



**Warwickshire**

POLICE AUTHORITY

*The authority behind the force*

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# **Achievement Report**

## **2005/06**

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**Our Vision: Warwickshire, the safest place to be**

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WARWICKSHIRE POLICE AUTHORITY  
ACHIEVEMENT REPORT 2005/06

OUR VISION: WARWICKSHIRE, THE SAFEST PLACE TO BE

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# Our Goal

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## Warwickshire, the safest place to be

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# Message from the Chief Constable

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I take great pleasure in introducing the Achievement Report for the 2005/06 financial year, a year in which my predecessor, John Burbeck, served as Chief Constable. This report outlines how we performed against the priorities we published in our Policing and Best Value Performance Plan and the initiatives that we introduced to improve service delivery.

It has been a year of considerable change. Following the publication of a national report by Her Majesty's Inspectorate of Constabulary (HMIC), which questioned the viability of the current 43 Force structure, the Home Secretary initiated a review of police force structures. We recognised that small Forces like ourselves struggle to develop the capacity and capability to successfully deliver the full range of protective services<sup>1</sup> to the required minimum standard. We also recognised the benefits that introducing strategic forces would bring to policing across Warwickshire and were at the forefront of national and regional discussions. Despite strong support for the reform agenda the Home Secretary revoked the 'intention to merge' notices. This has required us to identify other ways in which we could close the protective services gap.

Our ability to deliver protective services was tested during the year when we experienced considerable pressures to resource an unprecedented number of major crime and critical incidents. A natural consequence of responding to these incidents was the abstraction of officers and other resources from local policing. We believe that these investigations have had an adverse effect on our ability to deliver local policing. It also substantiated our opinion that our current structures do not provide us with the capacity or the capability to effectively deliver protective services and local policing.

During the year we recorded a number of achievements including: supporting the G8 summit at the Gleneagles Hotel; a successful inspection by Her Majesty's Inspectorate of Constabulary (HMIC) of our Southern BCU; and hosting a series of "Understanding True Islam" events following the terrorist attacks in London and modernising our buildings. In addition to these achievements we introduced a number of initiatives, a selection of which, have been précised within this report. throughout this report reference has been made to the actions we have taken and initiatives we have introduced to improve the quality of life experienced by local communities.

We again set ourselves a challenging set of targets and published twelve performance priorities. We report on our achievements later in this report. Despite the unprecedented number of serious crimes we have had to deal with we successfully reduced the number of homes that were burgled and the number of vehicles that were stolen or had property stolen from them, and increased the proportion of recorded crimes that we detected. We are disappointed that we did not successfully deliver all of our priorities, however we believe that this represents a solid platform on which we can improve further.

Keith Bristow,  
Chief Constable

<sup>1</sup> Protective services address: Terrorism and extremism; Serious organised and cross-border crime; Civil contingencies & emergency planning; Critical incident management; Major crime (homicide); Public order; and Strategic roads policing

# Message from the Police Authority Chair

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Welcome to our 2005/06 Achievement Report. I hope that you find the new layout helpful and the live examples of the Force's work interesting. The year was a challenging one for the Force and the Authority. Operationally, an unprecedented number of major incidents and serious crimes presented a considerable drain on our limited resources and this is reflected in some of the performance statistics later in this report.

We expended much effort to prepare for the proposed merger of police forces into larger units. In an extensive, joint consultation exercise, we received clear messages that any change must safeguard and improve neighbourhood services as well as developing capacity to deal with larger and serious incidents. As the year ended we were confident that arrangements could be made to meet those challenges. Since then, of course, the Home Secretary has abandoned plans for mergers. This decision was a considerable disappointment to us and we are now working closely to identify how we should address these challenges and deliver the improvements needed within our existing structure.

The performance figures in this report underline the hard work and dedication of the Force against a difficult background and, on behalf of the Authority, I would like to pay tribute to all our police officers, staff and volunteers for the sterling service they give. We are pleased that detection rates and numbers of offences brought to justice are improving, and that, for the most part, victims of crime are satisfied with the response they receive. However, performance against our targets for reducing the levels of crime is more mixed and this is disappointing.

During this year, we received recognition from the Home Office and Her Majesty's Inspector of Constabulary for the Northern Justice Centre initiative and for witness and victim support schemes, and we are confident that initiatives such as these will help in our fight to reduce crime and bring more offenders to justice.

Looking ahead, we are jointly working on a number of exciting initiatives to tackle crime and improve the quality of life in our communities. Firstly, we are moving to implement Neighbourhood Policing teams throughout the County, which will give local communities a more visible and effective policing presence and address the concerns they expressed as part of our consultation to support police reform.

Secondly, Police Community Support Officers (PCSOs) are integral to neighbourhood policing and we have taken up the Government's offer of matched funding for 128 PCSOs to be recruited. At the time of writing, we already have over 60 in service and the evidence is that they are having a considerable impact on community confidence.

Thirdly, work is well under way on a multi-agency Southern Justice Centre in Leamington Spa to mirror the hugely successful Northern Justice Centre in Nuneaton.

Warwickshire may be a small police force but the Authority is determined that the County deserves the highest quality of policing and shall continue to work with the Force to deliver an affordable, acceptable and sustainable service to local communities.

Finally, as the year drew to a close, County Councillor Mota Singh announced that he would be retiring from the Police Authority in the Summer of 2006. Mota has been a member of the Authority since its inception and has worked tirelessly in support of improved policing in the County. I would like to record my sincere thanks to Mota and to wish him well for the future.

Phil Blundell,  
Chair, Police Authority

# Our Goal, Aims and Values 2005/06

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## Our Vision

Warwickshire, the safest place to be.

## Our Priorities

We said we would:

- ❖ Reduce Crime.
- ❖ Protect the Public.
- ❖ Improve Service Delivery.

## Our Values

We said we would:

- ❖ Put our public first.
- ❖ Embrace diversity, treating everyone fairly.
- ❖ Be professional in all we do.
- ❖ Understand what we were expected to achieve and to what standard.

## Our Behaviours

We said we would:

- ❖ Drive performance.
- ❖ Grow talent and capability.
- ❖ Protect and enhance our reputation.

## Our Leadership Style

We said that our leaders would:

- ❖ Get things done: demonstrating drive, energy and enthusiasm.
- ❖ Be intrusive: actively intervening and guiding the work of officers and staff.
- ❖ Not be afraid to take tough decisions.
- ❖ Take responsibility: challenging and leading with confidence.
- ❖ Be accessible, available and visible.
- ❖ Be consistent, straightforward and clear.
- ❖ Empower, support and develop.

# Our Policing Priorities 2005/06

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## How we did in delivering our Priorities

Our Policing and Best Value Performance plan for 2005/06 contained a suite of measures and supporting targets. We believed that these measures and targets would underpin our ability to realise our priorities and focus our efforts on making Warwickshire the safest place to be. This represented an ambitious set of targets and the progress we made towards realising them is outlined in the table below.

Measure	Target	Out-turn	Vs Target
<b>Reduce Crime</b>			
Reduce All Crime	-5%	+0.8%	●
Reduce Burglary Dwelling	-10%	-6.3%	●
Reduce Vehicle Crime	-10%	-5.5%	●
Sanction Detection Rate: All Crime	22%	23.7%	●
<b>Improve Service Delivery</b>			
Satisfaction of victims of domestic burglary, violent crime, vehicle crime, road traffic collisions and racist incidents with respect to:			
(a). Making contact with the police.		87.6%	●
(b). Action taken by the police.	2% points	77.7%	●
(c). Being kept informed of progress.	above our	58.9%	●
(d). Their treatment by staff.	MSF target	88.5%	●
(e). The overall service provided.		79.8%	●
<b>Protect the Public</b>			
Number of people killed* or seriously injured in road traffic collisions per 100 million vehicle km travelled (* in under 30 days)	TBC	4.65	●
Number of sanction detections for offences of possession of Heroin, Crack or Cocaine	150	167	●
Number of sanction detections for supply offences of Heroin, Crack or Cocaine	50	43	●

As a result of an unprecedented number of major incidents and operations 2005/06 has represented a difficult performance year. We are disappointed that we have not been able to realise all of these targets. However despite these unforeseen pressures we have recorded further reductions in the number of burglaries and vehicle crimes recorded and have achieved our overall detection rate. We believe that this represents a solid platform upon which we can improve further.

# Our Policing Priorities 2005/06

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## **Performance Overview**

### **Recorded Crime: Target to reduce by 5%**

During 2005/06 we recorded 43,476 crimes, which represented an increase of 0.8% or 343 crimes when compared with the previous financial year. The number of crimes recorded was 6.1%, or 2,500 crimes, above the target figure.

The increase in recorded crime for the year can be attributed to increased police activity, particularly in respect of arrests for disorder. During the year the Enhanced Police Initiative was implemented and Operation Sanction was introduced, however, a series of major incidents detracted officers from frontline duties. There was a significant increase in the use of Fixed Penalty Notices and an increase in the incidents of vehicular criminal damage.

### **Recorded Burglary Dwelling: Target to reduce by 10%**

During 2005/06, we recorded 2,500 crimes, which represented a 6.19% reduction, or 165 fewer crimes when compared with the previous financial year. Despite this reduction, we were 4.2% or 101 crimes above our published target.

Given the low levels of burglary recorded in Warwickshire (less than 7 a day) it is recognised that realising significant reductions is challenging.

### **Recorded Vehicle Crime: Target to reduce by 10%**

During 2005/06 we recorded 6,278 crimes, which represented a decrease of 5.48% or 364 crimes when compared with the previous year. Performance out-turned at 5.02% or 300 crimes above the published target.

There was an increase in the number of thefts from vehicles, in which Satellite Navigation and laptop equipment was targeted. Action plans were initiated across both BCUs and our Scientific Support team to address this crime type. We initiated Operation Endeavour during the last quarter of the financial year to improve our performance.

### **Detected Crime: Target to record a sanction detection rate of 22%**

During 2005/06 we "sanction" detected 23.68% or 10,295 crimes, which was 7.63% or 730 detections above the published target. In comparison, we sanction detected 21.13% of crime during 2004/05.

Significant progress has been made in this area. The introduction of individual sanction detection targets for every Police Officer has significantly increased performance.

### **Quality of Service to Service Users: Target to improve the quality of service received by people who use our services**

The target for 2005/06 was to achieve a two "percentage point" increase on the average satisfaction rates recorded by our most similar family of forces. Our surveys have identified that people's main concerns relate to them not receiving feedback on the progress of their reported crime, which ultimately impacted upon their overall satisfaction.

# Our Policing Priorities 2005/06

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## **Road casualties: Target to reduce the number of people killed or seriously injured on the county's roads**

During 2005 we successfully reduced the number of people who were killed or seriously injured on our roads, specifically:

107 fewer people were killed or seriously injured on our roads. This represented a 42.7% reduction when compared with the 1994-1998 baseline against a 20% reduction target.

20 fewer children were killed or seriously injured on our roads. This represented a 56.4% reduction when compared with the 1994-1998 baseline against a 25% reduction target.

170 fewer people were slightly injured on our roads. This represented a 7% reduction when compared with the 1994-1998 baseline against a 5% reduction target.

Casualty reduction activity is intelligence led in accordance with the National Intelligence Model. Casualty reduction 'hot routes' have been identified and are assessed on a monthly basis. The information collated is used to refine the road casualty reduction strategy.

## **Heroin & Cocaine Possession: Target to record 150 sanction detections**

During 2005/06, 167 offences were sanction detected for possession of heroin and cocaine, representing 17 more than the YTD target of 150.

The Enhanced Police Initiative contributed to the increase in sanction detections as a result of a particular focus being placed on possessions.

## **Heroin & Cocaine Supply: target to record 50 sanction detections**

During 2005/06, 43 offences were sanction detected for supply of heroin and cocaine, which was 7 less than the 2005/06 target of 50.

# Strategic Themes

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## Reduce Crime

We said that we would reduce crime by working in partnership to:

- ❖ Tackle anti-social behaviour.
- ❖ Reduce crime overall.
- ❖ Deal with Offenders effectively.

In realising this theme we made a commitment to:

- ❖ Tackle anti social behaviour by addressing those quality of life issues that impact upon local communities and work with our partners to divert offenders away from crime.
- ❖ Work in partnership to reduce crime and improve the quality of life experienced within our communities and provide operational managers with the flexibility to tackle concerns.
- ❖ Prioritise prolific and priority offenders through the effective tasking and co-ordination of activities so to increase the number of offenders being dealt with resulting in long-term reductions in crime.

## Improve Service Delivery

We said that we would improve service delivery by:

- ❖ Recognising diversity, treating people with fairness & equality.
- ❖ Increasing public contact.
- ❖ Increasing victim & witness satisfaction.
- ❖ Responding effectively to service demands.

In realising this theme we made a commitment to:

- ❖ Increase public confidence by responding to the needs of communities and individuals.
- ❖ Provide services that respond to the needs of different sections of the community.
- ❖ Embrace diversity so to gain the confidence of all sections of the community.

## Protect the Public

We said we would protect the public by working with communities to reduce crime and deal effectively with offenders. In order to further protect the public we said we would:

- ❖ Tackle serious and organised crime.
- ❖ Improve road safety.
- ❖ Plan for and deal with emergencies.
- ❖ Enhance our capability to counter terrorism.

In realising this theme we made a commitment to:

- ❖ Develop our capability to address serious and organised crime
- ❖ Develop our capability to address major crime and disrupt criminal activities in partnership with other police forces and partner agencies.
- ❖ Deny criminals the use of the roads to obstruct their criminal activities and improve road safety for the law-abiding citizen.
- ❖ Further reduce the number of people being killed or seriously injured on our roads.
- ❖ Continue to develop with our partners at County and Regional level our capacity and capability to respond effectively with emergencies and critical incidents.
- ❖ Ensure we have the capability to meet our commitments to address counter terrorism.

# Reducing Crime

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## Introduction

In response to our commitment to Reduce Crime we undertook various activities that sought to:

- ❖ Tackle anti-social behaviour.
- ❖ Reduce crime overall.
- ❖ Deal with Offenders effectively.

### Tackle anti-social behaviour

We worked with our partners to develop initiatives to address anti-social behaviour including:

- ❖ Launching an initiative aimed at tackling anti-social behaviour that was impacting upon the quality of life experienced in Stratford upon Avon.
- ❖ Introducing a Pub Watch scheme across the Warwick District aimed at tackling town centre troublemakers.
- ❖ Introducing new powers to tackle nuisance behaviour that was impacting upon the quality of life experienced within Leamington.
- ❖ Running a series of campaigns in Rugby town centre to warn revellers about the dangers of excessive drinking.
- ❖ Initiating an operation aimed at protecting shop and pub staff in Leamington from verbal and physical abuse.
- ❖ Launching a campaign to identify “taggers” that blight communities with graffiti.

### Reduce crime overall

In response to our commitment to reduce crime across the county our actions included:

- ❖ Launching a bike team in Bedworth, which sought to improve the speed of response to those parts of the town that were not accessible by patrol car.
- ❖ Inviting businesses to attend a safer business exhibition, which promoted crime prevention.
- ❖ Providing crime prevention and security advice to Rugby residents.
- ❖ Introducing a Farm Watch Scheme in Southam to tackle rural crime and share information quickly.
- ❖ Issuing a calendar to vulnerable people across the county to raise awareness of distraction burglaries.
- ❖ Launching a business crime initiative and providing advice to businesses on the Bayton Road estate in Bedworth.
- ❖ Providing free crime prevention advice to homeowners following concerns relating to the sale of home security systems.
- ❖ Introducing a unique forensic property marking system in Rugby to beat the burglar.

### Deal with Offenders effectively

In demonstrating our commitment to bringing offenders to justice our approach included:

- ❖ Participating in a unique forensic science pilot, which sought to provide real-time forensic investigation and analysis.
- ❖ Increasing the number of offenders brought to justice, which increased public confidence in Warwickshire’s criminal justice system.
- ❖ Launching a series of high profile “days of action” that arrested offenders who had committed crime in Warwickshire.

Over the course of the next six of pages these initiatives will be described in more detail.

# Reducing Crime

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## Tackling anti-social behaviour

### Tackling anti-social behaviour in Stratford upon Avon

Stratford-on-Avon District Council, Warwickshire Police, and Town Management Partnership devised a package of measures to address anti-social behaviour on the town's Waterside. This included raising the profile of the Alcohol Restriction Area, enhancing surveillance and examining the lighting and landscaping so to maximise the effectiveness of CCTV.

*"We have noticed an increase in the number of incidents of rowdiness, usually involving groups of young men and alcohol, on the Recreation Ground. We need to send a message that behaviour which goes beyond normal high spirits isn't acceptable and that Stratford is still the safest place for anyone to visit."*

Sgt Emma Walton, Stratford town centre Community Police Team Manager.

*"Using the Anti-Social Behaviour Act 2003, we can impose a Dispersal Order if the council and police are satisfied that members of the public are being harassed, alarmed or intimidated by the presence or behaviour of a group of two or more people. The Order allows the police to instruct people in a group to leave the area and not to return for up to 24 hours. It has been used successfully in other parts of the district, including Studley and Shipston."*

Steve Newman, Stratford District Council.

### New scheme to tackle town centre troublemakers across the Warwick District

A Pubwatch scheme, utilising town centre CCTV and radio network, was launched to help licensees crackdown on troublemakers by alerting managers and door staff as to any signs of disorder and criminal activity. In implementing this scheme known troublemakers were automatically banned from Pubwatch premises, whilst people who had previously demonstrated anti social behaviour were warned as to their future conduct.

*"We rely on the support of licensees in our ongoing commitment to tackling binge drinking and the town centre crime and violence caused by those who drink heavily. Licensees are quite clearly on the front line when it comes to spotting signs of trouble in our town centres. We need the support of the pubs and clubs in sustaining our efforts to crack down on violence and disorder and schemes like this have proved useful elsewhere. Utilising CCTV and activating an early warning system gives everyone a better chance of preventing incidents escalating into large scale disorder."*

Chief Inspector Chris Jackson, Warwick District Commander

### New police powers to tackle nuisance in Leamington Spa

Police in Leamington were granted powers to tackle drunken anti social groups in the Victoria Terrace, Spencer Street and Bath Street areas of the town, where large groups of people gathered after drinking in local pubs causing a variety of problems for local residents. Supported by Warwick District Council, local police were granted authority under section 30 of the Anti-Social Behaviour Act 2003 to disperse groups of two or more people and anyone failing to comply faced the risk of being arrested.

*"The powers allow police to disperse groups and prevent anti social behaviour escalating into more serious disorder. Complaints of fighting, disorder and general rowdiness have increased over the past 12 months and it is quite unacceptable for local residents to suffer these disturbances during the early hours at weekends. If people fail to comply and refuse to leave the immediate area when directed by a police officer then they risk being arrested."*

Sergeant Paul Calver, Leamington town centre.

# Reducing Crime

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## Tackling anti-social behaviour

### Making it a night to remember in Rugby

As part of a campaign to reduce town centre violence the police in partnership with the Town Centre Management and the Community Alcohol Service, provided a range of advice and information about the dangers of excessive drinking. This was reinforced by projecting CCTV footage of drunken men and women displaying anti social, disruptive or inconsiderate behaviour to other people or their property onto the side of a police van.

*"This is not intended to be entertainment but more a wake up call to those whose sole intention is to go out to get drunk. This CCTV footage not only shows the disorderly behaviour of the drunk which will not be tolerated by the police, but also shows how vulnerable the drunk person can be."*

PC Neill MacKenzie, Rugby Crime Prevention Officer

### Operation Tranquillity tackles abusive customers

A new initiative to protect shop and pub staff from verbal and physical abuse was launched in Leamington Spa, which sent out a clear message from police to retailers and pub staff: *Don't tolerate individuals who cause distress through abuse and harassment. Action can be taken.* This joint police, Warwickshire Retail Crime Initiative and Warwick District Council initiative addressed concerns that verbal and physical abuse or persistent shoplifting were not being reported due to a perception that few powers existed to tackle the problem.

*"We intend to target individuals who are persistently causing fear and alarm through their behaviour. This could be physical or verbal abuse. A small number of people are responsible for the type of anti-social behaviour which disrupts people's working lives. This need not be tolerated, we can take action [however] we do need evidence ... and we are asking shop and pub staff to help us to help them."*

PC Dave James, Leamington Town Centre Beat Manager

*"We are keen to make the public aware that anti-social behaviour is unacceptable. Shop and bar staff should not have to put up with it and this Police campaign will help prevent such unacceptable behaviour."*

Paul Haynes, Leamington Town Centre Manager

### Help tag graffiti offenders

A police initiative was launched aimed at cracking down on offenders that blight communities with graffiti. By publishing photographs of 'tags' the police sought to encourage people to come forward and identify the perpetrators by either contacting the police or Crimestoppers.

*"By repeatedly creating their own distinctive graffiti or 'tags', offenders want other people to know who did it. If you know who is responsible for any of these images or know anyone else who does graffiti, then please let us know. If you don't want to phone the police, phone Crimestoppers ... so come on, make a difference - help put an end to graffiti, which does nothing but disfigure our neighbourhoods."*

PC David Valente, Leamington

# Reducing Crime

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## Reducing crime overall

### New bike team launched in Bedworth

A team of four officers started to patrol the streets and open spaces around Bedworth using pedal power. The high tech mountain bikes, complete with black and white police livery, enable officers to quickly get to parts of the town that are not accessible to patrol cars. Early trials resulted in a positive reaction from the community, including young people, where the bikes proved to be an excellent talking point.

*"We have found that people are happy to stop us to speak to us, and of course we can stop and speak to people a lot more easily than if we are in a patrol car, yet we still have the speed to be able to get from one place to another faster than if we were on foot patrol."*

PC Ian McLeod Bedworth Police Station

### Invitation to Safer Business Exhibition

Warwickshire Police and Warwickshire Fire and Rescue Service invited businesses to a Safer Business Exhibition where they could view the crime and fire prevention products on display and talk to experts to find out more about them.

*"We have been working with business for the last four years and where security measures have been implemented, this has started to show a benefit because recorded crime against business premises has fallen. We hope to encourage more businesses to follow suit."*

Peter Guillaume, Business Crime Manager

*"I am excited by the opportunity this partnership brings to reducing the risk of Arson to businesses. The impact that a deliberately set fire can have on a business can be devastating and of course will have a wider impact on the local economy and job prospects."*

Stephen Haynes, Principal Risk Reduction Officer

### Pedal Crime Prevention

As part of Rugby Borough Council's "In Town Without My Car" day, the mobile police station was parked at the Town Hall and Crime Reduction officers provided crime prevention advice. Bicycles were also security marked by applying post-coded tamper resistant stickers.

*"Every year hundreds of stolen pedal cycles are recovered by the police which they are unable to return to their rightful owners because the cycle cannot be identified. This is the perfect opportunity for all owners of pedal cycles in Rugby to have their cycle coded."*

PC Neill MacKenzie, Crime Reduction Officer

### Police and Farmers tackle rural crime

Farmers living around Southam were encouraged to join a new e-mail exchange scheme to tackle rural crime. The Farm Watch scheme spearheaded by Southam police provides farmers with the opportunity to exchange information via email with their local officers and neighbouring farms to create early warning alerts of rural crime trends.

*"Sharing of information will enable local police officers to build a picture of criminal activity locally and assist in detecting and preventing crime. Early availability of information gives us the opportunity to target suspects and pass an alert to other farmers."*

*It is not unusual for criminals to travel to isolated rural areas targeting farm vehicles and equipment, tack or fuel. We want to hear about any sightings of people or vehicles that are unusual or out of place."*

PC Nigel Hill, Community Beat Officer

# Reducing Crime

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## Reducing crime overall

### Calendars distributed to help prevent distraction burglaries

In continuing to raise awareness of the problem of distraction burglaries the Police in partnership with Warwickshire Distraction Burglary Group distributed fifteen thousand calendars to remind householders of the tactics used by distraction burglars and included fire prevention messages with archive images of towns and villages from across the county.

*"The calendars [were] initially ... distributed to just two areas of the county, but the long term plan is to get funding to provide [one] to every senior citizen aged [over] 70 in the county."*

PC Nick Stephens, Southern crime prevention team

### Nuneaton and Bedworth benefits from Warwickshire Business Crime Initiative

The Beating Business Crime Team assisted businesses in Bayton Road, Bedworth to take a smarter approach to safeguarding their property by distributing twenty-five SmartWater kits. Over two hundred and fifty businesses have benefited from their advice, resulting in a decrease in recorded business crime.

*"The activities and crime reductions in Nuneaton and Bedworth are very encouraging. The support given through the Nuneaton and Bedworth Safer Communities Partnership to reducing business crime is excellent."*

Peter Guillaume, Beating Business Crime Manager

*"Addressing Business Crime is an important part of the work of the Crime and Disorder Reduction Partnership. By providing financial support this will assist the Police in combating this serious crime across Nuneaton and Bedworth."*

Councillor Bob Hicks, Chair of the Crime and Disorder Partnership

### Free crime prevention advice offered to homeowners

In response to concerns from Warwickshire residents, cold called about their potential need for a burglar alarm, police urged householders to obtain their free independent expert advice before signing on the dotted line.

*"We have been alerted by several concerned residents who have been contacted by a company making cold telephone calls to hard sell [free] security alarm systems ... with a large installation charge and annual fee. If you are considering an alarm system ... contact the Police Community Safety Officer for [your] area via [your] local police station, who will be able to give ... free unbiased independent expert advice."*

PC Nick Stephens, Community Safety Officer

### Residents of Rugby urged to beat the burglar

Police encouraged residents in Overslade, to take advantage of SmartWater a unique forensic coding system, aimed at reducing domestic burglary. Three hundred kits were distributed and PCSOs offered advice and assistance in its application. Residents displayed warning labels and steel 'lamppost' signs were erected telling people, including burglars, that SmartWater had been used in local homes.

*"We are delighted to be issuing SmartWater in Overslade. We have been working closely with the Rugby Borough Council and the Overslade Residents Association, and this initiative represents a key component in our overall campaign to combat burglaries in this area. SmartWater has already been successfully used in Long Lawford and is an excellent deterrent to burglars."*

PC Neill MacKenzie, Crime Prevention Officer

# Reducing Crime

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## Dealing with offenders effectively

### World-first in forensics for Warwickshire

Warwickshire Police took part in a unique pilot scheme that saw the Forensic Science Service and BT take forensic science to crime scenes via the world's first mobile laboratory. This laboratory provided a complete package of services and expertise at the crime scene and enabled real-time forensic investigation and analysis, which enabled vital intelligence on suspects and witnesses to be processed much quicker and provide the police with the evidence required to arrests suspects much quicker.

*"Forensic evidence is an increasingly important tool in the investigation of crime and conviction of offenders. We were keen to be part of this pilot so that we could bring the benefits of this service to Warwickshire as quickly as possible, and maximise our use of forensic technology to fight crime."*

Kevin Yeomans, Scientific Support Manager

*"The FSS is bringing forensic science to the scene and making this blue chip investment in the FRV to support its objectives of providing a real-time forensic service. This will help police to progress investigations much more quickly. The FSS leads the world in research and development in forensic science, working with commercial companies such as BT to deliver real improvements to the criminal justice system."*

Dave Werrett, FSS Chief Executive

### More offenders brought to justice

Public confidence in Warwickshire's Criminal Justice System rose by more than 9% in the last two years with over 47% of the people questioned saying they were very or fairly confident in its ability to bring offenders to justice. Further, the number of offences brought to justice over the last three years has increased by 17% despite a reduction in crime.

*"The last 2 years have seen real developments in Warwickshire's justice system. The agencies are working together to ensure that criminals are not only apprehended, but that their cases progress through the system efficiently and that offenders are sentenced quickly. It is encouraging to see that public confidence is improving - as a board ... we're focused on continuing to deliver the improvements and new initiatives necessary to strengthen this confidence and make the system more effective."*

Liz Stafford, Chair of Warwickshire Criminal Justice Board

### Operation Sanction I: Fifty-five people arrested

The first in a series of pre-planned days of action, Operation Sanction I, aimed to arrest 50 offenders. Focusing on those who had committed offences of violence, burglary or vehicle crime it resulted in a total of fifty-five people being arrested for a variety of offences.

*"We regularly conduct local operations on districts to catch criminals but are always looking at new initiatives. This county-wide operation was very successful. As well as exceeding our target of 50 arrests, we are sending out a strong message to those committing crimes and disregarding the court system that we are turning up the heat."*

Andy Parker, Deputy Chief Constable

# Reducing Crime

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## Dealing with offenders effectively

### **Operation Sanction II: Sixty-three people arrested**

Operation Sanction II proved to be equally successful with sixty-three people being arrested for a variety of offences, which included possession/intent to supply drugs, assault, grievous bodily harm, criminal damage, robbery, theft, breach of bail and failure to appear at court.

*"I am very pleased with our performance on this operation. Whilst we do this work all day every day, such operations raise its profile - they send a very strong message to criminals and an equally strong message of reassurance to the people of Warwickshire. We aim to make the next operation later this year even more successful."*

Andy Parker, Deputy Chief Constable

### **Operation Sanction III: One hundred and eighteen people arrested**

The latest in a series of co-ordinated, intensive countywide operations aimed at disrupting, detecting and reducing crime and arresting and bringing to justice a number of people wanted for crimes resulted in over one hundred arrests being made.

*"Once again Operation Sanction has had a big impact on community safety. A very significant number of offenders have been caught and we have had some major successes. These include arresting a group of four cashpoint fraud suspects and recovery of the devices used as well as all the equipment for making the devices. On the drugs front, one arrest resulted in the seizure of 100 cannabis plants.*

*"Results such as these can only be achieved with the support of the public. Don't underestimate the importance of your contribution - the majority of the arrests we make are as a result of information provided by you."*

Andy Parker, Deputy Chief Constable

# Improve Service Delivery

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## Introduction

In response to our commitment to Improve Service Delivery we undertook various activities that were aimed at:

- ❖ Recognising diversity, treating people with fairness & equality.
- ❖ Increasing public contact.
- ❖ Increasing victim & witness satisfaction.
- ❖ Responding effectively to service demands.

### **Recognising diversity, treating people with fairness & equality**

Examples of how we recognised the diversity existing in local communities included:

- ❖ Working with our partners to launch an anti-bullying initiative in the county's schools.
- ❖ Asking local people to form an independent panel of lay advisors that would advise us on race and religion issues.
- ❖ Initiating a positive action campaign to increase the interest in a career with us from within the black and minority ethnic communities.
- ❖ Helping to develop a new national online system for reporting hate crime and working with our partners to launch the reporting packs across the county.
- ❖ Successfully investigating an attempted robbery that took place in Warwick.
- ❖ Requesting the support of the public in investigating a disturbance that occurred during a Diwali celebration.

### **Increasing public contact**

We looked to engage with local people through a variety of initiatives including:

- ❖ Inviting members of the public to an emergency services open day in Coleshill aimed at raising the public's awareness of the work of the local emergency services.
- ❖ Holding a number of community safety roadshows in Nuneaton and Rugby, which provided crime prevention advice, including demonstrations of various security products.
- ❖ Asking local people, via an on-line survey for their views on Community Support Officers.

### **Increasing victim & witness satisfaction**

We looked to increase the satisfaction of victims and witness with the services we deliver by:

- ❖ Working with our partners to introduce the Victim and Witness Information Partnership, which offers a comprehensive range of support and advice to victims and witnesses.
- ❖ Welcoming the publication of a statutory Code of Practice that defined the minimum levels of service that victims should expect from the Criminal Justice System.
- ❖ Introducing a community payback scheme that enabled local people to influence how offenders paid their community back for the offences they had committed.

### **Responding effectively to service demands**

Examples of how we ensured an effective response to the various demands for service we receive included:

- ❖ Working with event organisers and partners to minimise the disruption faced by local people during the Global Gathering event and ensure the safety and security of visitors.
- ❖ Providing advice on the appropriate use of fireworks.
- ❖ Providing advice to Trick or Treaters to ensure a safe, responsible and fun night.
- ❖ Advising people in Nuneaton to be vigilant for stolen railway detonators that if mishandled could cause serious injury or death.

Over the course of the next six of pages these initiatives will be described in more detail.

# Improve Service Delivery

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## Recognising diversity, treating people with fairness and equality

### Text2talk on BBC Radio 4

The 'Text2talk' initiative was featured on BBC Radio 4's live discussion programme 'You and Yours'. Chief Inspector Ian Whiting participated in a phone-in on bullying and explained how victims of bullies can get help by texting 'bully' or 'racist' to 07786 200 999, which alerts our control room to the problem. Where the victim requests support our control room seek to identify the exact nature of the problem and forward their details to the most appropriate partner agency.

### Local views sought on race and religion issues

Warwickshire Police and the Police Authority invited members of the public to form a panel of independent lay advisors that would provide practical advice to the police on race and religion issues that affect the delivery of our policing services. Meeting four times a year the panel critically appraises police policies and practices so to assist us to improve community and police relations.

*"In order to improve our service to the people of Warwickshire we need to understand how people from different ethnic groups feel about the quality of service they receive. We want people to say what needs looking at and what needs to change. If we don't know about it we can't do anything about it."*

Chief Inspector Mike Slemensek, Diversity Manager

*"Warwickshire Police is committed to providing a service that meets the needs of the diverse communities it polices. The formation of the Race and Religion Independent Advisory Group is part of our Diversity strategy and emphasises our resolve to police all sections of our community with fairness and integrity and to develop a workforce which mirrors the communities we serve."*

John Rennie, Former Chair of Warwickshire Police Authority

### Positive action pays off

The number of black and minority ethnic (BME) individuals requesting an application form from Warwickshire Police increased by 108% in 2004/05 compared to 2003/4. By positively promoting a career with the police through the media, posters and a series of open evenings and seminars, the percentage of application packs sent out to BME individuals increased by 45% in 2004/05 compared to the previous year.

*"This is excellent news and we will be working hard to ensure this trend continues over the coming year. We are looking for the best candidates and by employing people from a variety of backgrounds we increase the range of experience and skills we can offer the community. Over the last year, we have been positively encouraging more black and minority ethnic individuals to apply to become officers or staff because we believe we can engage more effectively with communities if our workforce reflects the diversity of Warwickshire."*

PC Seamus Faulkner, Outreach Recruitment Officer

# Improve Service Delivery

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## Recognising diversity, treating people with fairness and equality

### Police launch a new way to report hate crime

Experts from the True Vision project team including Warwickshire Police assisted in creating a new national online system for reporting hate crime incidents to the police ([www.police.uk](http://www.police.uk)). Warwickshire College has embraced True Vision and reporting packs are available at all of the colleges five sites. Diversions in Railway Terrace, Rugby became the county's first True Vision hate crime Reporting Centre for the gay, lesbian, bisexual and transgender communities. Reporting packs were also distributed to various public locations across the county or alternatively a self-reporting form can be downloaded at [www.report-it.org.uk](http://www.report-it.org.uk).

*"In addition to being able to contact the police in the normal way using 999 ... going to a police station or stopping a police officer in the street, members of the public can now report a hate crime online. We hope that this will encourage more victims to come forward as we believe hate crime in the UK is currently severely underreported and if we are to tackle it, we need a 'true vision' of what's actually happening to our communities."*

PC Carolyn Went, Community Cohesion Officer

### Warwickshire Police report victim of hate crime success

Following a successful investigation into the attempted robbery of a man in Warwick during September 2004, a man was convicted at Warwick Crown Court and sentenced to 15 months in prison. The successful prosecution followed a year long investigation into the attempted robbery, which occurred following a liaison in Warwick Park where the offender threatened the victim with a knife and demanded his money.

*"I would urge all members of our community to report any crime, no matter what the circumstances, so that we can help victim's deal with their experiences and investigate all types of crime. I would commend the victim for his courage in reporting this and I would also like to thank all the lesbian and gay support groups who helped the victim and the police to deal with this investigation."*

Detective Sergeant Simon Timerick

### Diwali celebration disturbance: Re-appeal for information

The detective leading the investigation into a disturbance at a social function to celebrate Diwali made a direct appeal for further information to assist the inquiry. The disturbance occurred as a group of Asian elders celebrated at a social gathering at the community centre on the Queensway industrial estate in Leamington Spa, and resulted in one man being arrested and charged in connection with the incident.

*"We know that more than 55 people were in the group that came to the gathering, and a number of them were involved in the attacks on the Asian elders. We recognise the cultural sensitivities in this matter, and I am quite certain that amongst that group of over 55, there are people as shocked at the violence that ensued as we are. I am appealing directly to those who witnessed the violence, to contact the Incident Room or Crimestoppers, where their information will be treated with the utmost confidence."*

*"My objective is to identify those who committed criminal acts on that night. Simply coming to the Temple, for whatever reason, is not something which should deter anyone from coming forward with information."*

Detective Chief Inspector Adrian Pearson

# Improve Service Delivery

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## Increasing public contact

### Public invited to emergency service open day

The Emergency Services in Coleshill and the town's Leisure Services invited members of the public to see what happens behind the scenes at their local police, fire and ambulance stations, in a family orientated fun day, which included:

- ❖ Staging a road traffic collision where people were cut from the wreckage of a car.
- ❖ Providing crime prevention messages and fire safety information.
- ❖ Showing fire engines, ambulances and police vehicles, which visitors could look around.
- ❖ Throwing wet sponges at emergency services staff who volunteered to go in the stocks.

*"This is a really good opportunity for people to come and see behind the scenes of the emergency services ... [which] many people only ever see ... as a blue light going along the road. The Open Day lets everyone have a good look round and ask questions about how the police and other emergency agencies actually work. But we want people to have fun too and ... make this an afternoon to remember."*

Chief Inspector Chris Lewis, North Warwickshire District Commander

### Community Safety Roadshows

Warwickshire Police took a crime prevention message across Rugby and Nuneaton. Operating from a mobile police station, the Community Safety Units visited focal points around each town talking to and advising people on all aspects of crime prevention. These events included:

- ❖ Free vehicle security marking and cycle coding and property marking pens.
- ❖ Information and professional advice to prevent people becoming a victim of crime.
- ❖ Demonstrations of various discounted security products.

### Bedworth Community Beat Team: Helping youngsters to keep themselves safe

Officers from the Bedworth Community Beat Team attended several of the Borough Council's play schemes to help educate youngsters about how to keep themselves safe. As well as joining in with football and hockey games, they talked to the children about road safety, personal safety, the danger of drugs and stranger danger.

### Police sought public opinion on Community Support officers

Warwickshire Police was one of the first forces to introduce Police Community Support Officers as a way of providing a more visible policing presence. We launched an online survey to find out what local people thought of Police Community Support Officers.

*"We need to know what people think of PCSO's now and how they can better support communities in future ... [so that we can] improve the way they work. This feedback is particularly important ... because, we have just launched a recruitment campaign to recruit a further twelve PCSO's bringing the total to 63 and next year we are hoping to increase the number of PCSO's patrolling local neighbourhoods even further."*

Dave Shirley, PCSO Manager

# Improve Service Delivery

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## Increasing victim and witness satisfaction

### Leading the way in victim and witness care

Warwickshire Police led the way in pioneering the introduction of Witness Care units, through its Victim and Witness Information Partnership (VIP). Launched in 2003, it continues to offer a comprehensive range of support and advice to victims and witnesses. Our Witness Care Officers keep victims and witnesses informed about the status of their case, ensure they know what happens at each court appearance, support them if they are required to give evidence and arrange court visits to familiarise themselves with the court environment.

*"Victims and witnesses are of vital importance in helping us to bring more offenders to justice, but we also recognise that being a victim or witness of crime puts people under immense stress and that the Criminal Justice System can appear complex and intimidating at such times. At VIP we are committed to providing people with the information they need about their case, explanation of the procedures involved in bringing the offender to justice, and helping them to access the support they need."*

Earl Chilton, VIP Manager

### New code of practice for victims of crime

Warwickshire Criminal Justice Board welcomed the publication of a new statutory Code of Practice, which gave rights to victims of crime for the first time. The Code of Practice for Victims of Crime, set out the minimum services victims can expect to receive from the criminal justice system.

*"Improving support for victims of crime is already a priority for the Criminal Justice System in Warwickshire. Our groundbreaking Victim and Witness Information Partnership looks after the needs of anyone affected by crime. We are already meeting many of the service obligations in the new Code, but it is an important step forward that these are set out for the first time, and we will be addressing any points for improvement in our area before the Code comes into force."*

Liz Stafford, Chair of Warwickshire Criminal Justice Board

*"The Code gives victims a voice and sets out how they may complain against any agency not performing its responsibilities in a timely and reasonable manner. The Code provides a clear structure for the criminal justice agencies to work to, thereby improving support for victims at all stages of the criminal justice process."*

Earl Chilton, VIP Manager

### Community payback: choose how offenders pay back for their crimes

Local people have been given the chance to influence how offenders pay communities back for the crimes they have committed. Community Payback, a scheme launched by the National Probation Service, lets the people of Warwickshire choose the type of unpaid work done by offenders serving a community order.

The initiative was launched at The Family Community Care Centre, Ramsden Ave, Camp Hill, Nuneaton where offenders cut back overgrown areas and prepared the ground for landscaping. Last year, Warwickshire benefited from 36,695 hours of unpaid work carried out by offenders through 140 different group projects and individual placements.

*"Community Payback will encourage people to feel involved in and informed about what goes on in their neighbourhoods. As a result the local area will benefit and we hope people will take a long term, pro-active interest in offenders' work and how projects are developing."*

Liz Stafford, Chief Officer Warwickshire Probation Service

# Improve Service Delivery

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## Responding effectively to service demands

### Global gathering: police plan for two-day event this year

Around 40,000 people were expected to attend the Global Gathering dance festival at Long Marston airfield in South Warwickshire. Spanning two days, event planners from Warwickshire Police worked closely with the organisers to ensure the safety and security of visitors and minimise disruption to local people through road congestion. In the region of 7,000 cars and 100 coaches were expected to arrive at the event and the event organisers, in partnership with Warwickshire Police, initiated a comprehensive traffic management plan to minimise road congestion.

Police spelled out a clear warning to visitors about the use of illegal drugs. Officers gave visitors every opportunity to dispose of drugs upon arrival, but took a zero tolerance approach if drugs were found inside the event. Every person arriving at the airfield was provided with information about drug searches and advice on crime and security. Clearly identifiable amnesty bins were available for the safe disposal of illegal drugs. Police dogs were on duty at the entrance gates and visitors risked being refused entry and arrested if the dogs detected drugs.

*“Anyone found in possession of drugs on the site will be ejected. Officers will arrest and charge anyone who is suspected of being in possession of illegal drugs with intent to supply them to others.”*

Superintendent Paul Mason Brown, Operations South Warwickshire BCU

### Make sure you are on the right side of the law with Fireworks

Police issued a warning to Bonfire Night revellers to make sure they stay on the right side of the law. Under legislation introduced last year to cut down on anti-social behaviour connected to the miss-use of fireworks, it is **illegal**:

- ❖ To sell fireworks to anyone under 18 years of age.
- ❖ To set off fireworks between 11pm and 7am (unless an extension applies).
- ❖ For a member of the public to possess a "display" style firework.
- ❖ To let off any fireworks in a public place.
- ❖ For anyone under 18 years to have adult fireworks in a public place.

The throwing or setting off of fireworks in the street or other public place is an offence under the Explosives Act 1875 and carries a fine of up to £5000. Police also have the power to stop and search young people suspected of carrying fireworks.

*“We do not want to spoil the fun for responsible adults and children enjoying the excitement and spectacle of Bonfire Night and other celebrations such as Divali. But we have already had incidents reported this year of young people throwing fireworks in the street, and even of lighted fireworks being pushed through people's letter boxes. Behaviour of this kind is mindless stupidity, which not only endangers people's lives, but can cause extensive damage to property.*

*The police, working with other agencies, including trading standards and the local authority, will act to ensure anyone caught contravening laws relating to fireworks, will be dealt with severely and we will not hesitate to prosecute anyone found guilty of anti-social behaviour involving fireworks.”*

PC Andy Marchi, Northern Area Community Safety Team

# Improve Service Delivery

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## Responding effectively to service demands

### Trick or Treat - Keep Safe, Be Responsible, Have Fun

Police asked "Trick or Treaters", planning high jinks in the run up to Halloween to have a good time but also to remember to be safe, be sensible and be responsible and advised parents and guardians of young people to discuss:

- ❖ The stranger danger message.
- ❖ The need to respect householders.
- ❖ The need to be careful so as not to cause stress and worry to vulnerable householders.

*"Halloween, or Trick or Treat Night is increasingly becoming a night of pranks and fun for young people. But with the dark nights and high spirits it is also a night when extra care and a responsible attitude needs to be taken."*

Chief Inspector Mike Slater, head of the Crime Prevention Unit

### Warning about stolen railway detonators

British Transport Police warned the public to be on the look out for detonators stolen from Nuneaton. Yellow in colour, these detonators were made of metal, approximately 2" across and circular in shape with two lead legs or straps attached. These devices would explode with considerable force if struck with a heavy object or placed in a fire and if miss-handled could cause serious injury or death.

*"Although these items should be handled with great care, there is however no need to panic as the devices will not explode of their own accord, but only if mishandled in the ways described."*

PC Bromell, British Transport Police in Coventry

# Protect the Public

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## Introduction

In response to our commitment to Protect the Public Warwickshire Police undertook various activities that sought to:

- ❖ Tackle serious and organised crime.
- ❖ Improve road safety.
- ❖ Plan for and deal with emergencies.
- ❖ Enhance our capability to counter terrorism.

### **Tackle serious and organised crime**

In tackling serious and organised crime we have worked with partners to develop initiatives including:

- ❖ The RART successfully recovering over £1 million using confiscation powers contained in the Proceeds of Crime Act 2002.
- ❖ Seizing 276 kilos of cannabis, with an estimated street value of over £1.5 million, in Leamington.
- ❖ Using uncommitted liveried and un-liveried vehicles to escort security vans to reduce the prevalence of robberies.
- ❖ Seizing over two tonnes of cannabis in Studley.

### **Improve road safety**

In reducing the number of people killed or seriously injured on the county's roads we have worked with our partners to introduce a number of initiatives including:

- ❖ Participating in a Europe-wide seat belt enforcement campaign aimed at reminding and educating drivers and passengers as to the importance of wearing a seatbelt.
- ❖ Unveiling a series of operations aimed at encouraging safe bike riding and reducing the number of motorcycle casualties.
- ❖ Participating in an initiative to check the roadworthiness of school buses and coaches.
- ❖ Warning people that anyone caught drinking and driving would result in a stay in a police cell and the possibility of being charged for this offence.
- ❖ Using new powers introduced under the Serious and Organised Crime Act to seize vehicles that were believed to be uninsured.
- ❖ Participating in a national initiative aimed at improving road safety by identifying vehicles, which failed to meet the required road safety standards.

### **Plan for and deal with emergencies**

In planning our response to potential emergency situations we have worked with our partners to put in place plans to minimise the risk of harm to local communities, including:

- ❖ Working with partners and the event organisers to put in place an effective traffic management plan to ensure the movement of traffic throughout the duration of the Royal Show.

### **Enhance our capability to counter terrorism**

In enhancing our capability to counter terrorism we have worked with partners to develop initiatives including:

- ❖ Offering support to the Metropolitan Police Service following the terrorist attacks that took place in London and seeking to reassure local communities as to their safety.
- ❖ Recognising and supporting the drive to restructure policing across England and Wales so to enforce our capability to tackle issues such as terrorism and extremism.

Over the course of the next six of pages these initiatives will be described in more detail.

# Protect the Public

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## Tackle serious and organised crime

### Regional Asset Recovery Team Confiscate more than £1.2 million

The Regional Asset Recovery Team (RART) successfully recovered over £1 million using powers under the Proceeds of Crime Act 2002, which enabled the police to confiscate the proceeds of criminal activity, thereby ensuring that criminals do not benefit from crime. During May 2005 the courts ordered defendants to pay back £1,237,601.50 or face increased sentences without remission.

*"By scrutinising criminals' finances and assets and investigating and confiscating any which are believed to be as a result of criminal activity, we are sending a clear message that crime doesn't pay."*

Detective Chief Inspector Gennaro Varriale, Head of the RART

### 276 kilos of skunk cannabis seized in Leamington

Police in Leamington Spa seized 276 kilos of cannabis with an estimated street value of one and a half million pounds. The drugs were recovered along with a kilo of amphetamines from a storage container at a local storage depot.

*"This is a very significant seizure of what is believed to be potent skunk cannabis with an estimated street value of £1,500,000. Police investigations are ongoing and anyone with information about the drugs and who is responsible for storing them at the location is asked to call CRIMESTOPPERS on 0800 555 111."*

Chief Inspector Chris Jackson, Warwick District Commander

### Regional initiative to cut cash in transit robberies

Warwickshire Police worked with five Forces across the Midlands in an initiative to reduce security van robberies aimed at deterring further robberies and ensuring public safety. Uncommitted liveried and un-liveried police patrols tailed security vans so to ensure that cash was delivered or picked up safely. Officers also collected and collated information about people acting suspiciously in the vicinity of the vans, which was shared with colleagues throughout the region.

*"Although cash in transit robberies are rare in Warwickshire, the recent robbery at Attleborough and the attempted robbery at Tescos in Rugby, underline the need to take part in the Follow That Van initiative. These offenders are brazen in their approach to the crime, often threatening security staff with firearms. They either follow the security van or lay in wait for the van to arrive. This is a highly organised group of criminals whose methods are carefully calculated and sometimes violent."*

Detective Superintendent Brian Donley

### Police recover large amounts of cannabis in South Warwickshire

As a result of a joint operation between the Warwickshire and Greater Manchester Police Forces, approximately two and a half tonnes of cannabis resin was seized in Studley and a man from Coventry was arrested on suspicion of conspiracy to supply a controlled drug.

# Protect the Public

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## Improve road safety

### European seat belt campaign

Warwickshire Police took part in a Europe-wide seat belt enforcement campaign aimed at reminding and educating drivers and passengers about the importance of wearing seatbelts. Over the course of the campaign over two thousand vehicles were spot checked across the county and 84 drivers and 69 passengers were found not to be wearing seat belts.

*"Six and a half percent of people we checked, were found not to be wearing a seat belt. This is very disappointing especially considering three of those were children and their carers hadn't bothered to take the responsible action and belt them in. The law is there to save lives, even on the shortest trips and at the lowest speeds and I would urge all vehicle users to follow the law, keep themselves safe and take their responsibilities seriously."*

Sergeant Mark Steventon, Force Road Safety Unit

### Combating Motorcycle Casualties

Warwickshire Police and the County Council unveiled a series of joint operations aimed at encouraging safe bike riding and reducing the number of motorcycle casualties. Whilst the vast majority of bikers ride with care and keep within the law, there remain a number who continue to flout the law and pose a danger to other road users and themselves. Police and council officers targeted hotspots to ensure public safety and educate those riders whose driving standards were inadequate and take appropriate police action to address inappropriate and or excessive speed, dangerous driving and other road safety issues.

*"We want motorcyclists to enjoy their rides in Warwickshire, but we also want them to ride safely and with consideration for other road users, pedestrians and the public. Last year's operation demonstrated that the vast majority of motorcyclists are responsible road users, but for those who are irresponsible my message is clear - change your riding behaviour or risk being detected and dealt with accordingly."*

Warwickshire Casualty Reduction Partnership

### Operation Coachman 2005

Working with the County Council and the Vehicle and Operator Service Agency (VOSA) Warwickshire Police participated in Operation Coachman, the national Police initiative that checked the roadworthiness of school buses and coaches. As part of this operation spot checks were carried out either at school sites or along designated routes to assess vehicle safety, maintenance licensing and driver hours. Of the fifty-two vehicles checked, no immediate prohibitions were issued and only six drivers were given verbal cautions for other offences. Three coaches had emergency door open warning failures, two coaches had safety engine stops that were not working and one coach had a faulty tyre, which was replaced by the bus company before the coach was driven away.

*"Overall these checks were very encouraging and we will continue to work with our partners on a regular basis to ensure passenger safety."*

Chief Inspector Geoff Beston, head of the Road Policing Unit

*"We're encouraged with this years results. There has been continual improvement in the quality of vehicles in recent years and these results show clear evidence that the strong partnership working between the public and private sector is ensuring that the improvement continues."*

Kevin McGovern, Warwickshire County Council Transport Operations Manager

# Protect the Public

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## Improve road safety

### **There's a cell waiting for you if you drink and drive**

Warwickshire Police promised a stay in the cells during Christmas 2005 for anyone who flouted the law. Officers also promised to provide drink drivers with a fingerprint service, a photograph to remind them of their stay, a rigorous interview by the investigating officer and a charge from the custody sergeant, all because they didn't take a taxi or designate a soft drink driver!

*"Our anti drink drive campaign isn't about spoiling people's Christmas, it's about not spoiling someone's Christmas. Can you imagine what it is like to receive a visit from a police officer to inform [you] that [your] son, daughter, wife, husband, Mother or Father has been killed as a result of drink driving. - That's ... why my officers are going to spend hours and hours on the look out for those who have no thought for other road users, themselves or their passengers - and drink drive. We want everyone to enjoy the festive period, but safely. So, don't guess at the safe alcohol level, leave the car at home and don't drink and drive."*

Chief Inspector Geoff Beston, head of the Road Policing unit

### **Police seize uninsured vehicles in Nuneaton using new legislation**

Warwickshire Police cleared the streets around Nuneaton of ten uninsured vehicles in a special operation to make the town safer for other road users and pedestrians. Operation Carbon, made use of new powers introduced under the Serious and Organised Crime Act, which allowed the police to seize vehicles if they had good reason to believe that they were not insured. Vehicle owners had seven days to produce proof of ownership and all relevant documentation and if they were found not to possess insurance then they would have to pay a £105 recovery fee, plus an additional £12 for every day the vehicle is stored. A failure to produce their documents could result in the vehicle being sold at auction or crushed.

*"This was a very productive operation targeting non insured vehicles and drivers. People who do not insure their cars are a danger to other road users and to pedestrians. There is also evidence which would tend to suggest that drivers of non insured vehicles are likely to be committing further offences such as vehicle excise offences and driver licensing offences. This gives a clear message to any uninsured drivers, that we will be utilising all available methods to trace them and seize the vehicles."*

Inspector Adrian Knight

### **Results from Operation Mermaid**

Police officers, Vehicle Inspectorate officers, the Customs and Excise Road Fuels team, Trading Standards Animals in Transit team and representatives from the DVLA, took part in a national initiative aimed at improving public safety on the nation's roads by identifying operators who failed to meet required road safety standards. During the operation twenty-four lorries, four cars and three vans were checked and five prohibitions were placed on lorries for various faults, two cars, a van and a lorry were clamped for failing to provide a valid tax disc and a lorry driver was cautioned for driver's hours offences.

*"Once again Operation Mermaid revealed many operators who were breaking the law and who were potentially putting the public and themselves at risk. It is disappointing that we continue to find faults with vehicles and this emphasises the need for continued checks in a bid to increase public safety and reduce road casualties."*

Chief Inspector Geoff Beston, head of the Road Policing unit

# Protect the Public

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## Plan for and deal with emergencies

### Motorists warned to plan ahead to avoid congestion

Around 165,000 visitors were expected to attend the Royal Show at Stoneleigh Park, which resulted in the roads being busier than normal at peak times. Warwickshire Police worked with the event organisers and highway authorities for several months to plan for the event, which included putting route signage in place and deploying extra police officers to manage the movement of traffic.

*“It is inevitable that there will be some delays on the roads. We advise everyone to be patient, to follow the signs and to make sure they leave enough time for their journey. All visitors should check that they do not leave any property on display inside cars, even coats or carrier bags. Police also advise people not to carry large amounts of money and to ensure wallets and purses are kept secure and concealed in a closed bag or pocket.”*

Inspector David Patterson

# Protect the Public

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## Enhance our capability to counter terrorism

### Warwickshire Police response to events in London

Following events in London Warwickshire Police initiated planned precautionary action to maintain security and continually monitored developments. The force was ready to provide assistance if requested to do so. In response to these events we stepped up patrols around main railway stations to help reassure the public.

We did not receive any information or advice suggesting there may be any threat to Warwickshire, but the public were urged to be especially vigilant - particularly with regard to any suspicious packages or out-of-place objects they may have seen, which should not be touched. Upon finding such a package people were advised to stay away and call the police immediately.

In common with all police forces, we reviewed our contingency plans to deal with any unforeseen issue that could arise, and was ready to assist the Metropolitan Police if required. In addition, the force continually monitored the local situation in respect of the confidence of the general public and local communities that may be affected, and gave advice and guidance to local people, businesses and organisations.

We continued to keep the public informed about any issues relevant to Warwickshire.

### Shaping the future of policing in Warwickshire

A report published by Her Majesty's Inspectorate of Constabularies (HMIC) stressed the need for stronger protective services to tackle issues such as terrorism and extremism, serious organised and cross-border crime, and critical incidents. It concluded that smaller forces do not have the resources and specialist support in certain key strategic areas.

Warwickshire Police and Warwickshire Police Authority worked closely with neighbouring forces and authorities to ensure the best possible future for policing in Warwickshire within the Home Office guidelines.

Forming the first stage of the public engagement process underpinning the national restructure of policing Warwickshire Police and Warwickshire Police Authority presented the possible options for police reform to Warwickshire County Council.

*"Our overriding aim is to continue to improve policing in Warwickshire. We know that we cannot remain the same and we see this very much as an opportunity to move policing forward for the benefit of our communities."*

John Burbeck, Chief Constable (retired)

*"As a Police Authority, our duty is to see that the people of Warwickshire have the best possible policing. We are proud of the achievements of Warwickshire Police Force and we are determined to build on their significant success in neighbourhood and rural policing. We don't yet know the shape of any new strategic force in the West Midlands as we are still in conversation with our neighbouring forces and authorities. But as a Police Authority we are committed to ensuring that Warwickshire retains control over the policing budget for Warwickshire to preserve local accountability."*

Phil Blundell, Chair Warwickshire Police Authority

# Protect the Public

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## Enhance our capability to counter terrorism

### Warwickshire receives Home Office feedback on police reform

Following the submission of the West Midlands regions forces proposed options for police reform, the Home Office identified two options it believed should be progressed further:

- ❖ The regional option - a merger of all 4 forces.
- ❖ Two strategic forces - a merger between Staffordshire and West Mercia and a merger between West Midlands and Warwickshire.

The Home Office strongly advised that efforts should be concentrated on developing the regional option, which it believed was operationally and organisationally stronger.

*“We [worked] together as a regional team with the objective of putting forward the best option for the West Midlands region. At the heart of any future policing arrangement [was] the strengthening of local neighbourhood policing because local neighbourhood policing teams [would] be the foundation of any future force.*

*There [was] no doubt that being part of a larger organisation [would] strengthen our ability to deal with protective services such as counter terrorism, serious organised and cross border crime, civil contingencies and emergency planning. Building on each other's strengths [could] only enhance our ability to protect the public.”*

Keith Bristow, Chief Constable

*“The Authority [continued] to work closely with the Police Force to develop the proposals in a way that we [believed best served] the interests and needs of the people of Warwickshire. As part of our work, we carried out extensive consultation in the community including MPs, County, District and Parish councils together with other local stakeholder groups.”*

Phil Blundell Chair Warwickshire Police Authority

### Strategic Force Option Receives Unanimous Support

Warwickshire Police Authority unanimously supported the creation of a new strategic police force to serve the West Midlands region. The Authority agreed that this represented the best way forward in terms of delivering local neighbourhood policing and provided the required wider protective services, such as combating terrorism and organised crime.

*“There was a general acceptance that, as the smallest police force in England, Warwickshire would benefit from a merger. However, there [remained] a lack of clarity from the Home Office on critical finance and governance issues underpinning [the] restructuring process. Until the Police Authority received satisfactory assurances from the Home Secretary on these matters, submission of the business case [would] not signify consent by Warwickshire to a voluntary merger into a regional force.”*

Phil Blundell, Chair of Police Authority

*“I am delighted that the Police Authority [gave] its full backing to the draft business case with unanimous support. The proposed new force, with 15,000 officers, would be better equipped to share intelligence, deal with serious crime and the threat of terrorism.*

*At the moment we have to take local officers and detectives away from policing [our] communities in order to deal with major incidents.*

*If we are going to improve policing in this part of the country we need to be part of a strategic force because it is the only way we will have the capability to deliver local policing while also tackling crime and major incidents.”*

John Burbeck, Chief Constable (retired)

# New Initiatives

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## Introduction

In developing the Policing and Best Value Performance plan 2005/06 we identified a number of Service Development Proposals that we believed would enable us to improve the quality of policing services that we deliver to local communities. Each of these proposals is outlined below.

## Service Development Proposals

### Crime Support Systems Administrator

As a result of the importance of our crime-related systems in our ability to fight crime and deliver crime-related information to internal and external stakeholders it was acknowledged that an additional system administrator was required. This person would work with existing system administrators to ensure our systems are administered to the highest standard so that we can be confident of the accuracy and completeness of the information held and ensure that the information being held is data protection compliant.

In supporting this proposal we have ensured that we:

- ❖ Complied with the legislative requirements surrounding Regulation of Investigatory Powers Act (RIPA) 2000, Data Protection and Freedom of Information.
- ❖ Supported the professional management of information, thereby minimising risk to life.
- ❖ Minimised risk of carrying out unregulated surveillance and other covert activity across the force.
- ❖ Minimised the risk of litigation.

### Data Collection “Stops” Inputter and Strategic Development Auditor

The report published following the death of Stephen Lawrence contained a series of recommendations intended to improve public trust and confidence in the police, especially amongst minority ethnic communities. In order to satisfy our requirement to record “stops” it was necessary to increase the number of data inputters. By employing an auditor we have been able to audit the data being collated thereby improving our capability to highlight and resolve areas of concern.

In supporting this proposal we have been able to:

- ❖ Ensure the collation and reporting of “stops” data thereby enabling any disparities to be identified and tackled swiftly.
- ❖ Identify any correlation that may exist between the “stop” and “stop-search” measures.
- ❖ Initiate an inspection regime that identified and inspected areas of organisational risk.

### CrimeStoppers twenty-four/seven operating costs

All police force’s in England and Wales agreed to support the development of a 24/7 call centre that supported and complemented existing arrangements. CrimeStoppers believed that transforming the way it did business would enable it to double the number of arrests attributed to calls received. As a result of supporting this initiative:

- ❖ The shortfall in answering calls between 10pm and 8am weekdays and 5pm and 9am weekends has been collected and dealt with by the call centre.
- ❖ All mobile and “overflow” calls, which would have previously gone unanswered or been lost, were answered by the call centre.
- ❖ Service resilience has improved due to greater resource flexibility and enhanced coverage.

# New Initiatives

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## Major Investigation Unit

So to ensure that we can deploy an appropriate response to major crime incidents we created a force-wide major investigation unit and enhanced the capability associated with our HOLMES management unit. In conjunction with a restructure of our Headquarters CID function we have provided a structure with clear lines of accountability for investigating major crime in Warwickshire.

In supporting this proposal we ensured that we:

- ❖ Deployed highly trained and experienced officers to major crime enquiries.
- ❖ Had a core pool of experienced staff that would form the backbone of future major enquiries.
- ❖ Enhanced our “golden hour” response as a result of being able to rapidly deploy to crime scenes.
- ❖ Minimised the abstraction of staff from their core area or Headquarters role to support the investigation.

## Modernisation of Probationer Training

In accordance with the Home Office’s requirements for modernising probationer training we developed a programme, which will:

- ❖ Modernise the culture of our organisation.
- ❖ Develop new police officers who:
  - Are highly trained.
  - Have a real understanding of the policing needs of their communities.
  - Are confident and comfortable in delivering a twenty-first century police service to local communities.

## Health and Safety

We recognised the need to be sufficiently flexible to react to emerging themes and technological advances so to maintain the health and safety of our people and ensure that anyone who has experienced problems with the equipment provided can return to work as quickly as possible. Supporting this initiative has enabled us to:

- ❖ Ensure that our people work in a safe and healthy environment that enables them to contribute to force performance and minimise absence as a result of injury or ill health.
- ❖ Reduce the likelihood of the organisation being prosecuted for non-compliance and civil claims for negligence.
- ❖ Provide the personal protective equipment required to satisfy our minimum legislative requirements.

## Freedom of Information Act Compliance

In response to the introduction of the Freedom of Information Act we invested in putting in place the resources to enable us to:

- ❖ Implement the legislation’s requirements, including our publication scheme.
- ❖ Administer our Document Management System, which ensures the availability of accurate records and information.

Through supporting this initiative we:

- ❖ Provided a compliant Freedom of Information service to the public.
- ❖ Proactively published information of interest to the public on the force web-site.
- ❖ Made information available to all staff at any time using the Document Management System and Intranet.

# New Initiatives

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## Performance Analysis

Through strengthening our Performance Analysis capability, we put in place the resources that would support our ability to deliver improvements in performance, which are vital to us realising our vision and providing early identification of any areas of concern. As a result of supporting this initiative we are better able to understand and contextualise our performance, which underpins our commitment to improve and has provided us with the opportunity to benchmark and learn from good practices identified in other organisations.

## Taser

In accordance with the United Nation's Basic Principles on the use of Force and Firearms which states that law enforcement agencies should equip their officials with various types of weapons and ammunition so that a differentiated use of force and firearms is possible Taser was introduced.

By introducing this weapon, we have provided Silver Commanders and Firearms Officers with an additional "less lethal" options that they can deploy when dealing with incidents and would discharge their responsibilities under the European Convention on Human Rights.

## Police Specials: Uniform and Equipment costs

Following the successful receipt of Home Office funding to improve the recruitment, training and retention of Police Specials, internal funding for additional Specials was found from existing BCU budgets, however additional funding was required for an additional thirty Special Constables, natural wastage and future uniform and equipment requirements. By supporting this proposal we ensured that:

- ❖ Our Specials were adequately resourced and equipped to support regular officers in achieving the Force priorities.
- ❖ Our Specials continue to represent a viable resource that serves and adds value to local communities.

## ANPR Operations

So to enable us to effectively deploy our Police Officers we introduced a post that provided administrative support to our ANPR operations. Responsible for the "back office" functions and associated database management, this has enabled us to:

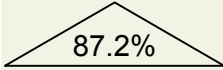
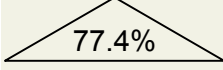
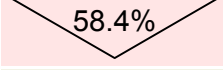
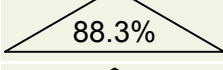
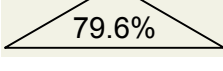
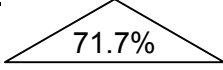
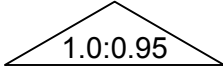
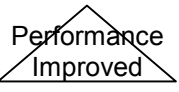
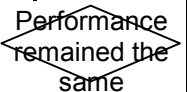
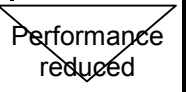
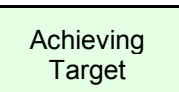

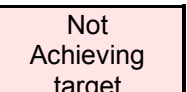
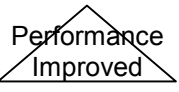
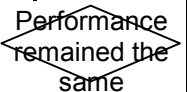
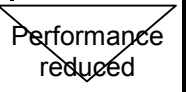
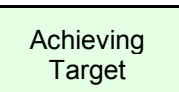

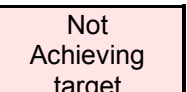
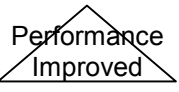
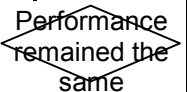
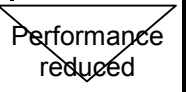
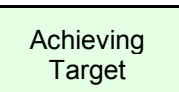

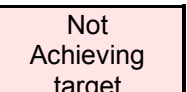
- ❖ Ensure the better use of police resources maximising the cost of policing against detections.
- ❖ Maximise the use of ANPR in addressing level 2 crime.

## Citizen Focus

This initiative addressed the Force's on-going organisation-wide cultural change programme and the consultancy support required to realise it. By supporting this initiative we will be able to provide local communities and our partners with a timely, responsive and consistent interaction as close to the first point of contact as possible. This will enable operational officers to be released so to deliver maximum public reassurance and crime reduction.

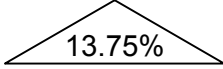
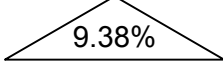
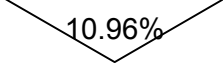
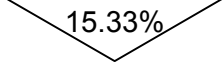
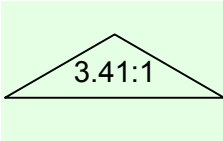
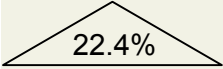
# Our Performance

## 2005/06 Performance

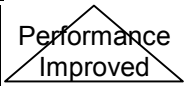
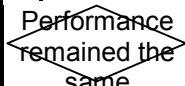
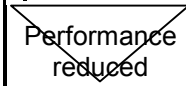
	Performance	Targets						
<b>User satisfaction</b>								
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to:								
a). Making contact with the police		2% points above MSF average						
b). Action taken by the police		2% points above MSF average						
c). Being kept informed of progress		2% points above MSF average						
d). Their treatment by staff		2% points above MSF average						
e). The overall service provided		2% points above MSF average						
<b>Confidence</b>								
Using the British Crime Survey, the percentage of people who think their local police do a good job	49.1%	MSF average						
<b>Fairness, equality and diversity</b>								
a). Satisfaction of victims of racist incidents with respect to the overall service provided		No target*						
b). From 1 (e), comparison of satisfaction of white users and users from visible minority ethnic groups with respect to the overall service provided		No target*						
<p>Key:</p> <table border="1"> <tr> <td> Performance Improved</td> <td> Performance remained the same</td> <td> Performance reduced</td> </tr> <tr> <td> Achieving Target</td> <td> Within 5% of target</td> <td> Not Achieving target</td> </tr> </table>			 Performance Improved	 Performance remained the same	 Performance reduced	 Achieving Target	 Within 5% of target	 Not Achieving target
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<p>Warwickshire Police's peer police forces (most similar forces) are: Cambridgeshire, Cheshire, Essex, Northamptonshire, Kent, West Mercia and Wiltshire.</p>								
SAB	Setting a Benchmark	* Continuously Monitor						
TBC	To Be Confirmed							

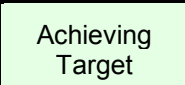
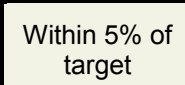
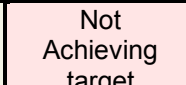
# Our Performance

## 2005/06 Performance [Continued]

	Performance	Targets
<b>Fairness, equality and diversity (Continued)</b>		
c). (i) Percentage of PACE stop/searches which lead to arrest by ethnicity of the person stopped		
White		
Mixed		
Asian		No target*
Black		
Chinese/other ethnic	36.84%	
Not stated	12.90%	
(ii) Percentage of other (non-PACE) stop/searches which lead to arrest by ethnicity of the person stopped		
	n/a	No target*
d). Comparison of percentage detected of violence against the person offences by ethnicity of the victim		
	32.4%	No target*
e). Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population		
		1:1
f). Ratio of officers from minority ethnic groups resigning to all officer resignations		
	n/a	TBC
g). Percentage of female police officers compared to overall force strength		
		22.5%

Key:

 Performance Improved	 Performance remained the same	 Performance reduced
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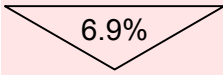
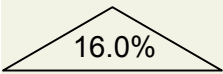
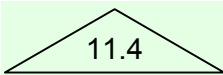
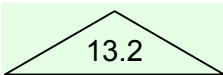
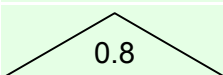
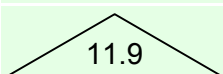
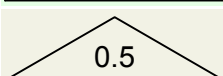
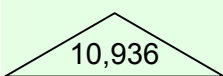
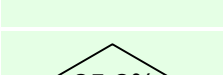
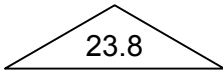
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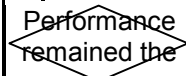
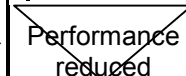
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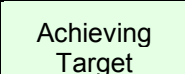
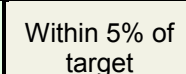
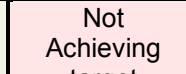
# Our Performance

## 2005/06 Performance [Continued]

	Performance	Targets
<b>Crime level</b>		
a). Using the British Crime Survey: The risk of personal crime	 6.9%	-5%
b). Using the British Crime Survey: The risk of household crime	 16.0%	-5%
a). Domestic burglaries per 1,000 households	 11.4	-10%
b). Violent crime per 1,000 population	 13.2	-5%
c). Robberies per 1,000 population	 0.8	-5%
d). Vehicle crime per 1,000 population	 11.9	-10%
e). Life threatening and gun crime per 1,000 population	 0.5	-5%
<b>Offences brought to justice</b>		
a). Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court.	 10,936	9,225
b). Percentage of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court.	 25.2%	20%
<b>Sanction detections</b>		
Percentage of notifiable/recorded offences resulting in charge, summons, caution, or taken into consideration at court.	 23.8	22%

Key:

 Performance Improved	 Performance remained the same	 Performance reduced
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 Achieving Target	 Within 5% of target	 Not Achieving target
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Warwickshire Police's peer police forces (most similar forces) are: Cambridgeshire, Cheshire, Essex, Northamptonshire, Kent, West Mercia and Wiltshire.


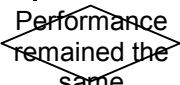
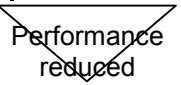
SAB Setting a Benchmark \* Continuously Monitor TBC To Be Confirmed

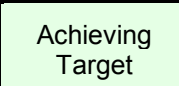
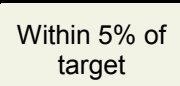
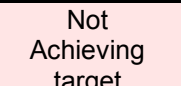
# Our Performance

## 2005/06 Performance [Continued]

	Performance	Targets
<b>Domestic violence</b>		
Percentage of domestic violence incidents with a power of arrest where an arrest was made related to the incident.	18.2%	70%
<b>Traffic</b>		
a). Number of people killed in under 30 days or seriously injured in road traffic collisions.	407	TBC
b). Number of people killed in under 30 days or seriously injured in road traffic collisions per 100 million vehicle kilometres travelled.	4.7	TBC
<b>Quality of Life</b>		
a). Using the British Crime Survey: Fear of crime.		
Burglary	9.2%	
car crime	8.7%	SAB
Violent crime	12.3%	
b). Using the British Crime Survey: Perceptions of anti-social behaviour.	10.3%	SAB
c). Using the British Crime Survey: Perceptions of local drug use/drug dealing.	18.1%	SAB
<b>Frontline policing</b>		
Proportion of police officer time spent on frontline policing	65.9%	67.82%

Key:

 Performance Improved	 Performance remained the same	 Performance reduced
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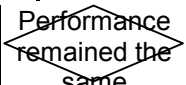
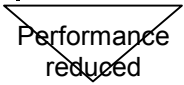
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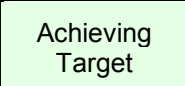

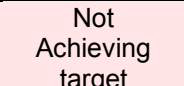
# Our Performance

## 2005/06 Performance [Continued]

	Performance	Targets
<b>Resource use</b>		
a). Delivery of cashable and non-cashable efficiency targets		
Cashable savings	3.4%	1.5%
Non-cashable savings	1.97%	1.5%
b). Number of working hours lost per annum due to sickness by police officers	74,647	75,159 hours
c). Number of working hours lost per annum due to sickness by police staff	51,040	43,619 hours
<b>Local Performance Indicators</b>		
Number of sanction detections for offences of possession of Heroin, Crack or Cocaine	167	150
Number of sanction detections for supply offences of Heroin, Crack or Cocaine	43	50
The percentage of persistent offenders coming into custody that are assessed with a view to placing them before a court for an anti-social behavioural order	-	100%
The percentage of assessments which lead to a court application for an ASBO	-	SAB
The percentage of offenders who do not re-appear before the court within a rolling twelve month period	-	SAB

Key:

 Performance Improved	 Performance remained the same	 Performance reduced
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 Achieving Target	 Within 5% of target	 Not Achieving target
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