 there were 14 officers retiring on the grounds of ill health and a further 25 officers retiring on the grounds of service or age. The pattern of officers retiring and the higher than anticipated level of transfer values from other pension schemes, which consists of officers' contributions to various pension schemes under previous employment, resulted in a £575,000 underspend. To meet future liability this is being transferred to a general revenue reserve for pensions.

Refund of VAT (£300,000)

The refund of VAT relates to arrangements for the recovery of vehicles, which until successfully challenged was deemed by Customs and Excise to be non-recoverable.

Rescheduled Debt (£221,000)

A joint initiative between Warwickshire County Council and the authority was undertaken to reschedule part of the outstanding loan debt. This produced an interest saving of 2 percent and a one off repayment holiday.

Police Pay and Allowances (excluding overtime and training) (£220,000)

The September 2000 pay award was lower than anticipated at 3 percent compared to the 3.75 percent which had been budgeted for, producing a saving of £115,000. By March 2001, 85 new officers were recruited into the force bringing the total force strength to 939 officers. The force planned to recruit 92 officers during 2000/2001. This was restricted to 85 due to reduced places available at National Police Training colleges. The reduced recruitment programme and variations in the actual timing of officers leaving the force compared to that which was planned contributed to the underspend position.

Interest Received (£173,000)

The average level of balances held by the authority was higher than those held throughout 1999/2000. This combined with better than anticipated performance in terms of the interest rate earned has resulted in additional interest of £173,000 after allowing for charges.

Birmingham Northern Relief Road (BNRR) and Operational Contingency (£162,000)

The authority continued to provide for policing of the BNRR during 2000/2001. Expenditure has been kept to a minimum and £162,000 of the resources made available during the year remain unspent. The underspend will be added to the Operational Reserve and is still available to support the policing of the BNRR during its construction phase.

Cost Centres (£453,000)

Certain cost centres have had unexpected demands on their budgets or significant changes to their anticipated patterns of expenditure. Significant delay has been experienced in the release of the national police IT system for Case Preparation and Custody which is beyond the control of the authority. In addition, the decision to undertake minimum spending on existing buildings awaiting the outcome of the Estates Strategy has led to an underspend on the estates budget. The effect of these savings were offset to some extent by overspends elsewhere, most significantly those caused by a series of serious incidents dealt with by the Northern Area and Operations Team.

A number of other net underspends totalling £96,000 brings the total to £2.2 million.



Financial **Summary**

Revenue Spending

The authority's accounts for the year indicate a net expenditure of £56.837 million, which was within the agreed budget.

This spending covers the salaries and running expenses of the authority, including premises, vehicles, other supplies and services and the costs of financing the force's past and present capital investment programme. The pie charts opposite show how that spending was divided between the different types of expenditure, and also where the authority's money comes from. As can be seen, the government funds a large proportion of spending on policing. This takes the form of two grants - Police Grant and Revenue Support Grant. The government also allocates a proportion of the national business rate to the authority.

Capital Spending

As well as day to day spending the authority also invests in capital assets. These include buildings, information technology, vehicles, plant and equipment. In 2000-2001 £1.187 million was spent on capital investment.

The pie chart opposite shows how this capital investment was spent. The two main areas of spending were information technology (IT) where £567,000 was invested, and vehicles where £575,000 was invested.

IT investment seeks to take advantage of new national police computer products as they become available. The authority maintains an IT strategy to deliver these products and develop an effective capability to exploit the information assets available to aid the delivery of policing. The IT strategy will be updated in 2001/2002 and will set the direction for IT within the authority through to 2006/2007. During 2000/2001 the authority commenced the roll out of internal email to staff, upgraded to the HOLMES 2 system and continued the implementation of the Force Intelligence System to support police investigations.

Late in the financial year 2000/2001 the authority commenced a strategic review of the police estate. The aim of the review is to provide buildings and facilities that will enable the authority to police Warwickshire effectively in the 21st century. Pending the results of the review, current investment in the estate has been kept at the minimum level required to maintain operational effectiveness and meet legislative requirements.

The £1.187 million capital spending shown above was met from borrowing. The authority took advantage of low interest rates to borrow £1.212 million. The £25,000 difference between the money borrowed and capital spending will be carried forward to finance the 2001/2002 capital spending.

Looking Ahead

The authority's 2001-2002 settlement was better than anticipated with a 4.9 percent increase in resources. However initial calculations suggested a shortfall of around £1.5 million against our assessment of spending needs. In the event the budget has been balanced by prioritisation of demands against the authority's strategic objectives contained in the *Policing and Best Value Performance Plan* (PBVPP), by making a contribution from reserves and by a 9.8 percent increase in the demand on local council taxpayers.

In order to bring about the budget savings, very careful management will be required throughout the year. The savings made in 2000-2001 will provide a degree of flexibility in achieving a tight budget. The authority will also need to ensure that it achieves the 2 percent efficiency target set by the government in 2001-2002.

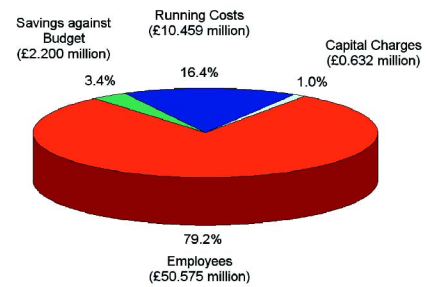
Pension costs are notoriously difficult to predict and spending has fluctuated significantly over the years. The authority has provided sufficiently to meet its known pension liability as at 31 March 2001 and created a reserve for meeting the increase in costs in future years. Although this is not a solution to the problem of rising pension costs, the measures will help to dampen down the fluctuations between financial years. The cost of pensions is unavoidable and the benefit of this approach is that future variations between years will be gradual and therefore more manageable.

The medium term financial plan of the authority identifies potential spending pressures in future years. Supporting the authority's IT strategy including the National Radio Communications Service (Airwaves) Project, developments in e-policing (a project to review the public interface with the authority), technological advances in the investigation of crime and partnership initiatives, and work related to the Crime and Disorder Act. These will all have significant policing and financial implications. In addition the pressure on the capital programme over the next five years is likely to require support from the revenue account producing further pressure on limited resources. The authority continues to make representations to the government for additional resources and funding of specific issues beyond the authority's control.

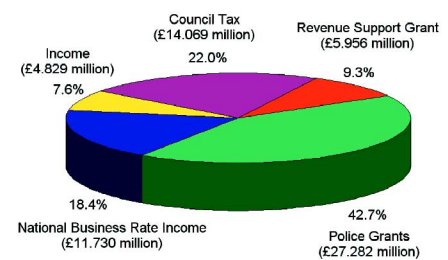
Dave Clarke

Treasurer to the Police Authority

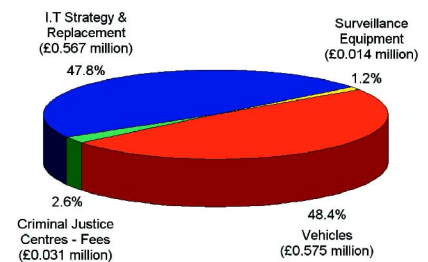
ANALYSIS OF REVENUE SPENDING



HOW SPENDING WAS FUNDED



EXPENDITURE ON CAPITAL ASSETS





PC Louise Brook
Probationer of the Year



Gordon Pincock
Special Constable of the Year

Staff **Achievements**

To recognise the good work of all Warwickshire Police staff, a range of honours and commendations are awarded each year.

Team Leaders award a commendation to a member of staff displaying initiative, innovation and commitment, or where there is evidence of dealing with a difficult situation in a sound and professional manner.

The Chief Constable awards a commendation to compliment a member of staff for work of an exceptional nature, in which evidence of high motivation and professionalism is clearly displayed, or for an act involving considerable courage in circumstances of high personal risk.

A total of 288 letters of thanks and commendations were received from outside sources, including members of the public, local authorities, distinguished visitors, royalty and the courts.

Other achievements by members of staff include gaining academic degrees, vocational qualifications, examination passes and success in sporting competitions. It is not possible to mention them all, but Warwickshire Police is proud of each and every one of them.

Chief Constable's Commendations

Sgt 527 S E Beard, PC 640 M J Cowley, PC 306 M A Oldershaw, for their prompt response and actions in saving the life of a woman attempting suicide.

Sgt 527 S E Beard, PC 645 P Calver, PC 533 K Fowler, PC 300 S Johnson, for their calm professionalism in dealing with an unprovoked and horrific attack by a man wielding an axe, and for the exemplary manner in which they dealt with the offender.

DI M Chishty, DS J Grew, Ms A Parr, Mrs D Holder, for their professionalism and commitment to the Operation Impact initiative which has significantly 'impacted' on the number of burglaries committed in Warwickshire.

SC 3294 T M Cooper, PC 765 R J Pugh, for their quick thinking and first aid which helped to save the life of a prisoner who had cut his own throat.

DS 660 S Harrod, for his positive leadership, and DC 359 K H Collicott, DC 857 J A Ashfield, for their commitment and excellent detective skills displayed during an investigation into a series of armed robberies.

Sgt 297 P A Hill, PC 834 C P Marshall, PC 008 G McMahon, PC 358 M E Phillip, for their team work, professionalism and bravery in saving a couple trapped in their car which had fallen 30 feet into a fast flowing river.

Insp K Hudson, for his professionalism and clear devotion to providing the very best service whilst serving in the UK Civilian Police Monitoring Force in Bosnia, being an excellent ambassador for both Warwickshire and British policing.

PC 81 R Kelf, for his courage and determination in pursuing and arresting a violent offender, despite receiving a number of injuries.

PC 610 S N Long, Mr R W Gibson (formerly PC 838, now retired), for their courage and tenacity displayed in the finest traditions of the police service when, whilst on holiday, they placed themselves at considerable risk to help a colleague from another force who was threatened by a crowd.

PC 924 S P Mobbs, for a consistent, professional attitude to his work demonstrating initiative and self motivation throughout his service, achieving exceptional personal results in the fight against crime.

PC 714 I Payne, PC 566 M Rowlatt, PC 954 A Henderson, for their dedication, professionalism and determination in pursuing the driver of a lorry who failed to stop having been involved in a fatal road traffic collision. PC Payne is also commended by the Coroner, Magistrates and CPS for the way in which the case was investigated and presented.

AO 3054 G Pincock, SO 3362 S Tipping, for their prompt action, in extremely hazardous circumstances when together they disarmed a man and brought a dangerous incident to a swift and efficient conclusion.

PC 553 D M Reid, PC 358 M E Phillip, for their brave actions in saving the life of a man following a stabbing.

PC 279 A Smith, PC 839 J W B Blood, for their bravery in rescuing two people from a burning building.

Sgt 278 J S Williams, PC 434 P Browning, PC 438 S M Moffitt, for their brave actions in bringing a violent incident to a swift and professional conclusion without serious injury to anyone involved.

Three officers who cannot be named, for their work in sensitive policing areas. They have demonstrated commitment, initiative and integrity, in specialist areas of counter-terrorism and informant handling in drugs investigations.

Probationer of the Year

In recognition of her performance and commitment during her probationary period, PC Louise Brook from Alcester Police Station was awarded the Warwickshire Probationer of the Year Award for 2000. Former assistant catering manager PC Brook joined the force in December 1998 and during her two-year probation worked hard to develop her policing skills while displaying a high level of practical ability. She handled a range of incidents including being one of a team who successfully dealt with a suicidal woman on a motorway overbridge.

Special Constable of the Year

Area Officer Gordon Pincock was awarded the Apex Cup for the Special Constable of the Year, in recognition of consistently good policing and his personal contribution to the Police Service through his dedication to duty and training of others. Gordon, who also works as a support member of staff for Warwickshire Police, was the force's nomination for the national Ferrers Cup for Special Constables. AO Pincock is based at Coleshill Traffic Base and is in charge of all the specials attached to the Road Policing Unit.

Area Commanders / Team Leaders Commendations

Miss M Anderson
Mrs C Baker
DI M W A Beer
PC 423 R Bower
PC 839 J Blood
PC 606 V Blood
PC 286 J Bunting
DC 451 K Caraher
DS 174 A Carpenter
PC 317 R Clark
DC 54 T College
DC 108 V Dhokia
DC 228 R Fellows
PC 35 D Gardner
PC 845 A Highway
DC 751 P Harwood
PC 649 A Hopkins
PC 264 S Keay
DC 624 D King
Insp R Kitchen
Mrs J Lee
DC 962 S Lymbery
PC 834 C Marshall
PC 665 K McQuade
PC 438 S Moffitt
DC 415 T Moore
PC 487 D Newman
PC 620 A Nolan
DC 913 N Otter
DI A Pearson
PC 466 R Phillips
DC 861 G Pickthorne
DS 37 J Potts
PC 538 J Reed
PC 960 H Scutt
PC 916 P Seal
PC 226 J Shevlin
PC 248 M Shone
PC 403 I Stockwell
PC 967 S Timmins
Sgt 689 R Toms
Mr M Tranter
PC 210 K Turner
T/DC 485 M Watkins
DS 493 R Wheelwright
PC 692 S Wilson
Sgt 300 D Winn
PC 646 A Woods

Special Recognition

Officers from the Operations Team appeared in *Motorway*, an eight part documentary produced by Carlton TV. The programme was screened in July and August 2000, and covered the work undertaken on the motorway network in Warwickshire by patrol officers. Not only did the series reflect well on the force, but Carlton have since resumed filming with Operations Team staff for a further series looking at the broader aspects of the work of the team.