

**Joint Annual Achievement Report**  
**of Warwickshire Police and**  
**Warwickshire Police Authority**  
**2001 to 2002**





**Foreword by John Rennie,  
Chair of Warwickshire Police Authority**

I have great pleasure in presenting Warwickshire Police Authority's Annual Report. This report reviews the performance of Warwickshire Police during the period 1 April 2001 to 31 March 2002 against national and local objectives and targets set out in the Policing Plan 2001/2002. These local objectives were developed by the Police Authority through a wide variety of consultation exercises undertaken with communities in Warwickshire.

This report is the first to be available on the Warwickshire Police Authority's website, and I would recommend the site for further information on the Authority's activities.

Firstly, following the local government elections in June 2001, three serving County Council members, Jeff Coupe (the then Vice Chair), Mrs June Tandy and Richard Adams, stepped down from the Police Authority. I would like to take this opportunity to personally thank them for their valuable contribution during their time on the Authority. I am pleased to report that Councillors Ms Katherine King, Mrs Jill Dill-Russell and John Vereker have since been appointed to play a full part alongside continuing members.

Following the appointment of our new Chief Constable, John Burbeck, in October 2000, we are very pleased to report that within John's first full year in post **the Police have gone from strength to strength**. This year has been a very successful year for the Police with some areas of exceptional improvement. Notably the Authority is delighted that by the end of March 2002 Warwickshire had over 950 police officers and **will increase this to 1,001 officers during the coming year**.

The Authority was extremely pleased to note the **dramatic improvements made in the level of detected crime** in Warwickshire. This year overall detections were one of the highest in England. One exception was the level of violent crime detected; this was partially as a result of the introduction of the National Crime Recording system. Warwickshire Police were one of the first forces to introduce the new National Crime Recording system, which includes a range of

different offences not previously recorded as violent crimes. It is noticeable that in those forces which have already introduced this new system, increases in violent crime and subsequent reductions in the levels of detections have been noted.

Reflecting the national picture, crime levels unfortunately increased in Warwickshire in 2001/02. The Authority will specifically focus on this area in the forthcoming year.

Again, in 2001 / 2002 the Police Authority gave specific attention to the levels of sickness absence within the Police. We were therefore very **pleased to note the reductions in police absence** this year. We are also pleased to note the many achievements made in 2001/2002 to ensure that even more police officers are now in front line operational posts. Also, medical retirements have again been reduced during the year.

However, we do recognise that there is always room for improvement. The Government's "Best Value" initiative (essentially a structured approach to continuous improvement) is now fully embedded within Warwickshire Police Authority and Force. In the second year of the review programme, the Authority completed reviews on reducing crime and the fear of crime, organisational communications, the Police Authority itself, performance information, catering, and information storage and retrieval. The outcomes of these reviews are presently being implemented with tangible improvements already being seen. These will be seen further in next year's report.

Warwickshire has a long tradition of inter-agency partnerships and these are continuing to play a vital role in the fight against crime. Now, more than ever, central Government has placed demands on the police and other public and voluntary sector services to strengthen such partnerships. Last year the Home Office granted us £21m for the development of Criminal Justice Centres in the north and south of Warwickshire. The Authority is closely involved in this process and is pleased with the progress being made. The original bid, led by Warwickshire Police, brought together **a partnership comprising Police, Probation, Crown Prosecution Service and others**. The success of this bid, and its progression was identified in the recent Home Office white paper "The Criminal Justice System - Justice for All". The success of the bid is a real indication of Warwickshire's growing reputation nationally.

We are aware that there are major challenges ahead. These include increasing demands from the public (not least through telephone calls), directives from the Home Office, and the ongoing need to ensure continuous improvement, as measured by Best Value. Recognising the reasoning behind such challenges, **Warwickshire Police Authority embraces these new and demanding roles**. We welcome our much more inclusive role and we believe that we have the required new structures in place to ensure our continued success. Together, we can ensure that Warwickshire remains the safest place to live.



**Foreword by John Burbeck,  
Chief Constable of Warwickshire Police**

This year has been a very positive one for Warwickshire Police - we have achieved a great deal in partnership across the county. Not only have we achieved the majority of our targets and improved our overall performance, we have also introduced many improvements, which will enable us to provide even better policing in the future.

A notable target that was not achieved was the reduction in crime. The national upward trend in recorded crime was reflected in Warwickshire. Part of this rise, though not all, was due to changes in the recording rules, and particularly that additional very minor assaults have been brought under the category of violent crime.

Importantly though, I am pleased our performance on detecting crime showed a significant improvement, meaning that more of the people responsible for the crimes in our county were brought to justice.

One area where the force continues to out perform our targets is in reducing deaths and serious injuries on the county's roads. The number of children killed and injured reduced by 31 percent this year against a target reduction of four percent, which is particularly encouraging. The force will continue with its strategy of working in partnership to educate young pedestrians and drivers of all ages, and to enforce legislation in order to continue this year on year improvement.

This year we joined neighbouring forces in Staffordshire, West Mercia and West Midlands as part of the Central Police Motorway Group, to jointly police the region's motorways and main trunk roads. Not only does this provide a more efficient policing service on those roads, but it has also released additional officers to provide more effective policing on other rural roads, which, statistically, are more dangerous. In addition, the newly created Warwickshire Road Policing Unit provides more proactive support to deal with crime, in particular travelling criminals.

There have been a number of initiatives introduced, to further improve the service we provide to members of our communities. The introduction of five District sectors has led to clearer working arrangements with Crime and Disorder partners. It has created better opportunities to develop joint working and funding bids, together with more flexible policing, and clearer line management.

The implementation of the Beat Managers scheme has enhanced the identification of the causes of the fear of crime within our communities, and through partnership working, will bring about lasting quality changes within the community. This in turn will reduce demands upon our service.

The establishment of a cadre of Critical Incident Inspectors to provide 24-hour attendance at serious incidents has allowed area Inspectors to be freed from their county cover commitment, allowing them to focus more time on sector policing issues. The introduction of civilian custody assistants to work within our custody centres has released 10 Police Officers to operational policing, providing more officers to respond to the needs of the public we serve.

I am also delighted to report that the force achieved its efficiency targets for the year, which are set by the government and monitored by Her Majesty's Inspector of Constabulary (HMIC). The targets are designed to make each force focus on delivering effective policing services as efficiently as possible. The force is required to change its working practices to save two percent of its revenue budget each year, while still maintaining or exceeding the previous year's performance.

The money or equivalent time saved is then put back into further service improvements, utilising technology and modern business practices, thus keeping the force sharply focussed on continually improving the service we provide.

This year we maintained or improved our performance in all of the key areas monitored by HMIC, and exceeded our £1.25 million target, to achieve £0.292 million in cashable gains, and a further £1.320 million in non-cashable, that is time- and resource-saving gains. This is particularly pleasing, as it is a good indication of the force's overall health and operating efficiency.

During the year we saw officer numbers in Warwickshire increase to just under 1000, and also successfully reduced the amount of officer sickness by 19 percent, the equivalent of ten officers available for duty. In addition, our continued programme of civilianisation of supports posts and restructuring has released an additional 17 officers for operational policing.

The percentage of the force's police officers engaged in operational duties increased from 87.25 percent in the financial year 2000/2001, to 89.53 percent in 2001/2002. This has increased the number of police officers available to serve the public.

In the coming year we will continue to focus on the national and local priorities to continually improve our policing service to the communities of Warwickshire. In addition, we have just completed a major public survey into the way in which the public contact us - and have already



begun to put in place new technology and working practices to improve the service we give to telephone callers.

The year ahead will be another challenging one, but by working in partnership and focussing our attention on the key areas that affect our local communities, we look forward to moving closer to achieving our vision: Warwickshire - the safest place to be.

## CORPORATE HEALTH

[Asset Management](#) / [Complaints and discipline](#)  
[Quality of Service / Customer Satisfaction](#)  
[Establishment / Organisation Management](#)

### Asset Management

Warwickshire Police Targets	Performance		Achieved Target?
	2000 / 2001	2001 / 2002	
<b>Best Value Performance Indicators</b>			
That HMIC confirms that the force has achieved its efficiency target in the last year	Yes	Yes	
Actual net revenue expenditure per 1,000 population	£116,045	£123,096	<b>Information</b>
Percentage of public police authority buildings that are suitable and accessible to disabled people	36.36%	45.45%	



Warwickshire Police is continually reviewing its systems and processes to make sure it operates in the most efficient and effective manner. This year the force exceeded its efficiency target set by the government and monitored by Her Majesty's Inspector of Constabulary (HMIC), a good indication of the force's overall health and operating efficiency.

Warwickshire Police and Warwickshire Police Authority are committed to providing accessible, safe and professional public contact points. A proportion of buildings are not yet accessible to disabled people and we are addressing this.



The Authority is very pleased to note that again the force will have achieved its efficiency target for the third consecutive year, reinforcing the organisation's efficiency.

Accessibility is important and we will continue to strive to increase the number of buildings accessible to all.

## CORPORATE HEALTH

[Asset Management](#) / [Complaints and discipline](#)  
[Quality of Service / Customer Satisfaction](#)  
[Establishment / Organisation Management](#)

### Complaints and Discipline

Warwickshire Police Targets	Performance		Achieved Target?
	2000 / 2001	2001 / 2002	
<b>Best Value Performance Indicators</b>			
No of complaints per 1,000 officers (target 187.62)	221.52	196.16	●
Percentage of complaints substantiated (target 1.5%)	4.69%	9.39%	●



Although the number of complaints against police officers has decreased the percentage of complaints substantiated has nearly doubled and is well above the force's target. This is being addressed through work to improve the number and skills of first line supervisors, as well as continued investment in staff to improve their knowledge, skills and experience to make sure the Warwickshire Police provides the most professional service to the public.









The Police Authority is diligent in monitoring the manner in which complaints are dealt with and the Police Complaints Authority (PCA) holds the Warwickshire Complaints Department in high esteem. The Authority is pleased to note that the police are rigorous in accepting and investigating complaints. The Authority also recognises that the changed standard of proof in disciplinary cases means that more complaints are likely to be substantiated. In the light of the latest PCA Report that puts the national average of substantiated complaints at 23%, the Warwickshire target of 1.5% is not realistic.

## CORPORATE HEALTH

[Asset Management / Complaints and discipline](#)  
[Quality of Service / Customer Satisfaction](#)  
[Establishment / Organisation Management](#)

### Quality of Service / Customer Satisfaction

Warwickshire Police Targets	Performance		Achieved Target?
	2000 / 2001	2001 / 2002	
<b>Best Value Performance Indicators</b>			
Increase the percentage of respondents satisfied with police action in response to 999 calls to 82.20%	79.72%	80.44%	
Increase the percentage of respondents satisfied with the police initial response to a report of violent crime to 87.40%	81.78%	84.92%	
Increase the percentage of respondents satisfied with the police initial response to a report of burglary of a dwelling to 95.00%	94.75%	96.35%	
Increase the percentage of respondents satisfied with the police initial response to a scene of a collision to 95.60%	93.73%	91.34%	
<b>Local Performance Indicators</b>			
85% of respondents were satisfied with the police's initial response to a report of a vehicle crime	New Measure	71%	
Percentage of respondents satisfied with the police's initial response to a report of a burglary to a commercial premise. (No target set)	New Measure	78%	N/A
85% of respondents were satisfied with police action in response to a non-999 call	79.7%	61%	



The public's most common frustration is that it is often difficult to contact the police for non 999 calls.

Warwickshire Police has introduced a voicemail system in order to give the public a better service when they contact the force by phone. With the increasing availability of technology, opportunities exist for improving communications with the public, especially through e-mail and the internet.



The police authority is pleased to note the general improvement in levels of satisfaction. We do however note the slight dip in levels of satisfaction with the initial police response to road traffic collisions; although at present do not consider the extent of this drop to be a cause for concern.










To identify the levels of satisfaction by victims of crime provides the Authority with information on how well a service is being provided. We are therefore pleased to see these new measures for vehicle and commercial crime satisfaction being introduced. The gathering of this information will also provide the Authority with the opportunity to assess the extent of improved satisfaction with these services.





The Authority is very disappointed by the drop in satisfaction with non 999 calls. Call management is a serious concern for the Authority, and last year consultants were appointed to identify ways we may improve this service. In the forthcoming year we will aim to implement actions proposed, hopefully providing a better service and improve public perception of the police call handling.

## CORPORATE HEALTH

[Asset Management / Complaints and discipline](#)  
[Quality of Service / Customer Satisfaction](#)  
[Establishment / Organisation Management](#)

### Establishment / Organisation Management

Warwickshire Police Targets	Performance		Achieved Target?
	2000 / 2001	2001 / 2002	
<b>Best Value Performance Indicators</b>			
Percentage of new appointments to the police strength who are female. (Target 15.2%)	21.59%	17.82%	
Percentage of ethnic minority police officers in force compared with the percentage of minority ethnic population of working age (4%) (Target 2.75%)	2.5%	2.89%	
Decrease the number of working days lost through sickness per police officer to 11.95	13.54	10.95	
Decrease the number of working days lost through sickness per civilian to 12.33	12.67	13.07	
Increase the percentage of police officers in operational posts to 86.13%	87.25%	89.53%	
Decrease the percentage of police officers in operational support posts to 10.29%	12.21%	8.87%	
Decrease the percentage of police officers in organisational support posts to 3.18%	0.54%	1.60%	
Percentage of medical retirements of police officers (No target set)	1.62%	0.72%	
Percentage of medical retirements of civilians (No target set)	0.24%	0.21%	

Local Performance Indicators			
Increase the percentage of police officer strength which is female to 15.6%	15.72%	16.00%	
70% of staff trained formally in relation to diversity and community and race relations	New Measure	60%	
Increase the percentage of new officers recruited from minority ethnic communities to 2.81%	New Measure	2.89%	
80% of special constables time is spent on patrol	New Measure	77%	
Percentage of time available to support the achievement of their sector targets	New Measure	Not recordable	



During the year the force establishment increased by 49 officers and, in addition, a further 17 officers were moved from support to operational roles. The aim in the coming financial year is to reach an establishment of 1,001 regular officers.

Efforts have been concentrated on encouraging female and minority ethnic candidates to participate in the application process to ensure that the force is representative of the community it serves, with targets for new recruits achieved in both cases.

The number of police officer days lost through sickness has reduced and exceeds the targets set, the total time gained being equivalent to an additional ten police officers. The force recognises that there is room for improvement in civilian support staff sickness levels and this is being addressed.



Equality issues are important to the Authority. Indeed we established a working group of members to assist and provide advice to the force on this issue. The Authority is therefore pleased to note the active work recently undertaken to encourage equity of access into the force.

The Police Authority has actively scrutinised sickness over the past years and is pleased to note the improvement in this area. The Authority will continue to closely monitor sickness to ensure that it remains low and to encourage improvements in civilian sickness levels.

The Authority constantly strives to meet the community's views about visible policing. We are therefore pleased to note the improvements in the level of police officers in operational posts.

Medical retirements are a key concern of the Authority. Although improvements have been noted, the Authority aims to closely scrutinise this area in the forthcoming year.











To have a diverse workforce, who are trained to deal with all situations and all environments is important. We are pleased to note the force's commitment to training staff in diversity and community and race relations. The Authority is also pleased to see the active work undertaken to encourage all communities to join the police.

We are very pleased that our special constables are being used effectively and we will continue to encourage the force to ensure effective use of their time.

## SERVICE DELIVERY OUTCOMES

[Crime Reduction and Detection](#) / [Drug Related Detections](#)  
[Quality of Life / Public Order](#) / [Road Traffic](#)  
[File Preparation and Quality of Evidence](#)

### Crime Reduction and Detection

Warwickshire Police Targets	Performance		Achieved Target?
	2000 / 2001	2001 / 2002	
<b>Best Value Performance Indicators</b>			
Total Crime			
Reduce the total recorded crime per 1,000 population to 71	72.77	82.77	
Increase recorded crime detected to 23.9%	22.38%	25.08%	
Burglaries			
Reduce domestic burglaries per 1,000 population to 13.15	13.74	14.57	
Increase domestic burglaries detected to 19%	16.23%	23.97%	
Vehicle Crime			
Reduce vehicle crimes per 1,000 population to 14.72	14.63	15.72	
Increase vehicle crimes detected to 12.0%	9.65%	9.92%	
<b>Local Performance Indicators</b>			
Violent Crime			
Reduce violent crimes per 1,000 population to 5.50	6.14	9.25	
Increase violent crimes detected to 74.4%	70.78%	70.30%	
Commercial Crime			
Reduce the number of recorded commercial burglaries by 6%	+ 6.69%	+ 12.40%	
Increase the percentage of commercial burglaries detected to 12%	9.85%	11.60%	
Reduce the number of all recorded business crime by 5%	Information not recorded		

Detection rates in Warwickshire increased during 2001-2002 to more than 25% with 10,585 recorded crimes being successfully resolved. This is 2,313 more detections than the previous year and above the national average detection rate (23%).

During this same period there was an increase in total recorded crime.

The largest increase in the number of recorded incidents was in respect of violent crime. This was due to a number of factors including:

- Warwickshire Police has taken a more proactive approach to incidents of disorder, which includes using enhanced and extended CCTV systems in a number of town centres throughout the county and the introduction of high visibility mobile CCTV vans by the force.
- The range of incidents classed as violent crime has been extended under the Home Office Counting Rules.
- There is a continued focus on domestic violence and racist incidents which victims are encouraged to report to the police.
- Domestic burglary and vehicle crime have increased and the force is committed to developing initiatives to targeting these areas and identify known offender

The Police Authority closely monitors these key performance outcomes. In terms of crime levels, the Authority, although recognising the force has not achieved any of its targets, does understand that there are a number of contributing factors to dips in performance. Firstly, throughout the country, crime increased in 2001/02. Secondly Warwickshire was one of the first forces to introduce the new national crime recording system. Whilst this system is designed to reflect crime more accurately, it has obviously had an upward effect on crime levels.

In terms of crime detections, the Authority is very pleased with the concerted effects made by the force to improve detection rates. Dramatic improvements have been seen, especially in some areas.

Again violent crime figures have been affected by Warwickshire being one of the first forces to introduce the new national crime recording systems. The Authority will continue to monitor these figures, as we wish to focus improvements both in reducing this crime and in increasing the levels of detections.

Business crime is an Authority priority. Throughout the county, areas of very good practice can be seen where the Force has actively worked with companies to encourage activities such as business watch schemes and greater security. It is therefore disappointing that performance improvements have not been seen in this area.

## SERVICE DELIVERY OUTCOMES

[Crime Reduction and Detection](#) / [Drug Related Detections](#)  
[Quality of Life / Public Order](#) / [Road Traffic](#)  
[File Preparation and Quality of Evidence](#)

### Drug Related Detections

Warwickshire Police Targets	Performance		Achieved Target?
	2000 / 2001	2001 / 2002	
<b>Best Value Performance Indicators</b>			
Number of offenders charged, reported for summons or cautioned for supply offences in respect of Class A drugs per 10,000 population. (No target set)	1.32	1.16	N/A
Of those the number which related to cocaine. (No target set)	1	11	N/A
Of those the number which related to heroin. (No target set)	56	41	N/A



Although there was an increase in reports of possession and trafficking there was also an increase in arrests in the category of drug related offences. The force is keen to tackle this area of crime, which perpetuates other crime committed to fund drug taking, and has launched two major initiatives in the past few months to help to break this cycle.



The Police Authority is concerned that although performance is improving in this area, it has not reached the level expected. The Authority will actively consider these outcomes throughout the forthcoming year.


## SERVICE DELIVERY OUTCOMES

[Crime Reduction and Detection](#) / [Drug Related Detections](#)

[Quality of Life / Public Order](#) / [Road Traffic](#)

[File Preparation and Quality of Evidence](#)

### Quality of Life / Public Order

Warwickshire Police Targets	Performance		Achieved Target?
	2000 / 2001	2001 / 2002	
<b>Best Value Performance Indicators</b>			
Reduce the number of public disorder incidents per 1,000 population to 38.20	39.79%	45.13%	



The number of public order incidents recorded during 2001/2002 has increased dramatically and represents the highest number and proportion of public order incidents recorded during the past six years. Disorder incidents include disturbances and nuisance incidents that are not serious enough to be classed as crimes. And the rise shown here is mainly due to an increase in incidents involving nuisance youths and disturbances both in public and private. These incidents do not involve violence as such incidents are classified under violent crime.

Warwickshire has a multi-agency approach to tackling the issues of anti-social behaviour and issues involving nuisance youths.



The Authority is concerned with the increase in the number of public disorder incidents. We will actively encourage further partnership working between the police, district and county council with the aim of improving this situation.

## SERVICE DELIVERY OUTCOMES

[Crime Reduction and Detection](#) / [Drug Related Detections](#)  
[Quality of Life / Public Order](#) / [Road Traffic](#)  
[File Preparation and Quality of Evidence](#)

### Road Traffic

Warwickshire Police Targets	Performance		Achieved Target?
	2000 / 2001	2001 / 2002	
<b>Best Value Performance Indicators</b>			
Reduce the number of road traffic collisions involving death or serious injury per 1,000 population to 1.17	0.97	0.99 (data being processed)	●
<b>Local Performance Indicators</b>			
Reduce the number of adults killed / seriously injured by 4%	New Measure	- 11.7%	●
Reduce the number of children killed / seriously injured by 4%	New Measure	- 31.1%	●
Reduce the number of persons slightly injured by 1%	New Measure	- 3.5%	●



Warwickshire Police is committed to reducing the number of adults and children killed or seriously injured on our roads - and during the year 2001/2002 numbers decreased dramatically, far exceeding the targets set.

The force is a key agency in the county's Casualty Reduction Partnership, which is a scheme that aims to reduce road casualties in line with the government's Road Safety Strategy. Speeding fines will be used to pay for speed enforcement and driver education in Warwickshire.



The Authority would like to congratulate the force on their performance in reducing road traffic accidents. We will continue to support this activity and encourage further joint working with the County Council and other key stakeholders in achieving the long-term improvement targets in this area.

## SERVICE DELIVERY OUTCOMES

[Crime Reduction and Detection](#) / [Drug Related Detections](#)  
[Quality of Life / Public Order](#) / [Road Traffic](#)  
[File Preparation and Quality of Evidence](#)

### File Preparation and Quality of Evidence

Warwickshire Police Targets	Performance		Achieved Target?
	2000 / 2001	2001 / 2002	
<b>Best Value Performance Indicators</b>			
Increase the percentage of all full files provided to the CPS both within Pre Trial Issues (PTI) time guidelines and which are fully satisfactory or sufficient to proceed to 92%	88.12%	91.50%	●
Increase the percentage of all full youth files provided to the CPS both within PTI time guidelines and which are fully satisfactory or sufficient to proceed to 95%	88.64%	97.18%	●
Increase the percentage of all expedited / remand files which are fully satisfactory or sufficient to proceed to 95%	94.47%	92.00%	●
Increase the percentage of all expedited / remand youth files which are fully satisfactory or sufficient to proceed to 94%	91.24%	96.93%	●



The force improved its performance in three of the four areas relating to the quality and timeliness of cases prepared for prosecution. This means that offenders are being brought to justice more quickly, which, especially in the case of persistent young offenders, leads to a greater likelihood of custodial sentence and related reduction in offending.

Warwickshire's Criminal Justice Agencies are leading national improvements in the delivery of justice. Warwickshire Police, the Crown Prosecution Service, the Magistrate's and Crown Courts, the Probation Service, and others including the Youth Offending Team and health services are all working together to bring about major changes in service delivery, establishing combined Criminal Justice Centres in Nuneaton and Leamington.




The Authority recognises the clear efforts the force has made to maintain its very high standard of dealing with files to the criminal justice system.

We are very pleased to see continuing improvements in these standards especially as the force is already nationally renowned for its performance in dealing with files.

**QUALITY**

[Response Times / Call Handling](#)  
[Arrest Outcomes / Drugs](#)

**Response Times**

Warwickshire Police Targets	Performance		Achieved Target?
	2000 / 2001	2001 / 2002	
<b>Best Value Performance Indicators</b>			
Increase the percentage of responses to urban incidents requiring immediate response within 10 minutes to 94%	92.86%	94.40%	
Increase the percentage of responses to rural incidents requiring immediate response within 20 minutes to 94%	94.10%	94.88%	
Increase the percentage of responses to all incidents requiring immediate response within target times to 94%	93.40%	94.56%	



Warwickshire Police is committed to making sure officers respond to an immediate response incident as quickly and safely as possible, and it has achieved all of its targets in this area.




Response times are very important and the force again has excelled in improving performance, making sure that officers are at an incident as quickly and safely as possible.

**QUALITY**

[Response Times / Call Handling](#)  
[Arrest Outcomes / Drugs](#)

**Call Handling**

Warwickshire Police Targets	Performance		Achieved Target?
	2000 / 2001	2001 / 2002	
<b>Best Value Performance Indicators</b>			
Increase the percentage of 999 calls answered within 15 seconds to 93%	91.00%	88.23%	



There has been a dramatic rise in 999 calls as well as non-urgent calls and Warwickshire Police is striving to meet customer expectations.

In addition, the force is undertaking a major review of the way in which it handles non-urgent calls and has already introduced new technology and working practices to improve this area. This should have a positive impact on the response times to 999 calls, as a proportion of these are currently from callers with non-urgent enquiries but who are frustrated at waiting for their call to be answered.



Answering emergency calls is a key issue for both members of the public and the Authority. We will ensure that we consider performance closely over the forthcoming year, to meet the needs of our communities.

**QUALITY**

[Response Times / Call Handling](#)  
[Arrest Outcomes / Drugs](#)

**Arrest Outcomes**

Warwickshire Police Targets	Performance		Achieved Target?
	2000 / 2001	2001 / 2002	
<b>Best Value Performance Indicators</b>			
Percentage of notifiable offences that were detected where a person has been charged, reported for summons or cautioned, or the offence has been taken into consideration by a court. (No target set)	19.88%	20.13%	N/A



The improvements made in this area mirror the overall increase in the number of offences detected.



The Authority is pleased to note improvements in this area. More people are being held to account for their actions.

## QUALITY

[Response Times / Call Handling](#)  
[Arrest Outcomes / Drugs](#)

### Drugs

Warwickshire Police Targets	Performance		Achieved Target?
	2000 / 2001	2001 / 2002	
<b>Best Value Performance Indicators</b>			
Percentage of adults arrested referred to drug treatment programmes as a result of arrest referrals schemes. (No target set)	1.68%	2.37%	N/A
The amount and street value of seizures made		3.8 Kg Cannabis 612 g Heroin 20 g Cocaine	



It is recognised nationally that an associated factor of illegal drugs addiction is acquisitional crime which is committed to feed illegal drug habits. The number of adults arrested referred to drug treatment programmes as a result of arrest referral schemes has almost doubled.





Drug referrals are important, as we are aware that many crimes are due to drug addiction. The Authority is therefore pleased to note the increase in the level of people referred for drug treatment.

## FAIR ACCESS

[Stop and Search](#) / [Racist Incidents](#)  
[Domestic Violence](#) / [Repeat Victimisation](#)

### Stop and Search

Warwickshire Police Targets	Performance		Achieved Target?
	2000 / 2001	2001 / 2002	
<b>Best Value Performance Indicators</b>			
Number of PACE stop / searches of white persons per 1,000 population. (No target set)	14.05	12.13	N/A
Increase the percentage of searches of white persons leading to an arrest to 15%.	12.96%	14.82%	
Number of PACE stop / searches of minority ethnic persons per 1,000 population.	34.61	32.62	N/A
Increase the percentage of searches of minority ethnic persons leading to an arrest to 15%.	12.50%	16.37%	



There are very specific criteria governing the use of stop and search powers, to ensure that the searches carried out are fair, appropriate and justifiable. A robust policy has been implemented, which is designed to support a qualitative rather than quantitative objective. An audit process ensures regular monitoring of police practices to eliminate any potential discrimination. Because of this the number of stop/searches has decreased, but the number of people arrested as a result of a search has increased.





The Authority is pleased to note the improving levels of arrest through the stop / search process. It is important that the police only stop and search people when they have clear reason to do so. This increase in levels of arrest indicates the police are targeting the right people.

## FAIR ACCESS

[Stop and Search](#) / [Racist Incidents](#)  
[Domestic Violence](#) / [Repeat Victimisation](#)

### Racist Incidents

Warwickshire Police Targets	Performance		Achieved Target?
	2000 / 2001	2001 / 2002	
<b>Best Value Performance Indicators</b>			
Increase the percentage of reported racist incidents where further investigative action is taken to 85%	90.29%	95.22%	
Increase the percentage of recorded racially aggravated crimes detected 48%	50.45%	46.96%	



Warwickshire Police takes racist incidents and incidents which are perceived to be racist very seriously. This is reflected in the increase in those incidents where further investigative action is taken. However it is recognised that there is room for improvement in the number of crimes being detected. The force wants to make it easier for people to report racist incidents and it has introduced a confidential helpline. Members of the public can call the **Warwickshire Racial Harassment Helpline** on **0800 138 1677**.



The Authority is pleased to note the seriousness with which the police approach racist incidents. However we are concerned at the reduction in the level of detection of these crimes.

**FAIR ACCESS**

[Stop and Search / Racist Incidents](#)  
[Domestic Violence / Repeat Victimisation](#)

**Domestic Violence**

Warwickshire Police Targets	Performance		Achieved Target?
	2000 / 2001	2001 / 2002	
<b>Best Value Performance Indicators</b>			
Percentage of reported domestic violence incidents where there was a power of arrest, in which an arrest was made relating to the incident	Unable to obtain data	Unable to obtain data	
Of these, what percentage involved partner-on-partner violence.	Unable to obtain data	Unable to obtain data	



Previously the relevant statutory agencies such as the police and social services worked independently with limited co-ordination. Now a groundbreaking multi-disciplined team involving these partners and the voluntary sector work together to provide a holistic service to people experiencing domestic violence. This is already being recognised as national best practice.

In addition the **STOP** project (**Stratford Outreach Project**) has been successful in reaching survivors in the rural communities in Stratford.




The Authority has targeted domestic violence over the last year. It is therefore disappointing that the force has been unable to obtain data for these indicators to provide a benchmark for future improvement.

**FAIR ACCESS**

[Stop and Search / Racist Incidents](#)  
[Domestic Violence / Repeat Victimisation](#)

**Repeat Victimisation**

Warwickshire Police Targets	Performance		Achieved Target?
	2000 / 2001	2001 / 2002	
<b>Best Value Performance Indicators</b>			
Percentage of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous twelve months	33.84%	Unable to obtain data	
Reduce the percentage of domestic burglaries where the property had been burgled in the previous 12 months	7.80%	8.93%	



The number of domestic burglaries where the property has been burgled within the previous 12 months has increased. Warwickshire Police has a range of initiatives focused on reducing the number of domestic burglaries and will continue to use high profile policing operations to target such offences.



To be a victim of crime can have a serious impact upon the quality of people's lives, however this impact is significantly greater when one becomes a victim more than once. We will therefore encourage the force to provide additional support to those who are affected by crime to help those victims consider actions that may reduce the potential for repeat victimisation.

## BEST VALUE

The government requires the Police Authority to undertake Best Value reviews of all aspects of service. These reviews aim to show the service is providing best value and encourages continual improvement of all services. In 2001/02 six best value reviews were undertaken:

- Reducing Crime and the Fear of Crime
- Organisational communication
- Catering
- Information and storage and Retrieval
- Police Authority
- Performance Information

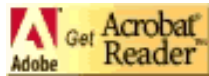
All reviews were completed to time and are presently being implemented. For further information on the outcomes of any of these reviews please contact **Fiona Tomlinson** at the Police Authority on **01926 414143** or visit our website on [http://www.warwickshirepa.gov.uk/performance\\_bv.htm](http://www.warwickshirepa.gov.uk/performance_bv.htm)

## FINANCIAL REPORT

The link below will display the Police Authority financial summary for the financial year 2001 to 2002.

 [The Police Authority financial summary 2002](#)

In order to view this document you may need to get **Adobe Acrobat Reader™**. If this is necessary please download it by clicking on the icon below.



<http://www.adobe.com/products/acrobat/readstep.html>

# RESOURCING THE POLICE SERVICE IN WARWICKSHIRE

## *Introduction*

The information below outlines the financial performance of the Police Authority for the financial year ended 31 March 2002.

## *Overview*

The 2001-02 budget was set at £62.392 million, (£62.659 million after allowing for the cost of Council Tax benefit Subsidy Limitation). This represents an increase of 6.0% over the 2000-01 budget. The Council Tax Benefit Subsidy Limitation is a contribution towards Council Tax Benefit as the Police Authority increased its council tax by more than the 4.5% guideline set by Central Government. The policies adopted by the Authority focused on maintaining, as far as possible, the level of front-line policing.

As a result of sound financial control during 2001-02 the final outturn position for the year reflects savings of £0.689 million. This amount has been added to reserves to support spending in future years.

The principal reasons for the savings are:

	<i>(-) Under/Overspend</i>
Operational Contingency	(-) £93,000
Automated Fingerprint Recognition (AFR) Consortium	£85,000
Police Pensions	(-)£1,433,000
Additional Assistant Chief Constable (ACC)	£84,000
Public Contact Strategy	£136,000
Insurances	£129,000
Capital Financing	(-)£100,000
Revenue Contribution to Capital Programme	£379,000
Interest Received	(-) £217,000
Cost Centres	£284,000
Other Minor Variations	£57,000
<b>Total</b>	<b>(-) £689,000</b>

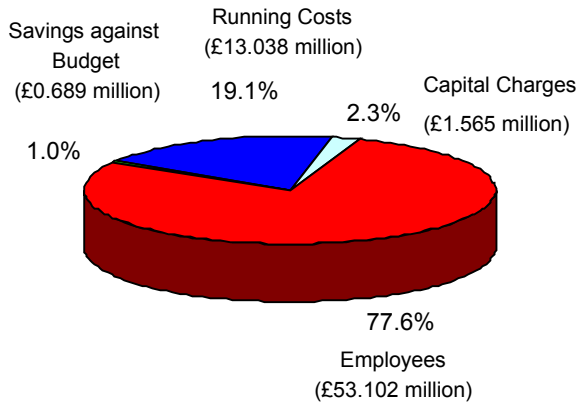
## *Revenue Spending in 2001-2002*

The Authority's accounts for the year indicate a net expenditure of £61.970 million, some 1.1% less than the planned level.

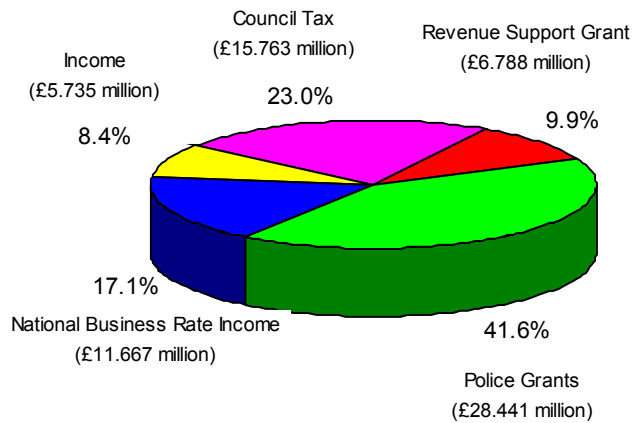
This spending covers the salaries and running expenses of the Authority, including premises, vehicles, other supplies and services and the costs of financing the Police Force's past and present capital investment programme. The pie charts below show how that spending was divided between the different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

The pie charts overleaf show the gross expenditure of £68.394 million, which includes income of £5.735 million and savings of £0.689 million resulting in net expenditure of £61.970 million.

## ANALYSIS OF REVENUE



## HOW SPENDING WAS FUNDED



### *Capital Spending in 2001-02*

As well as day to day spending the Authority also invests in capital assets. These include buildings, information technology, vehicles, plant and equipment. In 2001-02 £2.416 million was spent on capital investment.

The pie charts overleaf show how this capital investment was spent. The two main areas of spending were information technology (IT) where £1.337 million was invested and vehicles where £0.670 million was invested.

IT replacement is an ongoing programme of upgrading equipment which comes to the end of its useful life. During 2001-02 the authority approved an IM strategy which sought to plan the development and introduction of new computer products to aid the delivery of policing activity over the coming 5 years. The implementation of this strategy has now started with the introduction and development of email and voice mail, upgrade of the force intelligence system, roll out of the single PC environment and the involvement in the Police National Legal Database.

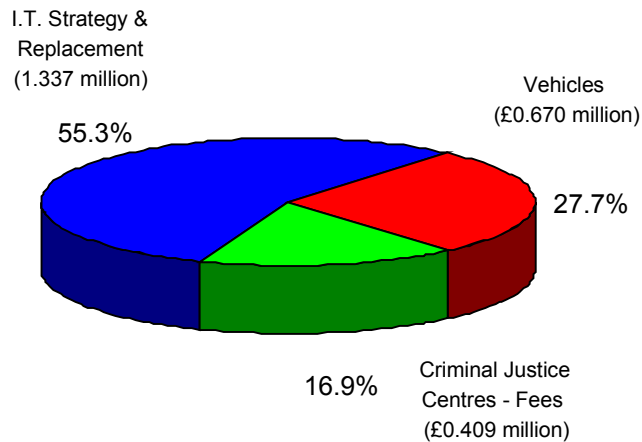
In support of front line policing the Authority continued the programme of investment in the vehicle fleet to ensure that vehicles meet the requirements of the Authority and are fit for the purpose.

Initial development work took place on the major Criminal Justice Centres (CJCs) project. In partnership with other justice agencies the user requirements have been determined and it is anticipated that a start will be made on the site in the northern area during the coming year.

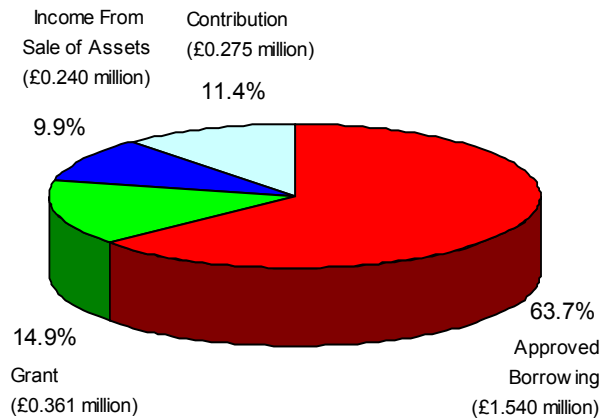
### *Resources for Capital Spending*

In addition to resources already assured the authority sold property and vehicles which generated capital receipts totalling £240,000. Additional grant aid of £150,000 was received for the CJC project and the main grant phasing was adjusted to bring £2,700,000 into 2001-02 from later years.

## EXPENDITURE ON CAPITAL



## FINANCING SOURCES



### *Looking Ahead*

From the 1 April 2002 the Authority has restructured from 10 policing sectors down to 5. This will align policing sectors to the District Councils in Warwickshire, strengthen relationships with Crime and Disorder Partnerships, allow for greater flexibility in policing and improve management and accountability in the sectors.

2002-03 will be the 2nd year of operating a fully devolved budget where managers are responsible for all of the financial resources at their disposal as well as being responsible for delivering policing performance. The actions of managers will be vital to managing spending within the available resources especially where a number of cost centres will be required to repay money taken from set aside resources to balance the 2001-02 financial position.

From 1 April 2002 the National Crime Squad (NCS) and National Criminal Intelligence Service (NCIS) are funded directly by the government by reducing the overall level of money available to Police Authorities. Prior to this date the NCS and NCIS were funded by raising a levy on individual Authorities.

The Authority's 2002-03 settlement was disappointing with an increase in resources of only 2.7%. Initial calculations suggested a shortfall of around £2.4 million against our assessment of spending needs. In the event the budget has been balanced by prioritisation of demands against the Authority's strategic objectives contained in the Policing and Best Value Performance Plan (PBVPP), by making savings of £1.0 million on top of the ongoing requirement to identify 2% efficiency savings from the budget and by a 19.5% increase in the demand on local council taxpayers. The budget for 2002-03 was set at £65.787 million.

The future is both exciting and challenging for the Authority:

- Work continues on the two combined Criminal Justice Centres, one in the North and one in the South of the County, which will bring the Probation Service, Magistrates Courts, the Crown Prosecution Service and other agencies together under one roof. The project will be completed during 2005-06.
- 2003-04 will see the majority of the Government's programme of police reform implemented in forces. The aim of police reform is to change police officers pay and conditions, focusing on core activities such as catching criminals, providing officers with the right tools to do the job and raising standards.
- The Authority continually looks to the future to detect new developments and identify opportunities to improve policing in an affordable way. Technology continues to play an increasing role in the day to day work of policing and investigating crime. The Authority is set to take new communications technology via the Airwave Project, a national radio communications project, in 2004.
- The use of the National Intelligence Model as a way of recording and detecting crime will play an important role in the future performance of the Authority, as will continued investment in our people and partnerships with other agencies.
- In the summer the Government announced the Comprehensive Spending Review (CSR) 2002, which provides the framework for allocating resources over the three years 2003-04 to 2005-06. This establishes a firm agreement with each Government department, and identifies clear performance targets, a relationship which is extended to individual Authorities. The implications of the CSR 2002 for this authority will not be known until the autumn of 2002.
- The white paper "Strong Local Leadership – Quality Public Services" proposes changes to introduce a new government support distribution system for 2003-04 onwards, which will replace the existing formula used for allocating resources to Local Authorities, including Police Authorities. The impact of these changes can only be speculated about at this time.

These initiatives will have significant policing and financial implications, which the Authority will have to balance. However the Authority continues to make representations to the Government for additional resources and funding of specific issues beyond the Authority's control.

**Dave Clarke**  
**Treasurer to the Police Authority**