

Her Majesty's Inspectorate of Constabulary



Baseline Assessment Dyfed-Powys Police

October 2005

Dyfed-Powys Police – Baseline Assessment
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Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of Dyfed-Powys Police's performance during 2004/05, measuring, where appropriate, the force's progress since the initial baseline assessment published in June 2004, and, where such comparison has not been feasible, gauging performance against agreed standards and known good practice.

Baseline assessment has been developed by HMIC to reflect a dynamic performance environment in which the Police Reform Act and the Policing Performance Assessment Framework (PPAF) have had a significant impact. Baseline assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – *Excellent*, *Good*, *Fair* or *Poor* – across a broad range of policing activities. In many cases, a 'direction of travel' grade – *Improved*, *Stable* or *Deteriorated* – is also noted. Baseline assessment is a diagnostic assessment that generates a tailored programme of inspection activity for each force – ie, future inspection activity will be intelligence-led and will reflect the overall performance of the force.

A number of changes were made to the evidence-gathering frameworks for 2004/05, but the core of the assessment is intact. The changes have:

- absorbed some less substantive issues such as prisoner handling into more comprehensive frameworks;
- enhanced coverage of citizen focus/neighbourhood policing issues; and
- differentiated internal diversity issues such as recruitment from outward-facing service quality and fairness policies.

In 2003/04 we used generic criteria to underpin the various grades, but, with the help of Association of Chief Police Officer (ACPO) business area leads and expert practitioners, specific grading criteria were developed to ensure a more reliable and robust approach to grading this year. Last year's gradings sought to reflect and give credit for improvement – and the converse for declining trends – whereas in 2004/05 the delivery grade is essentially a comparison with peers and performance over time is denoted by the direction of travel grade. Where the framework has changed significantly from last year, as is the case with the two diversity frameworks, it is inappropriate to denote the direction of travel. These frameworks will have a direction of travel assessment in future years. Professional Standards is the subject of a full inspection in all 43 forces in autumn 2005 and therefore has not been graded in this report.

Forces and authorities will be aware of work led by HM Inspector Denis O'Connor, in response to a commission from the Home Secretary to advise him on structural issues, which reviewed forces' capability to deliver 'protective services'. These reviews overlapped with baseline assessments in several areas, notably Tackling Level 2 Criminality and Major Crime Investigation, and HMI determined that the baseline grade should reflect the full body of evidence available. In other areas, such as implementation of the National Intelligence Model (NIM), HMIC is working closely with colleagues in the National Centre for Policing Excellence to arrive at consistent assessments of performance.

The delivery grades for each activity are derived from a combination of objective, quantitative evidence and qualitative assessments that seek to contextualise performance. Judgements are based on available evidence of performance in the year 2004/05, but unfortunately, in a small number of areas, end-of-year data was not available at the point (mid-September) when gradings had to be finalised. The main activities affected are Criminal Justice (absence of COMPASS data on file quality, etc) and Fairness and Equality, where information on stop and

search activity is not available. In these cases, the most up-to-date information available is used.

The baseline assessment reports for each force will be publicly available on HMIC's website but, for the first time, the summary results (ie, the delivery gradings and direction of travel gradings) will be combined with forces' results against statutory performance indicators (SPIs) to produce a combined assessment. This combined assessment shows performance for each baseline framework and SPI, then combines the results to produce a headline grading for each of the seven domains in the PPAF. So, for example, performance for the Reducing Crime domain might be expressed as *Good* and *Improved*.

The Local Policing domain is intended to show the impact of deploying police resources to meet local (either force or basic command unit (BCU)-level) priorities. HMIC will assess whether these priorities have been derived appropriately and will gauge success in meeting the relevant objectives. Until the Association of Police Authorities has issued guidance to ensure consistent and robust methods of setting local priorities, an interim approach has been agreed. The tripartite PPAF Steering Group has therefore agreed that, for this year and for 2005/06, the Local Policing domain will consist of HMIC's Neighbourhood Policing framework and SPI 1c – the British Crime Survey-based measure of confidence in the force concerned.

The police service is committed to continuous improvement in the quality of services it delivers to local communities. HMIC shares this commitment and sees its activities as a catalyst for improvement. The response of individual forces to last year's assessment has been highly commendable, and tangible improvement is evident in areas such as call handling and volume crime reduction. But because the comparison in performance terms is with the force's peers (using the most similar force (MSF) groupings), it is possible to improve over time and yet still receive a *Fair* or even *Poor* grade. This is notable in the grades for volume crime reduction and reflects the fact that expectations on forces are high, and that the performance of similar forces is the benchmark. Increasingly, the service is setting itself – or is being set by Ministers – demanding targets for the quality of services it provides; wherever such standards and targets have been set, HMIC will inspect against them.

The Future Development and Application of Baseline Assessment

As the name implies, this assessment represents a baseline against which the force's future performance will be gauged. Using NIM-type risk assessment, HMIC will use the results set out in this report to shape the extent and nature of inspection activity in the coming year. A number of forces will benefit from 'inspection breaks', with only a light-touch validation of their self-assessment in 2006 and an HMI-led assessment of leadership and corporate governance.

While seeking to minimise changes to the structure and content of the baseline frameworks, we will take expert advice on how to tighten them and make them absolutely 'fit for purpose'. Incorporating some of the 'protective services' issues is an important development. An ACPO lead has been identified for each framework area and will have a key role in agreeing the content and specific grading criteria (SGC), and will subsequently be involved in moderating the gradings in summer 2006. The revised frameworks and SGC will be issued together by December 2005.

Conclusion

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector Mr Denis O'Connor, CBE, QPM, in spring 2005. It takes account of a wide range of documentary evidence, structured interviews at headquarters and in BCUs, and the results of consultation with many of the force's partner agencies and other stakeholders. Performance data has been examined to identify recent trends and to make comparisons with other forces using financial year performance data.

The following forces have been identified as being most similar to Dyfed-Powys Police in terms of demography, policing environment and other socio-economic factors: Devon and Cornwall, Norfolk and Suffolk constabularies, Lincolnshire, North Wales, and North Yorkshire police forces. When making comparisons in this report, the average performance in this MSF (most similar forces) group (MSF) will be used.

HM Inspector wishes to thank the members of the force and police authority for their assistance in supplying information, conducting self-assessment and setting aside time to speak to HMIC staff. The assessment would not have been possible without their assistance and contribution.

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Baseline Assessment 2005 Frameworks			
1 Citizen Focus (PPAF domain A)			
1A Fairness and Equality <ul style="list-style-type: none"> • Equality of service delivery • Community cohesion • Engaging with minority groups 	1B Neighbourhood Policing and Community Engagement <ul style="list-style-type: none"> • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Community involvement with police 	1C Customer Service and Accessibility <ul style="list-style-type: none"> • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services 	1D Professional Standards <ul style="list-style-type: none"> • Investigation of public complaints • Improving professional standards • Combating corruption and promoting ethical behaviour • Reducing complaints and learning lessons
2 Reducing Crime (PPAF domain 1)			
2A Reducing Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> • Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime • Performance in reducing these crimes • Multi-agency police protection arrangements (MAPPA) and sex offenders 	2B Volume Crime Reduction <ul style="list-style-type: none"> • Crime strategy • Performance in reducing volume crime • Problem solving • National Crime Recording Standard (NCRS) compliance 	2C Working with Partners to Reduce Crime <ul style="list-style-type: none"> • Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs) • Drugs prevention/harm reduction • CDRP crime reduction performance 	
3 Investigating Crime (PPAF domain 2)			
3A Investigating Major and Serious Crime <ul style="list-style-type: none"> • Detection rates for murder, rape and other serious crime • Integration with overall crime strategy • Compliance with Association of Chief Police Officers (ACPO) murder manual • Early identification of critical incidents that may escalate into major inquiries 	3B Tackling Level 2 Criminality <ul style="list-style-type: none"> • Crime that crosses BCU and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act (POCA)) • Effective targeted operations • Quality packages to National Criminal Intelligence Service (NCIS) 	3C Investigating Hate Crime and Crimes against Vulnerable Victims <ul style="list-style-type: none"> • Investigation/detection of child abuse, race crime, DV and homophobic crime • Integration with overall crime strategy • Joint training (eg with social workers) and investigation 	
3D Volume Crime Investigation <ul style="list-style-type: none"> • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance 	3E Forensic Management <ul style="list-style-type: none"> • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection 	3F Criminal Justice Processes <ul style="list-style-type: none"> • Quality and timeliness of case files • Custody management/prisoner handling • Youth Justice • Police National Computer (PNC) compliance 	

4 Promoting Safety (PPAF domain 3)		
4A Reassurance <ul style="list-style-type: none"> Operational activity to reassure communities Use of media to market success Uniformed patrol and visibility Extended police family Performance in reducing fear of crime 	4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety <ul style="list-style-type: none"> Non-crime activities of CDRPs and other partnerships Use of ASB legislation, tools, etc Road safety partnerships Emergency planning 	
5 Providing Assistance (PPAF domain 4)		
5A Call Management <ul style="list-style-type: none"> All aspects of call handling and call management Initial incident response Early identification of critical incidents Performance in answering and responding to public calls 	5B Providing Specialist Operational Support <ul style="list-style-type: none"> Management of central operational support Police use of firearms Capability for policing major events/incidents 	5C Roads Policing <ul style="list-style-type: none"> Effectiveness of arrangements for roads policing Integration/support for other operational activity
6 Resource Use (PPAF domain B)		
6A Human Resource (HR) Management <ul style="list-style-type: none"> HR strategy and costed plan Key HR issues not covered in 6B or 6C Health and safety Performance in key HR indicators 	6B Training and Development <ul style="list-style-type: none"> Costed training strategy and delivery plan Key training and development issues 	6C Race and Diversity <ul style="list-style-type: none"> Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability Performance in meeting key targets
6D Resource Management <ul style="list-style-type: none"> Resource availability Effective use of resources to support front-line activity Devolved budgets Finance, estates, procurement and fleet management functions 	6E Science and Technology Management <ul style="list-style-type: none"> Information systems/ information technology (IS/IT) strategy and its implementation Programme and project management Customer service Adequacy of key systems Business continuity/disaster recovery 	6F National Intelligence Model (NIM) <ul style="list-style-type: none"> Extent to which structures, processes and products meet NIM standards Integration of NIM with force planning and performance management Use of community intelligence Application of NIM to non-crime areas
7 Leadership and Direction		
7A Leadership <ul style="list-style-type: none"> Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce Effectiveness of succession planning Promotion of corporacy 	7B Strategic Management <ul style="list-style-type: none"> Integrated strategic planning framework External communication/ consultation Relationship with local police authority (PA) Police reform implementation Internal communication/ consultation Programme and project management Management of reputation/ public expectations 	7C Performance Management and Continuous Improvement <ul style="list-style-type: none"> Effective performance management structures and processes at all levels Quality and timeliness of performance/management information Internal inspection/audit/quality assurance (QA) systems Effectiveness of joint force/PA best value reviews (BVRs)

Force Overview and Context

Dyfed-Powys Police covers more than half of the landmass of Wales and is the largest police area in Wales and England. Although the resident population comprises only 494,122 this figure is swelled annually by over 13 million visitors. At the end of March 2005, the force consisted of 1,174.3 police officers (excluding probationary constables) and 588.3 police staff members.

The force headquarters is in the town of Carmarthen, and there are four basic command units (known locally as divisions). These are Carmarthenshire with a population of 175,955; Powys with a population of 129,262; Pembrokeshire with a population of 116,323; and Ceredigion with a population of 77,155 (ONS 2003 mid-year estimates). Since 1 April 2001 each BCU (basic command unit) has been coterminous with its local council and CSP (community safety partnership).

The command team is based at headquarters and comprises Chief Constable Terence Grange, Deputy Chief Constable Barry Taylor, who holds the operational portfolio, and Assistant Chief Constable Andrew Edwards, who holds the support portfolio, and the non-police Director of Finance and Resources, Andrew Bevan. The police authority has developed an effective partnership with the chief officer team.

The force was slow to adopt the National Crime Recording Standards (NCRS) and this impacted on the crime figures for 2003/04, in that considerably more crimes were recorded and the detection rates fell. This has eased slightly for 2004/05, but the force still recorded an increase in crimes and experienced a reduction in detection rates. However, these figures need to be put into context and the force still has the lowest levels of crime in England and Wales and a very high detection rate.

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Summary of Judgements	Grade	Direction of Travel
1 Citizen Focus		
1A Fairness and Equality	Fair	
1B Neighbourhood Policing and Community Engagement	Fair	Stable
1C Customer Service and Accessibility	Good	Stable
1D Professional Standards		
2 Reducing Crime		
2A Reducing Hate Crime and Crimes against Vulnerable Victims	Good	Improved
2B Volume Crime Reduction	Good	Deteriorated
2C Working with CDRPs to Reduce Crime	Good	Stable
3 Investigating Crime		
3A Investigating Major and Serious Crime	Good	
3B Tackling Level 2 Criminality	Poor	
3C Investigating Hate Crime and Crimes against Vulnerable Victims	Good	Stable
3D Volume Crime Investigation	Good	Stable
3E Forensic Management	Fair	Stable
3F Criminal Justice Processes	Good	Stable
4 Promoting Safety		
4A Reassurance	Good	Stable
4B Reducing Anti-Social Behaviour and Promoting Public Safety	Fair	Improved
5 Providing Assistance		
5A Call Management	Fair	Improved
5B Providing Specialist Operational Support	Fair	Stable
5C Roads Policing	Fair	Stable
6 Resource Use		
6A Human Resource Management	Fair	Improved
6B Training and Development	Good	Improving
6C Race and Diversity	Fair	
6D Resource Management	Good	Stable
6E Science and Technology Management	Good	Stable
6F National Intelligence Model	Fair	Improved
7 Leadership and Direction		
7A Leadership	Good	
7B Strategic Management	Fair	Stable
7C Performance Management and Continuous Improvement	Fair	Stable

1 Citizen Focus (Domain A)

Dyfed-Powys Police has always had community policing as the core of its policing philosophy and regards personal contact with the public as a priority. As a consequence, the force enjoys high levels of confidence and support from the people it serves.

An equality of service delivery management group (ESDMG), with representatives from minority groups – race, gender, sexual orientation, disability etc – has been established and part of its role is to develop policies and strategies to deliver fairness and equality in policing.

Clear standards of service delivery are set out in the Local Policing Charter and the force is determined to improve accessibility to the police, an example of which is the establishment of police posts in some rural post offices.

Extensive work is being done to develop the force Dignity Programme, which covers the six areas of diversity and this will be an integral part of the foundation created to provide a citizen-focused policing service.

1A Fairness and Equality

Fair

Strengths

- In 2004/05 the force has one of the lowest rates for racially or religiously aggravated offences committed in the country, with only 0.31 offences per 1,000 population being recorded. This is a slight increase on last year but places the force 4th nationally. The detection rate is 51.3%, which is above the MSF average (43.1%) and the national average (36.4%).
- The ACC (assistant chief constable) is the nominated lead for diversity and chairs the equality of service delivery management group. The Dignity Programme has been conceived to pull the strands of the wider diversity agenda together. Representatives of each of the constituent groups (race, gender, sexual orientation, disability etc) are represented at this forum.
- The race and diversity process is monitored as part of chief officer group review arrangements utilising a management package produced on a monthly basis.
- The force has a policy for the investigation of hate crime that is based on the Association of Chief Police Officers (ACPO) *Hate Crime Manual*.
- The Race Equality Scheme (RES) has been redrafted in consultation with the Black Police Association (BPA), police authority and wider community. A similar consultation exercise for the diversity strategy is being undertaken, including the Gender Agenda working group, BPA and Gay Police Association (GPA).
- Race impact assessments are currently being undertaken throughout the force and a cultural audit is being conducted to evaluate the effectiveness of policies in force.
- The force works closely with partners within the Criminal Justice System (CJS) to promote diversity issues. The creation of a joint independent advisory group (IAG) for the entire CJS in Dyfed-Powys represents a first in the country.

- The tasking and co-ordination process captures community tension indicators. BCU commanders are all actively involved in managing community cohesion with key partners. Hate crimes are reported daily to chief officers and the initial response to incidents is subject to review by senior managers locally, as outlined in the hate crime policy.
- The force has established and chairs DYPREN (Dyfed-Powys Race Equality Network), which monitors race equality councils in larger, metropolitan areas. It has devised an action plan to implement recommendations from national reports and has consulted with a multi-agency RES practitioners group, convened at the force's initiation, comprising local authorities, local agencies and Job Centre Plus.
- A disability discrimination working group has been established to monitor compliance with the Disability Discrimination Act. An access audit of all the force properties has been carried out with the help of consultants and an action plan is being implemented.
- 'Good management' seminars have been introduced for all supervisory staff to outline the importance attached to equality of service delivery. They are delivered by the ACC as part of the Dignity Programme and include issues of race, gender, sexual orientation, Welsh language and disability.
- A diversity officer (inspector) has been appointed to develop diversity strategies and co-ordinate appropriate action across the force. A mediation process has been introduced and ACAS has been involved in the training of mediators to assist with 'dignity at work' issues. A diversity website is being developed with links to external organisations.

Areas for Improvement

- While the Force is top of its MSF group for the % of white users satisfied with the overall service provided (85.1%), it is bottom of its MSF group for the % of users from visible ethnic minorities satisfied with respect to the overall service provided (70% - MSF average 75.7%). This, however, should be read in the context of the low number of people from visible ethnic minorities.
- Although the 'good management' seminars are raising the awareness of supervisory staff, there is not yet a clear understanding throughout the organisation of the full range of diversity issues and how they impact on organisational performance.
- The force monitors the statistical performance of diversity, eg stop and search, but there is no qualitative measure of other aspects of diversity.
- There are procedures in place to monitor numbers and trends in hate crime incidents but there is no qualitative review of the outcome of enquiries.
- Diversity training is delivered to probationers and it is included in the induction of new staff but there is no structured diversity training programme for all staff.

1B Neighbourhood Policing and Community Engagement

Fair	Stable
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Strengths

- The % of people who think that their local police do a good job is 57.5%. This places the Force 2nd in its MSF group (average 51.4%) and 5th nationally (average 48.6%).
- Community consultation meetings take place on each of the BCUs and these are supplemented by meetings held by section inspectors or divisional management with specific community groups eg in Ceredigion BCU, meetings have been arranged at Aberystwyth University with hard-to-reach groups.
- There are good examples of where the force has identified opportunities to deliver policing services in partnership with the community and other agencies, eg in Pembrokeshire BCU, volunteers are used to staff enquiry offices at police stations, while in Powys, joint initiatives have been developed with the fire service (collision prevention) and trading standards (alcohol-related crime). Also in Powys and Ceredigion, there is a pilot initiative to provide policing services to rural communities through the post office network.
- The force and Police Authority has a comprehensive consultation strategy in place, which is designed to engage communities. Partnership work undertaken jointly with the local authorities and health trusts has created 'citizen panels' in Carmarthenshire and Pembrokeshire BCUs. These panels provide feedback for each of the organisations on quality of service issues.
- Customer survey data is considered as part of the quarterly BCU performance visits by the ACC and the quarterly corporate performance review meeting involving all departmental heads.
- There are examples of the force making good use of the press and other media to inform communities of policing priorities and successes.

Areas for Improvement

- The force is in the process of developing a Neighbourhood Policing Strategy that will incorporate all aspects of neighbourhood policing, community engagement and consultation.
- BCUs are divided geographically into sectors, each managed by an inspector. A local beat manager system is being implemented within most BCUs, but this is fragmented with no co-ordinated approach to a defined scheme.
- Although there is a determination to improve and modernise the community-based policing style, there is no process to identify which areas will be prioritised and there is no implementation plan to identify how it will be achieved.
- Dyfed-Powys is the only Welsh force without a Community Safety Scheme Accreditation process.

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- There is no process in place to ensure that agreed neighbourhood priorities are tackled effectively and there is no system to measure the impact of the response.
- While it is evident to a limited extent within BCUs, there is no structured, corporate process for gathering, analysing and using community intelligence.
- Performance management units are being established in all BCUs and part of their role will be to measure community engagement and its impact. There are, however, some areas of the force where there is no measurement of engagement or impact.
- While there are isolated examples of community profiles being completed as part of strategic assessments, there is no formal process for developing comprehensive and dynamic community profiles that can be used to inform service delivery and meet specific needs.
- Tension indicators are discussed within tasking and co-ordination group (TCG) meetings, but there is no formal corporate process for identifying and monitoring them.

1C Customer Service and Accessibility

Good

Stable

Strengths

- The % of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions satisfied with respect to the overall service provided to them is 84.9%. This places the Force top of its MSF group (average 80%) and 5th nationally (average 77.3%).
- The % of victims of racist incidents satisfied with respect to the overall service provided is 79.3%. This places the Force 2nd in its MSF group (average 77.5%) and 8th nationally (average 71.5%).
- The ACC is an active lead on customer care and service issues and has incorporated its importance in the 'good management' seminars he has delivered to supervisors. The force is a four times Charter Mark holder and has recently been subject of a re-assessment for the fifth time.
- Clear standards of service delivery are set out in the forces' Local Policing Charter, and these are reinforced, with a strong influence from the Local Criminal Justice Board (LCJB), in the crime management policies. The force will be establishing a witness care unit in 2005.
- The force has completed the quality of service impact assessment and an action plan to implement the standard within the statutory guidelines is being implemented.
- Partnership work undertaken jointly with the local authorities and health trusts has created 'citizen panels' for each BCU. These panels provide feedback for each of the organisations on quality of service issues. This has brought about improvements to service.
- A quality of service training package has been developed and is delivered to probationers internally. Specific customer care training is given to communications centre staff and a new performance management framework is being developed with emphasis on citizen focus.
- User satisfaction surveys are conducted on a rolling programme by the corporate services department. The results from the consultation processes form part of a comprehensive Members Information Pack produced annually for the Police Authority, which assists them in setting policing priorities and performance targets as part of the business planning cycle.
- External consultation processes changed in 2004 from random surveys to face-to-face interviews conducted by trained researchers at numerous locations across the force area. Feedback from the public identifies greater visibility and accessibility as priorities and, as a response to this, the force has linked with the Post Office to provide limited policing services at ten rural post offices across Ceredigion and Powys. This initiative is the first of its kind in Wales and is being evaluated. If successful, this process will be extended to other areas.
- The force assesses trends and identifies lessons to be learnt from organisational complaints (including quality of service) and civil claims. The results are fed into the

quarterly performance review board, where decisions on further action are made.

- The force estates strategy has been developed with an external consultancy. A key theme of this strategy, (and it is the Police Authority's policy), is to open new police stations or offices particularly within rural communities.
- A joint facility with the fire service is in place at Crymych and a new police station is being built at Brecon, which will be jointly occupied by the National Park Authority, Probation Service and the National Assembly for Wales.
- The new force communications centre has recently been completed and this will provide accommodation for the Welsh ambulance service and the fire service.

Areas for Improvement

- The percentage of police authority buildings open to the public that are suitable for and accessible to disabled people has reduced from 35.2% (2003–04) to 33.9%. This places the force 6th in its MSF group (average 64.2%) and 36th nationally (average 76.9%).
- There is no formal system in place to evaluate the effectiveness of the force's approach to customer service and accessibility. However, a new performance framework is being developed around the citizen focus agenda.

1D Professional Standards

HMIC has a statutory responsibility to remain fully informed as to the effectiveness of forces' handling of complaints. Following the transition to baseline assessment, and the high-profile outcomes of three separate national inquiries, HMIs identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

In October/November 2005, every force will undergo a focused inspection of professional standards. The programme has been designed in conjunction with ACPO, APA, HO and the Independent Police Complaints Commission to ensure that the respective interests of each are addressed and that duplicative inspection activity can be avoided.

The programme of inspections will produce separate public reports and gradings for each force and, in addition, a national thematic inspection report that will consolidate themes, trends and transferable good practice. In view of the scale and timing of the full programme of inspections, the 2004/05 grading for professional standards has been deferred to 2006. As a result, there is no professional standards framework content within this report.

2 Reducing Crime (Domain 1)

Although crime increased slightly during 2004/05 (4.2%), the force has the second lowest level of recorded crime in Wales and England. The increase is due largely to changes in recording practices and the implementation of the NCRS, rather than an increase in actual crimes committed.

Reduction of hate crime and crimes against vulnerable victims is managed through a series of multi-agency forums led by the force. Public Protection Units (PPUs) have been established in all BCUs to provide an integrated response to child abuse, adult abuse, domestic violence and sex offender management.

The force works well with partners in some areas, but there is a need to develop relationships and encourage greater involvement of partner agencies in areas where they are not so effective.

2A Reducing Hate Crime and Crimes against Vulnerable Victims

Good	Improved
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Strengths

Hate Crime

- The ACC is the chief officer lead for all areas within this framework, providing a consistent approach to crime involving hate issues or crimes committed against vulnerable victims.
- The force takes the lead on multi-agency hate crime reduction. It has protocols in place with the Crown Prosecution Service (CPS) and has an effective relationship with Victim Support.
- There are ESDMG meetings held in each BCU and they contribute to the formulation of strategy, problem solving and the effective communication of feedback to communities.
- A chief inspector (HQ Community Safety) chairs the Four Counties Lesbian, Gay, Bisexual and Transsexual (LGBT) forum, which identifies and shares good practice and prepares guidance and strategy in tackling hate crime.
- The force actively promotes the True Vision initiative to publicise the anonymous reporting of hate crime either by victims or a third party.

Child Abuse

- The DCC is the chief officer with portfolio responsibility for the investigation of child abuse.
- PPU's have been established within each BCU, staffed by a detective inspector, detective sergeant and one or two detective constables. There is a clear accountability framework for child abuse investigations and they are responsible for enquiries involving child abuse and adult abuse. There is also a sex/dangerous offender officer and a domestic violence officer within the unit.
- The PPU's in each BCU have trained investigators and they deal with all aspects of abuse - child abuse, adult abuse, domestic violence and sex offenders. This arrangement, therefore, allows for an integrated approach.
- The BCUs are co-terminus with local authorities, all of which have area child protection

committees (ACPCs). These meetings are attended by the BCU superintendent (operations) and the PPU detective inspector to ensure full involvement in child protection matters at both the strategic and operational level.

- The effectiveness of multi-agency work in child protection is monitored and reviewed by the ACPCs joint auditing sub-groups, which include representatives from the police. The force operates within the All Wales Child Protection Guidance, and specific policies ensure corporacy in the definition of the term 'referral' and compliance with the recommendations of the Victoria Climbié Inquiry.
- Dedicated IT systems are now in place to support the units - a child protection database (CATS – Case Analysis and Tracking System) has recently been introduced within the force. PPU issues are a standing item on the agenda of BCU and force TCG meetings.

Domestic Violence

- The force has a positive action policy in respect of attendance at domestic violence scenes. The power of arrest for offenders committing domestic violence was used in over 80% of cases, which placed the force 3rd in its MSF group (average 76.4%).
- Domestic violence features as a priority in the 2004/05 force policing plan under the safer homes and workplaces section of the Safer Counties Initiative.
- The force has developed a domestic violence database for recording incidents and providing management information. The domestic violence database allows automatic electronic messages to be forwarded to domestic violence officers. The database has been utilised to identify hotspots, and information has been forwarded to BCUs for analysis to establish whether the referral warrants multi-agency involvement.

Areas for Improvement

- There has been a slight increase in the number of offences classed as racially or religiously motivated, rising to 0.31 per 1,000 population. There has also been a reduction in the number of such offences detected, from 60% to 51%, although the number of actual offences detected has increased by three. However, both figures are well within national averages and it is accepted that the number of victims is minimal compared with other forces.
- While the force has recently introduced CATS for managing child abuse investigations, there has been no back record conversion onto the new system. A funding bid has, however, been submitted to the project board to enable the back record conversion of 5 years' data.

2B Volume Crime Reduction

Good	Deteriorated
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Strengths

- In 2004/05, although total recorded crime increased by 4.2%, from 62.37 offences per 1,000 population (2003–04) to 64.99 offences, the force is 1st in its MSF group (where the average was 80.62 offences) and 2nd nationally (average 105.37 offences).
- In 2004/05, domestic burglary increased by 10.4%, from 4.58 offences per 1,000 population (2003–04) to 5.06 offences. The force, however, still remains at the top of its MSF group (average 7.35 offences) and top nationally (average 14.4 offences).
- Vehicle crime in 2004/05 remained static at 4.66 offences per 1,000 population, which places it top of its MSF group (average 8.24 offences) and top nationally (13.99 offences).
- Robberies were reduced by 24.1% in 2004/05, from 0.11 offences per 1,000 population (2003–04) to 0.08 offences. This placed the force top of its MSF group (average 0.33 offences) and top nationally (average 1.68 offences).
- The DCC is the force lead for volume crime reduction, and the force principle is that all crime scenes will be visited and all crimes investigated to a minimum standard. There are no exceptions.
- NIM (National Intelligence Model) processes at level 1 are effective in identifying and resourcing crime reduction opportunities. Volume crime reduction is an integral part of the control strategies and is part of the NIM tasking and co-ordination (TCG) process.
- The force has developed IT that supports the accurate recording of crime in accordance with NCRS and assists to identify trends and problematic areas of recording. There is also a crime-recording system that is used to inform the tactical tasking and co-ordination process.

Areas for Improvement

- In 2004/05, violent crime increased by 5.5% from 16.84 offences per 1,000 population (2003–04) to 17.76 offences. This placed the force 4th in its MSF group (average 18.01 offences) and 14th nationally.
- The force was awarded an 'amber' grade by the Audit Commission in 2004 for its compliance with the NCRS. Processes are now in place to ensure compliance with the standards, but this has inevitably resulted in an increase in recorded crime.
- There is no current force crime strategy in place. The last one is dated 1993 and is in the process of being updated.
- Despite having an HQ crime reduction and management department with specific responsibility for crime reduction initiatives, there is no corporate approach to problem solving in practice and no formal process for evaluating the success of crime reduction initiatives.

2C Working with Partners to Reduce Crime

Good	Stable
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Strengths

- The percentage risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) reduced by 6.2% points to 1.7%. This places the force top of its MSF group (average 4.8%) and 3rd nationally (average 5.3%).
- Although the percentage risk of a household being victim once or more in the previous 12 months of a household crime increased by 1.5% points to 12.1%, the force is still top in its MSF group (average 15.1%) and second nationally (average 17.9%).
- At force level the Chief Constable chairs the multi-agency chief officer group, comprising the chief executives of the four unitary authorities, local health boards, police authority, probation and fire service. This group agrees policy and also oversees the Youth Offending Teams.
- BCU commanders are held to account via the monthly corporate strategy board meetings where performance is a standing agenda item. Quarterly updates of performance against targets are provided to community safety partnerships (CSPs).
- The objectives and targets identified in the force and BCU plans reflect those contained in the CSP strategies. There is evidence that cross-cutting issues, such as violent crime and alcohol misuse, are dealt with jointly by the agencies.
- The crime and disorder co-ordinator sits on each of the CSPs to ensure a corporate approach, and senior BCU representatives are members of a number of force and county-based partnerships including; domestic violence forums, health and well-being groups, young people's partnerships, community planning and regeneration.
- The force corporate services department works closely with CSPs in providing research and management information via a joint data sub-group. Additionally, local authority crime reduction co-ordinators participate in TCG meetings in line with the NIM.
- The HQ crime and disorder co-ordinator researches opportunities for external funding. He provides advice and writes proposals for both the force and joint partnership initiatives.
- Successful bids have been made to fund projects under safer communities, the "invest to save budget", recovered assets, regeneration and education. An example is the introduction of a persistent young offenders scheme.
- Monitoring and evaluation is an integral part of all initiatives. Targets and milestones are identified and corporate services monitor and evaluate progress in conjunction with partners. The joint data sub-group monitors performance against targets within CSP strategies on a quarterly basis.

Areas for Improvement

- Although the force could demonstrate its involvement with PPOs and its links via drug referral workers to treatment, it recognises the need for appropriate and timely treatment for those who need it. There is an important role for healthcare professionals within this

process that is currently inadequate.

- The effectiveness of CSPs across the force is mixed. While Carmarthenshire and Pembrokeshire CSPs are very strong, those in Ceredigion and Powys are less effective. The force acknowledges that work needs to be done to engage fully with partner agencies in those areas.
- Some partner agencies are involved in TCG meetings, but there are opportunities for further involvement to develop a more effective and inclusive joint problem-solving process.

3 Investigating Crime (Domain 2)

The low levels of major and serious crime affecting the force has limited impact on the provision of core policing services. These incidents are so infrequent that, when they do occur, the force can cope adequately with the demand.

The force is committed to visiting the scene of every reported crime and it achieves high detection rates in all areas of volume crime. Dyfed-Powys is the top force in Wales and England for the overall crime detection rate.

There are gaps, however, in the identification and analysis of the impact of level 2 criminality within the force, and the capability to provide an effective response to it. Currently, Operation Tarian, a taskforce based in the South of Wales (that Dyfed-Powys Police contributes resources to) and the National Crime Squad, provide the majority of the support in tackling level 2 criminality.

3A Investigating Major and Serious Crime

Good

Strengths

- The force has one of the lowest rates for serious crimes in England and Wales. As an example, there were 0.04 murders per 1,000 in 2004/05, with the force showing a 100% detection rate compared with the national average of a 94% detection rate. The force is 2nd in its MSF group for the number of rapes detected.
- The number of rapes per 10000 population in 2004/05 has remained the same at 2.03 which places the force 2nd in its MSF group and 14th nationally.
- The number of rape crimes detected in 2004/05 increased by 9.9% points from 24.8% (2003-04) to 34.7%. This places the force 2nd in its MSF group (average 27.8%) and 10th nationally (average 29.5%).
- Major investigation teams are set up by on-call senior investigating officers (SIOs) and resourced appropriately. The force operates Gold, Silver and Bronze duty officer rotas on a 24-hour basis, and this structure is responsible for the identification and resourcing of critical incidents. The force command and control system has standard operating procedures in the form of tactical menus for use on various incidents.
- The force operates an on-call SIO rota, and there are on-call rotas for scenes of crime officers, crime scene managers and HOLMES indexers. Other key HOLMES staff are called out when required.
- A force IAG has recently been established and this is used as an integral part of generating community impact assessments. Assessments are conducted routinely where an SIO has been allocated to an enquiry or where the circumstances necessitate such an assessment.
- Major crime investigations follow the principles set out in the *Murder Manual* and major incident room standardised administrative procedures (MIRSAP) and are supported by force policy and guidelines.
- The decision to manage an incident on HOLMES is taken on a case-by-case basis by the head of CID in consultation with the SIO. This is due to the relatively low number of major

crime investigations and the need to maintain skill levels. The force, therefore, regularly uses HOLMES for investigations other than murders.

- The force follows the review guidance as set out in the *Murder Manual* and the MIRSAP document, with the decision to review taken by an ACPO officer following guidance from the head or deputy head of CID.
- SIOs are trained to national standards and the force is involved in the Professionalising Investigation Programme (PIP). Only trained officers are nominated as SIOs for major crime investigations.
- The force has informal arrangements with neighbouring forces for the review of major crime investigations, and this is being developed across the forces in South Wales to provide a formal collaborative approach to major crime reviews.
- All major investigations are debriefed and any learning points or good practice issues are fed back to SIOs at SIO training days and during senior CID conferences.
- The force maintains a resilience of key posts in accordance with MIRSAP, and divisions have skills profiles that set out the number of staff required to support the setting up of Major Incident Rooms.
- There is good interoperability of intelligence systems between forces via Asset, with the main computer systems (custody, crime, intelligence, command and control, firearms etc) being directly linked and searchable.
- Critical incidents and incidents involving domestic violence are monitored to initiate homicide prevention activity.
- The force trains all officers to conduct basic crime scene examinations and all police vehicles carry evidence recovery kits. A significant part of the training is dedicated to scene preservation. A rota of crime scene managers is operated to ensure the securing and preservation of crime scenes in cases of serious crime and critical incidents.

Areas for Improvement

- There has been a rise in the number of life-threatening crimes and gun crimes per 1,000 population in 2004/05 (0.29), in comparison to 2003/04 (0.24), placing the force 4th in its MSF group.
- The number of attempted murders per 10,000 population has increased by 20% from 0.10 (2003-04) to 0.12 (2004-05). This places the force 6th in its MSF group (average 0.09).
- The force is bottom of its MSF group in respect of the number of attempted murders detected (66.7%), placing the force bottom of its MSF group where the average was 84.3%. The national average is 72.7%.
- While the force had the lowest rate of kidnappings in the country, it was one of the worst performers at detecting such offences (although it is accepted that numbers of offences are very low).
- There is no performance management structure specific to major investigations, although

there is regular monitoring of costs.

- Major and serious crimes, such as homicide, are not incorporated within force or divisional strategic assessments but they do include criminality, which is often a precursor to such incidents.
- Although the number of major incidents is low, the force does not have a dedicated major incident team, or associated resources, and the SIO is required to precept the required number of staff from divisions. A category 'A' murder would probably necessitate assistance from neighbouring forces.
- There is no comprehensive approach to precursor events to homicide or other major incidents other than via the NIM processes or 'daily state' briefings.

3B Tackling Level 2 Criminality

Poor

Strengths

- In 2004/05 the force obtained 16 confiscation orders under the Proceeds of Crime Act, compared with an MSF average of 6.6. The total value of those orders was £267,137, again above the MSF average. The force performed less well in the number of forfeiture orders it obtained, but the value of those orders exceeded its MSF average.
- Although the number of forfeiture orders have fallen in 2004-05 from 6 to 4, the value has increased from £10,403 to £27,140. This is significantly above the MSF group average of £5,522.
- Although the force struggled with effective level 2 tasking processes, there were several recent operations that were clearly level 2 issues that the force dealt with extremely well. Most were drug related, with good results achieved at the conclusion of lengthy investigations utilising sophisticated intrusive surveillance. Therefore, while the force may be concerned over its use of the NIM, it can demonstrate excellent collaborative work at level 2 and 3.
- The force has had some success in disrupting serious and organised criminal networks eg Operation Citizen was a successful level 2 operation tackling drug traffickers.
- The force has a strategic assessment for Special Branch, which identifies priorities for terrorism and politically motivated crime. There is also a monthly force security group meeting where all security threats are identified and discussed, and any necessary actions allocated. There is additional support available from the special branch regional intelligence cell (RIC).
- The regional taskforce (Tarian) was established to overcome difficulties in resourcing regional operations. There are examples of Tarian resources assisting Dyfed-Powys in level 2 operations when they have arisen.
- Formal agreements exist between the southern Welsh forces for a joint response to incidents of kidnap or blackmail.

Areas for Improvement

- Violent crime has risen by over 5% with 17 crimes per 1,000 of the population being committed, placing the force 4th in its MSF group.
- The number of Class A drug supply offences brought to justice per 10000 population has fallen by 68%, from 0.50 (2003-04) to 0.16 (2004-05) although this in line with the MSF group average.
- In 2004-05 the number of confiscation orders fell by one and the total value of confiscation orders fell by 5.2% from £281,843 to £267,137. This is, however, above the MSF group average.
- In 2004-05, the number of offences of trafficking in controlled drugs per 1000 population fell

by 16.4% which places the force 5th in its MSF group. The % of detected trafficking in controlled drug offences also fell by 5.5% which places the force 5th in its MSF group.

- Although some serious and organised crime types do feature in the force strategic assessment, there is limited capacity to proactively seek intelligence across a broad range of level 2 crime and criminality.
- Operation Tarian is an effective arrangement between Dyfed-Powys, Gwent and South Wales, but it is almost exclusively focused on Class A drug offences. There is no interoperability of IT across the Tarian forces but it is hoped that this will be resolved in the near future with the development of the Cross-Regional Information Sharing Project (CRISP) which Dyfed-Powys Police has developed on behalf of ACPO and PITO.
- The force level 2 TCG, in its current format, is not an effective process. There is little evidence of identifying level 2 issues, tasking or co-ordinating a force response. This problem related to a lack of intelligence at level 2 and a small number of level 2 targets being identified.
- The force has a small level 2 investigative capability. However, due to there being little level 2 tasking taking place, this unit is primarily self-tasking and the majority of its time is taken up with surveillance. The force does not contribute enough level 2 packages to the RIG.
- Other than for specific ongoing investigations, there is no formal process in place to identify and analyse criminal networks operating within the force area or impacting on the force.
- The force does not have dedicated source units (DSUs) in all its BCUs, thus increasing the risk of compromise of sources and staff. There is a DSU in Carmarthenshire and, by October 2005, one will have been established in Pembrokeshire with a joint unit between Powys and Ceredigion. There is no level 2 DSU.
- It is doubtful whether the force fully understands the level 2 demand; and even where level 2 activity has been identified, there are insufficient resources to provide an effective response. Any resourcing of extraordinary demand would significantly impact on front-line policing.
- There is no formal performance management framework in place for organised and level 2 crime. Evaluation of results from level 2 packages is inconsistent.
- Although divisional officers are aware of the existence of legislation and there is notable success in asset recovery, it was generally accepted that they are not aware of their powers and how the financial investigation unit could assist them. The two particular areas of difficulty are a general lack of knowledge and identifying opportunities for recovery of assets.
- There is a need to improve the degree of knowledge of community impact assessments at all levels of the force.

3C Investigating Hate Crime and Crimes against Vulnerable Persons

Good	Stable
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Strengths

Hate Crime

- The force has a policy for the investigation of hate crime, which is based on the ACPO *Hate Crime Manual*. The policy is available to all officers on the force intranet.
- The force works closely with other agencies and partners to secure evidence and support victims. Local under represented groups (URGs) have been established in each BCU with a strong representation from partner agencies. An example of their work is a recent review and amendment of the force policy regarding the policing of public sex locations.
- Although the force does not have specialist or dedicated units to deal with hate crime, every crime reported to Dyfed-Powys Police is investigated. All crimes and reported incidents are recorded on the command and control system and have to be signed off by a supervisor. Community support officers on BCUs monitor all hate crime reports and work with intelligence unit staff to identify specific trends or patterns.

Child Abuse

- The superintendent PPU HQ is the strategic lead for child abuse investigations and is responsible for the development of policies, procedures and protocols.
- Child abuse is incorporated within the force policing plan as part of the Safer Counties initiative.
- The PPU within BCUs incorporates domestic violence officers, sexual/violent offender liaison officers, child abuse investigation officers and adult abuse investigation officers. This structure, therefore, provides the most effective links between these related areas.
- The force operates in accordance with the All Wales Child Protection procedures, which are available to all officers on the force intranet. These procedures identify reporting methods and how organisations will respond to allegations of abuse, as well as identifying clear roles and responsibilities of all agencies involved in such investigations.
- All front-line staff have had awareness training for dealing with vulnerable victims and witnesses. Distance learning material is available on the force intranet to assist officers and posters have been produced to raise awareness. Force IT crime recording systems have been amended to highlight the availability of special measures applicable to all children under 17 years of age, and every printed crime highlights the fact that special measures apply.

Domestic Abuse

- In 2004/05 the percentage of domestic violence incidents with a power of arrest, where an arrest was made in relation to the incident, was 80.2%. This is above the MSF group average (76.6%) and national average (55.7%).
- There is a domestic violence officer within each Public Protection Unit (PPU) who is responsible for identifying developing trends, monitoring the quality of file submissions and offering advice and support to operational officers.

- All domestic violence incidents are recorded on the command and control system and these cannot be finalised without a crime number or domestic incident number being allocated. When investigating officers' enquiries have been completed, the report is forwarded, via the supervisor, to the domestic violence officer who quality checks the information and evidence file if the matter is proceeding to Court.
- The force has targets for arrest rates and reducing repeat incidents of domestic violence. Performance information is produced monthly, with responsibility for achievement being with BCU commanders.

Areas for Improvement

- While the force has recently introduced CATS - a computerised system for managing child abuse investigations - there has been no back record conversion onto the new system. A funding bid has, however, been submitted to the PLX project board to enable the back record conversion of 5 years' data.
- There is no formal risk assessment process in place for domestic violence incidents, although a domestic violence database is incorporated within the command and control system.
- Improvements in IT will allow for more detailed analysis of performance. The repeat rate for offences of domestic violence is high, and there appears to be no real understanding of why. Following analysis and assessment of the implications of these issues, the force will provide a targeted response to problem areas.

3D Volume Crime Investigation

Good	Stable
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Strengths

- Although the total crime detection rate for 2004/05 has fallen from 46.8% (2003–04) to 43.4%, it is still significantly above the MSF average (32.4%) and the national average (25.7%). This places the force top of its MSF group and top nationally.
- In 2004/05, the detection rate for domestic burglary fell by 3.5% to 24.8%. This is still above the MSF average of 18.7% and the national average of 15.9%. The force is placed 2nd in its MSF group and 8th nationally.
- The detection rate for vehicle crime in 2004/05 fell by 2.7% to 20.8%. However, it still remains significantly above the MSF average (12.3%) and is double the national average (10.1%). The force is top of its MSF group and 2nd nationally.
- The detection rate for violent crime fell in 2004/05 by 2% to 64.3%. This is still above the MSF average (61.3%), and the national average (49.5%), and places the force 3rd within its MSF group and 10th nationally.
- Although In 2004/05, the detection rate for robbery fell by 13.4% to 36.6%, this is still above the MSF average of 26.3% and the national average of 19.9%. Despite the reduction in the detection rate, the force is still 2nd in its MSF group and 5th nationally.
- The force has developed a programme that electronically scans the command and control system (STORM) for crime-related matters and tracks progress in respect of NCRS. All staff can access the programme on the intranet and the information displayed is 'live' and timely, in that incidents that have not been recorded as a crime within 24 hours are listed and those that are out of compliance are flagged up in a very conspicuous manner.
- The force has a Professionalising the Investigation Programme (PIP) action plan that is being co-ordinated by a detective superintendent.
- There are examples of the effective use of tasking and co-ordination where crime trends and hotspots have been identified, but predictive analysis is difficult due to the low levels of reported crimes.
- The force is working with partners to identify and manage prolific and persistent offenders, and the NIM process is used to target activity.

Areas for Improvement

- There is currently no force crime strategy in place. However, there is a project that is nearing completion called the crime standards project that is aimed at going back to basics in an attempt to reverse the current decline in performance caused in part by the introduction of NCRS. It will concentrate on the training of key staff, enhance IT, improve the quality of investigations and provide much needed performance information.
- The force received an 'amber' grading from the Audit Commission in respect of its compliance with NCRS in 2004. As a result, an action plan was devised to bring the force into full compliance and procedures have been implemented to assist officers'

understanding of the requirements. The force audit and inspectorate unit produces monthly performance data that is distributed to section level. This data identifies trends, good practice and areas for improvement. There are early signs of success.

- There are no minimum standards of investigation for any crime type and senior managers expressed concerns about the quality of crime investigation.
- While all BCUs have ANPR (automatic number plate recognition) capability, there is no co-ordinated approach to its deployment and no system in place to measure its effectiveness in tackling volume crime problems.
- Although detective chief inspectors (who are HQ based) have specific geographic responsibility for reducing and detecting volume crime, they do not attend any TCG meetings at level 1.

3E Forensic Management

Fair	Stable
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Strengths

- In 2004/05, the percentage of fingerprint recovery from domestic burglary scenes examined increased to 71.5%. This placed the force top of its MSF group (where the average was 36.5%) and top nationally. The recovery rate of fingerprints from scenes of motor vehicle theft was also 1st in the MSF group and 1st nationally (72.5%). The DNA recovery rate from domestic burglary scenes was also high (15.8%), placing the force 2nd in its MSF group and 3rd nationally.
- There are force policies in place covering most aspects of forensic management. This is complemented by comprehensive guidance on the force intranet in areas such as: DNA procedures, fingerprints, crime scene examination and health and safety.
- There are service level agreements (SLAs) in place between scientific support units (SSUs) and BCUs detailing the levels of service to be provided.
- The commitment to training all operational staff in scene preservation and the recovery of low level samples would appear to provide real benefits with, for example, 25% of all fingerprint recovery coming from operational staff.
- An intelligence function has been introduced to the SSU to co-ordinate forensic trends across the force and wider geographic areas. This has resulted in notable successes by linking offence series and trends that would not have been clear by conventional means.
- The crime recording system is used to record all forensic examinations, recoveries and results. This allows staff to view, in real time, the progress of investigations and possible forensic leads and results.

Areas for Improvement

- In 2004/05 the percentage of domestic burglary scenes examined was 74.7%, which placed the force 6th in its MSF group (where the average was 82.6%) and 40th nationally. The percentage of motor vehicle theft scenes examined was 33.6% in 2004/05, but this placed the force at the bottom of its MSF group (where the average was 51.6%) and 39th nationally.
- The force does not appear to be maximising its opportunities from forensic identifications. In 2004/05, the conversion of fingerprint identifications to total detections fell by 28% points from 86% (2003–04) to 57.6%. This placed the force 5th in its MSF group (average 58.2%) and 33rd nationally (average 82.5%). Although in 2004/05, the DNA total detections per match increased by 22.3% points to 79.3%, the force was still bottom of its MSF group (where the average was 119.4%) and 32nd nationally (average 88.7%).
- There is no formal forensic strategy that identifies how scientific support links to the crime and other force strategies.
- The force does not have a forensic steering group where representatives from other departments and BCUs can discuss forensic issues.

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- While comprehensive training is given to probationers and transferees, there is no formal training to raise awareness of longer serving officers and inform them of developments in forensic science.
- SSU staff only attend level 1 TCG meetings on an ad hoc basis. They are a valuable source of information and experience, therefore consideration should be given to their regular attendance at these meetings.
- The force has a manual system of recording and analysing footwear impressions, which makes it difficult to distribute details to operational officers. There needs to be a greater awareness among operational officers of the value of footwear impressions.

3F Criminal Justice Processes

Good	Stable
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Strengths

Criminal Justice Processes

- ACPO provides the lead on all the major criminal justice issues. The Chief Constable is an active member of the LCJB and the DCC (deputy chief constable) leads on all criminal justice issues within the force, including custody, case preparation, criminal justice partnerships, PNC and youth justice.
- The DCC provides strong leadership as the champion of key priorities in narrowing the justice gap; including pre-charge advice, co-location, PNC etc. He also has the responsibility as the main gatekeeper in documented inter-agency action plans that are agreed by ACPO.
- Comprehensive performance measures are in place, agreed with the other criminal justice partners. They include: quality timeliness of case files; timeliness of arrest to finalisation for persistent young offenders (PYOs); cracked and ineffective trials; witness care arrangements; monitoring the pre-charge advice scheme and the enforcement of warrants. These indicators are monitored and used to improve service delivery.
- The force has a pre-charge advice scheme on each of the divisions, with CPS (Crown Prosecution Service) lawyers being available in person or contactable by telephone.
- A number of plans are in place to improve criminal justice processes, including the narrowing the justice gap action plan, the PYO action plan, project plans for No Witness No Justice, a confidence action plan and a PNC action plan managed through the PNC steering group. Progress in relation to pre-charge advice and co-location are managed through a multi-agency steering group, chaired by the DCC and attended by the Chief Crown Prosecutor.
- The force has developed a co-located trial unit with the CPS that deals with all indictable only offences. There is a co-location steering group that is exploring other opportunities for joint working.
- The force has established a joint No Witness No Justice unit that manages all witness care issues.
- The criminal justice unit is adequately resourced, and the multiple skills of staff enables flexible redeployment to cover the excess build up of work in any area of the unit. Joint training takes place with the courts and the CPS to ensure that appropriate training of the right quality is delivered.
- A Persistent Young Offenders Scheme has been established in Carmarthenshire. It has been funded by the community safety group through the BCU fund and is managed by a detective sergeant and 1.5 detective constables.
- The force has undertaken a lot of work to reduce the administrative burden on operational police officers. An example of this is through the introduction of an in-house case and custody system that has streamlined the file preparation process.

Police National Computer

- The DCC is the force lead for PNC, and he chairs the PNC steering group that has responsibility for developing PNC policy and implementing the PNC action plan.
- The force had a PNC inspection in April 2004 where a number of good working practices were identified. In 2004/05, the amount of arrest summons data entered onto the PNC in one day varied from 95.4% (high) to 87.5% (low) with an average of 93%. This is above the MSF average (85.3%) and national average (82%) and places the force top of its MSF group and top nationally.
- The amount of court results data entered onto the PNC in ten days during 2004/05 varied from 88.2% (high) to 36.3% (low) with an average of 71.5%. This is above the MSF average (66.3%) and the national average 54.5% and places the force 3rd in its MSF group and 12th nationally.
- During the baseline assessment visit, it was apparent that there was a high level of knowledge and understanding of the functionality of PNC throughout the force.

Prisoner Handling

- There is a custody user group chaired by a chief inspector (custody). The professional standards unit, criminal justice unit, SSU, estates department, federation department, computer development department and Phoenix department, as well as representatives for the four BCUs, all attend the meetings.
- The custody news page on the force intranet is also used as a method for custody staff to bring operational issues and incidents to the attention of all staff. In addition, a lay visitor scheme is in operation, feedback from which is discussed at management meetings.
- A new arrangement for the coverage of the force area by a combination of doctors and nurses was introduced in February 2004, following the recommendations of the Custody Review. The force now directly employs its own police surgeons who are available on a rota basis to provide the required custody and Police and Criminal Evidence (PACE) coverage.

Youth Justice

- In respect of restorative justice, the force operates a policy of 'conferencing' in respect of young offenders at reprimand and final warning stage in conjunction with the youth offending team (YOT). Where there is a suspicion of substance abuse (drugs or alcohol), the offenders are offered access to an arrest referral worker (four are currently employed via partnership funding) attached to custody centres.
- Since 1 February 2005 a new witness care unit has been updating each victim and witness with the progress of the case from the point of charge.

Areas for Improvement

- In 2004/05 the number of notifiable/recorded offences resulting in conviction, caution, or taken into consideration at Court fell by 10% points from 12433 (2003-04) to 11185. During the same period, sanction detections reduced by 1.2% from 11,390 (2003-04) to 11,256.

*Dyfed-Powys Police – Baseline Assessment
October 2005*

- Responsibilities for the various strands of criminal justice within the force are spread over a number of departments, eg file preparation (administration of justice); custody (operations); PNC (administration of justice and operations); youth justice (community safety).
- The force is currently in the process of conducting a scoping exercise in relation to National Strategy for Police Information Systems (NSPIS) case preparation and custody and, once a decision has been made on the way forward, a full review will be undertaken to identify the most effective and efficient structure for criminal justice, both internally and with the partner criminal justice agencies.

4 Promoting Safety (Domain 3)

The force approach to policing is based on close contact with the community and delivering a personal service. The fear of crime within Dyfed-Powys Police area is low when compared with other areas of the country. The force has the lowest level of worry about vehicle crime nationally and is in the top six forces for the lowest levels of worry about burglary, violent crime and disorder.

Although the number of road traffic collisions (RTCs) resulting in death or serious injury is quite high, this has to be viewed in the context of the characteristics of the area. There are approximately 13.5 million visitors annually to the area policed by Dyfed-Powys, and the characteristics of some of the roads in the rural areas are highly attractive to large numbers of motorcyclists, particularly in the summer months.

Although the number of fatalities has remained static at around 40 per annum, the number of serious RTCs has reduced by 18% since 2001/02.

4A Reassurance

Good	Stable
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Strengths

- The British Crime Survey data reveals that there are low levels of worry about crime in the Dyfed-Powys area. There are reductions in the level of worry in all areas except perceived levels of disorder. This, however, has increased by only 0.5%.
- The number of people surveyed in 2004/05 who were very worried about burglary reduced by 0.6% points to 7.7%. This places the force 2nd in its MSF group (average 8.3%) and 6th nationally (average 11.3%).
- The levels of worry about vehicle crime in 2004/05 reduced by 3.7% points to 5.5%. This places the force top of its MSF group (average 8.3%) and top nationally (average 12.5%).
- The levels of worry about violent crime reduced by 2.1% points to 8.6%. This places the force 3rd in its MSF group (average 11.1%) and 4th nationally (average 15.1%).
- In 2004/05, repeat domestic violence incidents have reduced by 9% points from 33.4% (2003–04) to 24.4%. This is lower than both the MSF average (30.8%) and the national average of 37.8%.
- In 2004/05, repeat domestic burglaries have reduced by 0.4% from 4.4% (2003–04) to 4% (2004/05). Although this is only a small reduction, the rate is significantly below the MSF average (5.8%) and the national average (8.3%).
- A force strategic working group was held in November 2004. They discussed, at length, the need to revisit the force's key strategies to ensure that they were fit for purpose and that, in particular, they incorporated key elements of police reform, citizen focus and the reassurance programme.
- Reassurance is an agenda item for the level 1 TCG meetings. Any emerging issues are analysed and action is planned and resourced as appropriate.
- The DCC provided evidence of how partner agencies were actively developing combined building use in many of the difficult to reach areas of the force to ensure a police presence

and improve community reassurance. He had a clear view of how the force should be progressing the reassurance agenda and how it links with neighbourhood policing and community engagement.

- There are examples of where the force is working with the CSPs, and other partners, on initiatives to instil a greater feeling of safety and security. Data-sharing protocols are in place and the development of an effective process for managing community intelligence is being pursued.
- The force has employed 27 police community support officers (PCSOs), to support the local policing plans and patrol strategies. A joint police-council initiative has resulted in additional money being provided for PCSOs in specific areas.
- The ethos of Dyfed-Powys Police has, for many years, been reassurance policing. There is a very good relationship with its communities and the force enjoys good support from the public. More officers are being deployed in rural areas, using post offices as a base, and more robust processes for engagement are being developed.
- There are examples of the force making good use of the press and other media to inform communities of policing priorities and successes.

Areas for Improvement

- While there is no formal strategy in place, the force is in the process of developing a neighbourhood policing strategy that will incorporate all aspects of neighbourhood policing, community engagement and consultation.
- Although there is a determination to move towards a community-based policing style, there is no process to identify which areas will be prioritised, how it will be achieved and what impact it will have.
- There is some evidence of patrol priorities and deployment being driven by the level 1 TCG process, but operational officers are not aware of the existence of patrol plans that directs them to identified problem areas when they have down time. While it is evident to a limited extent within BCUs, there is no corporate, structured process for gathering, analysing and using community intelligence.
- The force is in the process of developing a system of 'impact result' measurement in order to inform communities of the continued success the police are having, and also to encourage greater involvement and increase the flow of intelligence.
- The force has not yet been able to identify opportunities to take advantage of the Community Safety Scheme Accreditation process.

4B Reducing Anti-Social Behaviour and Promoting Public Safety

Fair	Improved
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Strengths

- Anti-social behaviour (ASB) is considered as part of the force strategic assessment and it is incorporated within the BCU control strategies.
- There is evidence of proactive work within BCUs to tackle anti-social behaviour in partnership with other agencies. Lead officers have been identified for each BCU and they are responsible for monitoring ASB and linking with partners to provide solutions.
- A multi-agency forum has recently been established between the Dyfed-Powys Police and the four local authorities in the force area to address ASB and ensure a fully integrated approach to the issue. The forum chaired by the chief inspector (HQ community safety), aims to identify and share good practice, develop a co-ordinated approach to ASB and provide a strategic lead in this area. For example, as a result of work done with the licensing authority, applicants for new licenses have to undertake to install CCTV before a licence will be granted.
- ASB features as a standing item on the level 1 and level 2 tactical assessments and it is discussed as part of the TCG meetings. There is evidence of patrol activity being directed to deal with identified problems.
- The force has recently drawn up a protocol with Dyfed-Powys CPS on the procedures and responsibilities in applying for Anti-Social Behaviour Orders (ASBOs) on conviction.
- There is evidence of partnerships working to reduce road casualties. An example is the work done in conjunction with Ceredigion County Council in respect of Bike Safe, when large numbers of motorcyclists converge on the area during the summer months. Statistical data is provided on a regular basis in order to inform the deployment of resources and direct operational activity in respect of road safety.
- Although there is no specific force road safety strategy, the force follows the Roads Safety Strategy for Wales. An All Wales Roads Policing strategy is also being devised under the direction of the regional heads of operations forum (lead force is North Wales).

Areas for Improvement

- While there is evidence of effective activity to tackle ASB in most BCUs, there is no force strategy that identifies priorities or that links in with the strategies of partner agencies. The force is in the final stages of developing a comprehensive guidance document for all officers in order to provide a structured and corporate approach to the whole issue of ASB, detailing the various intervention methods leading to an ASBO.
- While there are examples of problem-solving methodology being used within BCUs, there is no defined multi-agency, problem-solving model.
- There is no formal process for the gathering, analysing and use of community intelligence.
- There is no formal process in place for intelligence sharing with partner organisations.

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- There are systems in place to monitor the number of ASBOs and penalty notices for disorder (PND), but there is no formal process for measuring success in reducing ASB.

5 Providing Assistance (Domain 4)

A new state-of-the-art central communications centre has been built at HQ with the intention that the police communications function be co-located with those of the fire service and ambulance service.

The force experienced a 4.2% increase in the number of 999 calls in 2004/05 and a fall (5.9%) in the number answered within the target time. It is expected that when the communications centre is fully established, improvements in call-handling performance will follow.

The HQ operations department has been restructured and a number of performance targets have been introduced to focus the activities in support of operational policing.

The roads policing unit (RPU) is a valuable resource that needs to establish its purpose and maximise the opportunities to impact on reducing and detecting crime.

5A Call Management

Fair	Improved
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Strengths

- Each month, a random sample of callers is sent a questionnaire to assess the quality of call handling and the action of the police. This information, together with internal audit information, is fed into the quarterly performance-monitoring meeting. In 2004-05, the % of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions satisfied with respect to making initial contact with the police was 91.9%. This places the force top of its MSF group (average 88.3%).
- Performance is monitored daily by operations room inspectors through an automated performance management system built into the new call-handling system. A monthly performance report is generated for the department management and chief officers.
- Non-emergency calls are monitored through the force communications centre, a centralised call-handling facility. Targets for answering 90% of calls within 10 seconds are consistently met, with options for voicemail or call-back.
- There are clear grading criteria for incidents. Quality assessment of call grading has been introduced and is reported monthly, showing a 96% compliance rate.
- All new staff are trained to NVQ level 2 during their probationary period and a new joint training programme is being developed involving the designated operations room inspector, supervisory staff and a dedicated operations/IT/citizen focus trainer.
- There is a monthly call management quality standards forum involving practitioners and representatives from divisions.
- The force has adopted the ACPO security systems policy and the policy on alarm attendance, including withdrawal of service. The force assigned a project manager to develop the force e-policing strategy and this is now being progressed on a regional basis with heads of IS and IT.

Areas for Improvement

- The force target for answering emergency calls is 90% within 10 seconds. In 2004/05, 82.7% of emergency calls were answered within the target time. Despite the number of calls falling by 4.5% points, this is a reduction on the previous year (88.7%) and is below the MSF average (89.4%) and the national average (87.3%). This places the force bottom of its MSF group.
- Force research has identified that resource levels in the operations centre should be 30 members of staff, but the establishment has been set at 24. Of those, there are regularly between 6 and 11 staff members off sick at any one time. There is a clear problem with regard to shift rotas and associated sickness. As a consequence, the operations centre inspectors get involved in call handling to the detriment of their incident management role.
- Call-handling staff are not updated on divisional priorities, targets and hotspots.
- No processes are in place to monitor the standards of call handling when calls are transferred to other parts of the organisation. The national quality of service impact assessment identified this and additional work is now needed to set up procedures to gather relevant data.

5B Providing Specialist Operational Support

Fair	Stable
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Strengths

- The DCC is the nominated ACPO lead within the force in relation to operational policy and practice on the police use of firearms and less lethal weapons.
- A recent HMIC thematic inspection on the code of practice on the police use of firearms and less lethal weapons stated that the force has obviously undertaken a great deal of work in ascertaining the level and nature of the threats it may encounter and, consequently, this is considered to be good.
- The thematic report states that the force should be applauded for the progress it has made in ensuring the standards of competence, accreditation and re-classification.
- HMIC considers the force's approach to the selection and training of Silver Commanders to be good.
- Gold Command is performed by three ACPO officers. Silver is performed by 23 officers of at least chief inspector rank. For spontaneous incidents, where life may be immediately at risk, the operations room inspector may authorise firearms deployment. The duty Gold Commander is readily identifiable and easily contactable by the force control room. Silver Command is provided by divisional senior management from 0600 to 1800hrs each day. The force provides 'Silver Command' from 1800 to 0200hrs and there is an on-call rota for cover through the night.
- Armed response vehicles (ARVs) are operated and deployed 24/7 with a crew of two officers per vehicle. Force policy states that there will be a minimum of three ARVs deployed and available at any time.
- Each ARV carries a baton gun and it is readily available at every ARV deployment. The use of the X26 Taser has approval in principle and should be available during 2005. The force has three passive attack dogs. They are available on call and are deployed to all operations.
- The HQ operations department has been restructured and a number of performance targets, designed to focus the activities of the operational and support elements of the department, have been introduced. These are reviewed regularly, reported on at the senior operations management meetings and included in updates to the chief officer group. In addition, clear and specific objectives are set for each portfolio head to identify priorities for the year ahead, and these feed into objectives within the performance development review (PDR) process.

Areas for Improvement

- The HMIC thematic inspection on the code of practice on the police use of firearms and less lethal weapons stated that the assessors were unable to see how the link made between the threats and risks identified and the provision of armed capability. In particular:
 - how the force arrives at the number of AFOs it currently has and their positioning within the force;
 - the rationale for the training in some of the more extreme tactics;

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- how the force arrives at the numbers it has in its tactical firearms team; and
 - the number of Gold, Silver and Bronze Commanders and post-incident managers.
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- It appears as though the threat assessment has been a discreet procedure. HMIC was not provided with evidence to show that the threat assessment was used to ascertain or confirm that the current levels were adequate.
 - The force has been unable to articulate its rationale for the current firearms establishment.
 - HMIC considers the force's approach to the selection and training of Gold Commanders to be poor and Bronze Commanders to be fair. This is an issue that the force should address as a matter of priority. The identification of Bronze Commanders was the subject of comment and a recommendation within the Police Complaints Authority review of shootings by the police between 1998 and 2001, where this issue was highlighted.
 - The area of particular concern to HMIC is that surrounding the re-accreditation of tactical advisers and Gold, Silver and Bronze Commanders. The force has not addressed this issue and does not have a system in place to assess their commanders. This area is considered to be poor.
 - Community impact assessments are carried out by the Silver Commander if appropriate or necessary. The process, however, is informal and the force is considered to be fair in this area.
 - The force has an informal procedure for the reporting of results of police investigations or reviews to ACPO or the NCPE, and is considered to be fair in this area. There is no formal process for notifying ACPO of issues and good practice identified in force, but an action plan is being developed to address this in the revision of the post-incident policy.
 - A protocol between Welsh forces, for the supply of mutual aid with regard to firearms, is at the final draft stage and will be progressed by the regional police use of firearms sub-group. Work on collaboration in a number of areas is also ongoing, co-ordinated on behalf of Wales ACPO by the DCC of South Wales. There are a number of strands to the protocol including firearms training and operations, air support etc.
 - While HQ departments have corporate responsibility for some of the specialist resources, they have little influence in their deployment. For example, the strategic head of roads policing is based at HQ, but the resources are located on BCUs and deployed by BCU staff. Another example is the dog section – training and personnel issues are the responsibility of HQ operations department, while BCUs retain ownership of resource deployment and performance.
 - There is little evidence that central resources are tasked in accordance with the NIM. However, where centrally owned resources are deployed by BCUs, they are included in the level 1 tasking process.

5C Roads Policing

Fair	Stable
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Strengths

- There is evidence of BCUs working with partner agencies to promote road safety in accordance with the Safer Counties model. Meetings are held with local authorities and the Highways Agency to review collision hotspots and identify opportunities to make improvements to road layout or to review speed restrictions.
- In Powys, the fire service has been engaged in joint patrols to assist with collision reduction. A multi-agency conference held in 2004, which attracted representatives from the public services, motor cycle industry and the press, resulted in a joint initiative that saw a significant reduction in collisions involving motor cycles.
- The force is fully committed to supporting the safety camera partnership and there is a force road safety officer who works with the four unitary authorities.
- The *Road Death Investigation Manual* has been fully adopted by the force. A trained SIO is appointed to and attends the scene of every fatal RTC. A family liaison officer (FLO) is appointed by the SIO and reviews of outstanding actions take place with the criminal justice department within 48 hours of the collision. Bi-weekly meetings are then held to review progress.
- The force has adopted the ACPO policy on police pursuits. The dynamic risk assessment is part of the standard operating procedures on the command and control system, and this is carried out by the communications room inspector.
- ANPR technology is available in each of the BCUs. The roads policing sergeant and ANPR intelligence officer attend a quarterly roads policing intelligence forum and ensure that current intelligence and matters of interest discussed at this event are disseminated to operational staff and specialists.

Areas for Improvement

- In 2004/05, the number of road traffic collisions resulting in death or serious personal injury per 100 million vehicle kilometres travelled is 8.26. This is above the MSF average (5.89) and the national average (5.66).
- In 2004/05, the number of road traffic collisions resulting in death or serious injury per 1,000 population is 0.80. This is above the MSF average (0.54) and the national average (0.50). This places the force 6th in its MSF group.
- There is a lack of clarity, direction and accountability for roads policing. In the absence of such direction, the focus for roads policing is the national and force policing plans. The force does not yet have a clear view of where roads policing fits within its priorities.
- The force's approach to roads policing is aligned to the Road Safety Strategy for Wales. The current force roads policing strategy is the subject of a holistic review following a force strategic workshop (chaired by the Chief Constable) in November 2004. An All Wales Roads Policing Strategy is being developed by the regional heads of operations forum.

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- Although some generic performance information relating to roads policing is produced, eg casualty reduction figures, there is no performance management framework, ie objectives and targets in place that measure the contribution the roads policing function is making to the performance of the force.
- There is no link between the force road policing strategy and the crime strategy, so the opportunities to tackle crime by effective targeting of the roads is not being maximised. Roads policing teams are not being directed to roads policing priorities in accordance with the NIM.
- The head of operations (HQ) is the corporate owner of roads policing but the only HQ-based staff are collision investigators and a road safety officer. Roads policing teams are based on BCUs and are deployed by BCU staff.
- BCUs have the responsibility for deploying road-policing teams so they are used primarily to supplement the response capability.
- There is little co-ordination between HQ and BCUs regarding priorities for roads policing.
- There has been no specialist training for roads policing officers for a number of years.
- The roads policing teams are well equipped and expensive to maintain, but this is an unnecessary over investment in a resource that is being under utilised.
- A best value review of roads policing, lead by the head of force operations, is to be conducted. The terms of reference will include identifying roads policing priorities and reviewing whether the resource should be managed centrally or devolved to BCUs.
- There is evidence that roads policing has been neglected in the past and a system of linking it with ARV provision had not been successful. There was evidence that a clear road policing strategy was necessary and the force had recognised this and planned to develop one.

6 Resource Use (Domain B)

A restructuring of the Human Resource (HR) department has resulted in improvements to the provision of HR services, particularly in areas such as occupational health and performance review. The force is a national lead in developing an online PDR process that fully incorporates the integrated competency framework and has a built-in training needs analysis. The force has been awarded liP (Investors in People) status for its pioneering work in this area.

The force has invested in technology to support the delivery of policing services. Dyfed-Powys Police is a lead force in the development of the CRISP system that will resolve many of the issues identified by the Bichard Inquiry.

Sickness levels increased significantly in 2004/05 and there is a need for the force to understand the causes of the increase and introduce management interventions to bring it back under control.

6A HR Management

Fair	Improved
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Strengths

- There is a force HR strategy 2004–07 that incorporates the findings of ‘People Matters’, the ‘Gender Agenda’, and ‘Breaking through’. The strategy was developed with the police authority and is summarised in the force policing plan. There is a police authority HR committee and there are authority leads for all elements of HR management.
- The introduction of HR managers to BCUs has provided valuable specialist support and has allowed operations superintendents to concentrate more of their time on delivering policing services and performance. Regular meetings between HR managers and the HQ HR department help to maintain corporacy.
- The ACC is the ACPO lead for health and safety (H&S) and the head of HR has direct responsibility for the service. The police authority has appointed a lead member, with specific responsibility for H&S issues.
- There is a force H&S policy, which is enforced by a full-time H&S adviser. BCUs have H&S strategy meetings that feed into a force H&S strategy group, chaired by the Chief Constable, with representatives from BCUs and the estates department.
- A new H&S training programme will be delivered to all managers and staff in 2005 to maintain their awareness of H&S issues and inform them of new legislation and its implications. H&S training is part of the induction process for all police officers and police staff. H&S responsibilities are incorporated within role profiles and staff PDRs.
- H&S risk assessments are used in operational and non-operational work. An example is risk assessment conducted prior to ANPR operations. A monitoring and auditing process is in place to establish whether work practices reflect acceptable risk. Work is being done to develop an online accident reporting system.
- The force has adopted the national recruitment standards for police officers and uses the integrated competency framework (ICF) for the recruitment of police staff.

- There is an active JNCC that meets on a quarterly basis and this is supplemented by an informal and open discussion process between the staff association representatives, divisional/departamental heads and chief officers.
- The force has allocated a substantial budget to meet the costs of private medical care in an effort to encourage people back to work following illness or injury.
- The force was awarded liP status in 2004 following the pioneering work that was done to introduce the IT-based PDR system. The force is now working towards achieving the leadership element of liP.
- The introduction of the 'SOAP' duty management system has assisted with the enforcement of the working time regulations. It is being rolled out across the force and will be able to identify where staff are working excessive hours.
- All positions have a post profile developed in accordance with the ICF. These identify the core skills and competencies required by the post holder to do the job. The force selection policy is based on the ICF and has been introduced following consultation with the staff associations. A career development officer has been appointed to ensure smooth integration of the ICF with the PDR process.
- Dyfed-Powys is a national lead on developing the online PDR process that fully incorporates the ICF and has a built-in training needs analysis. There has been an increase in the credibility of the new process, which has resulted in a 99% completion rate.
- The force has established its own recruitment process due to the high wastage of officers who were being selected by a regional recruitment centre. The change has been made in consultation with Centrex and follows the national recruitment model to select officers to meet its own needs.
- Records show a reduction in the number of grievances reported and the number of employment tribunals has reduced. ACAS mediation training has been undertaken by some staff and this service will be provided to facilitate the new fairness and dignity at work policy. Management seminars reinforce diversity training and timely, proactive handling of grievances at the lowest level is encouraged.

Areas for Improvement

- In 2004/05, the number of working hours lost through sickness by police officers increased by 32.6% from 69.94 (2003-04) to 92.72. This places the force bottom of its MSF group (average 74.6).
- In 2004/05, the number of working hours lost through sickness by police staff increased by 0.9% from 63.62 (2003-04) to 64.2. This places the force bottom of its MSF group (average 56.3).
- There are no performance measurements relative to HR services so the force is not able to assess, in an objective way, what contribution they are making to front-line policing. They are, however, considering the use of service level agreements.
- An electronic online accident recording system is currently under development. The system will allow for real-time recording and analysis of accidents by managers, so as to identify

and reduce risks, reduce civil claims and lead to an improvement in the health and safety of staff in the workplace.

- Some operational officers believe the PDR process is only of value to those seeking promotion or applying for a specialist post. There is a view that it is a once-a-year process and that it cannot be updated on a regular basis. As a consequence, officers are leaving it until the last minute to input evidence before the next review is done. Training in the new system has not been delivered to all staff.
- Working time regulations are strictly applied to constables and sergeants and there is evidence that systems have been developed to ensure compliance. In addition, there was a clear culture of staff challenging any areas where this was abused. However, there was also a view that officers of the rank of inspector and above were not complying with the regulations. Within the superintending ranks, there is evidence of excessive hours being worked with little monitoring.

6B Training and Development

Good	Improving
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Strengths

- The force learning strategy reflects the guidance contained in relevant Home Office circulars. The strategy is specific in relation to the responsibilities of the various stakeholders and links with the policing objectives of the force.
- The NCM has been utilised to provide information in respect of all training provided by the force and there are clear links between the plan and operational objectives. All training is captured by the costed training plan.
- The force training and prioritisation group (FTPG) meet on a quarterly basis. The group prioritises and agrees changes to planned expenditure.
- All training is under the overall control of the force learning manager.
- The force has recently introduced an online PDR system, which incorporates the ICF. This is allied to an online training needs analysis (TNA) package and will be subject to formal evaluation. Initial feedback would indicate considerable benefits attached to the use of the new system in the identification of training needs, the potential for evaluation and a significant increase in the level of PDR completion.

Areas for Improvement

- The quality assurance (QA) processes do not extend to divisional training officers. Some QA activity is taking place in this area due to the good efforts of the divisional trainers themselves, but it is ad hoc, lacking in corporacy and not readily auditable.
- Each October, the force learning manager consults with stakeholders as to their training requirements. The PDR process, including individual TNA, commences in November. The combined TNA and organisational requirements are linked to produce the draft costed training plan, which through the prioritisation process results in the final plan. The training requirement is then prioritised by the FTPG based upon the strategic priorities of the force. This is a largely subjective process and the force needs to develop a more objective and structured approach that utilises an agreed risk assessment criterion.

6C Race and Diversity

Fair

Strengths

- Targets were met for the recruitment of female officers with over 50% of probationers appointed in 2004/05 being female. The percentage of female officers as a proportion of the overall force strength increased from 18.2% (2003/04) to 19.4% (2004/05). This is slightly below the MSF average (20.3%) and national average (21.2%). This places the force 5th in its MSF group. The percentage of female police staff as a proportion of the total police staff remained the same at 63.5%, which places the force 2nd in its MSF group (average 58.9%).
- The force has recently joined with the other Welsh forces to develop a regional diversity officer's forum to provide a consistent approach to Welsh-specific, as well as national diversity, issues.
- The ACC is the lead officer and he is proactively driving forward diversity issues for the force through the Dignity Programme. The programme mainstreams equality issues into people management at all levels. The new RES was published in November 2004.
- The force launched its revised RES in November 2004. It has an action plan for implementation and complies with the requirements of the Race Equality Council. It has been published in full on the force website.
- The Dignity Programme is a thorough approach to pulling all of the diversity issues together. In addition to this, the force is leading in an initiative with the Welsh Assembly Government to introduce a local authority standards approach to diversity issues.
- The six areas of diversity identified in the Dignity Programme (race, gender, disability, religion and belief, Welsh language and sexual orientation) have identified organisation leads with action plans developed for each of the areas. The programme was officially launched by the ACC and a structured marketing programme has raised awareness force-wide.
- A Disability Discrimination Act compliance working group has been established to look at service compliance and building accessibility. For example, officers with dyslexia have been provided with voice-activated software and officers with hearing impairments have been provided with digital hearing aids.
- The force is very supportive of staff associations from minority groups. Regular meetings are held between representatives and executive officers; staff are allowed time to attend meetings and budgets are allocated to cover expenses.
- The flexible working policy was revised following a major restructuring of the HR department during 2004. A childcare survey has also been undertaken, together with a survey of female staff commissioned through the Gender Agenda working group, to examine the development of family-friendly facilities within the force.

Areas for Improvement

- There is a target of 0.8% for 2004/05 for the proportion of BME police officers in the force, but none have been recruited. There were no resignations of officers from BME groups.
- Despite making huge improvements within the last twelve months, there is still considerable work to do, particularly around ensuring a more diverse workforce.
- Although there is a great deal of work in progress and initiatives that are being implemented, there is little evidence of any formal assessment or measurement of outcomes, compliance or success in implementing the force's race and diversity programme. More accountability at BCU and departmental head level would be a significant improvement.
- The force is having difficulty in recruiting BME officers and staff, and the ratio of current staff is very low. In the last year, no officers have been recruited who are from ethnic minority backgrounds.
- The force has not been proactive in exploiting recruitment opportunities among the LGTB community, either locally or nationally. However, the force GPA will be represented at the next Gay Mardi-Gras event in Cardiff (September 2005). The GPA representative has recently been trained as a recruit assessor.
- Diversity training is provided for probationers and it is included in the induction of new staff. There is no structured diversity training programme for all staff. The appointment of a new diversity training officer should help to resolve this issue.

6D Resource Management

Good	Stable
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Strengths

- The force is in a good financial position and has levels of reserves that are consistent with Audit Commission and CIPFA guidelines. The general reserves stand at 2.5% of net revenue expenditure. The police authority has accumulated pension reserves that will assist the smooth implementation of the increases in forthcoming years.
- The police authority's finance committee has clear delegated powers. New financial regulation documents have been introduced during the last 24 months, which clearly establish the respective roles and responsibilities of the treasurer and force finance director.
- To ensure the close monitoring of financial planning and the linkage to efficiency, the force has established two working groups – a budget working group that has a strategic focus and an efficiency planning group that is operationally focused.
- The efficiency planning group, chaired by the director of finance, is made up of representatives of divisional commanders, heads of department and the police authority. A formal efficiency strategy is in place, and the force is on target to achieve its efficiency plan gains.
- Most budgets are now devolved to BCU and departmental level. Qualified accountants have now been appointed as finance managers on all divisions and they are members of the BCU management team. The force has recently implemented a new financial management system that is web-enabled and supports a devolved financial management environment.
- Training seminars are held for non-financial managers and a series of finance road shows have been delivered. The training of managers has enhanced their ability to obtain information directly from the financial management system, which provides for better decision making. Resource management issues are an agenda item at all management team meetings.
- In the Audit Commission National ABC data quality report issued in May 2005 the results for the force are shown as:

2003 issues	Excellent
Costing	Excellent
Internal controls	Excellent
Information sources	Excellent
Reasonableness	Good
Use of costing data	Good
- The force has demonstrated its commitment to implement acceptable behaviour contracts (ABC) and will now, with the authority, wish to continue to develop the use of ABC and activity analysis as key elements of management information to reinforce the linking of resources to performance. Progress will be monitored on an annual basis by the Audit Commission with results included in future baseline assessments.

- A formal activity-based costing steering group has been established and is chaired by the director of finance and resources. This group reviews the results of ABC and feeds them into the planning process.
- The force participates in a range of consortia for procurement purposes – IT savings of 30% have been delivered through participation in the Welsh Procurement Initiative.
- A resource advisory group consisting of the chief officers meets annually to consider bids for growth from across the force in the context of available resources. The corporate services department has recently reviewed the allocation of resources across all four BCUs. As a result of the review findings, officers have been redeployed to Llanelli from HQ functions and other BCUs.
- The force uses the Delphi system to manage its personnel processes and this is being improved with help from an external consultancy. The force has introduced good management seminars for supervisors aimed at improving people management skills across the organisation.
- There are well-established collaborative arrangements between all four Welsh forces that have realised savings in procurement of equipment eg IT systems (30%). The force is also a member of the South West regional procurement network, which also presents opportunities for savings to be made.
- Opportunities are exploited to develop the estate in conjunction with other partners eg the development of an operations centre for use by all three emergency services, the replacement police station at Aberaeron to be located at the local authority county hall and the new police station at Crymych forming part of the fire station extension. There is also an initiative under way to provide police contact points at rural post offices.

Areas for Improvement

- There is no corporate IT-based resource management system that identifies the peaks and troughs in demand. The current shift system is not flexible enough to ensure sufficient officers are on duty when demand is at its highest.
- A review is being conducted to look at alternative options for allocating financial resources to divisions based upon the national formula, but also incorporating the results of activity-based costing.

6E Science and Technology Management

Good	Stable
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Strengths

- The director of finance and resources is the chief officer lead for IS and IT. He takes a keen interest in the department and has regular meetings with the head of IS and IT and other managers. The head of IS and IT is a member of the programme board, the information security board and the information management strategy group (IMSG), as well as other project groups where he is able to influence overall policy and strategy.
- There is a long-term information management strategy that sets out objectives for the management of information in a non-technical way. There is also an information systems strategy, which describes the systems and technical architecture that will be used to support the information management objectives. The strategies are the responsibility of the IMSG and are reviewed on an annual basis.
- The force has established an IMSG that scrutinises all new projects where there is a link to IT. A sub-group of the IMSG, the force change advisory group has also been created to consider low priority IT bids and decide IT work priorities. Corporate IT projects recommended by the IMSG are considered with all other corporate projects by the force general project group, which decides order of priority.
- The IT development section has had a great deal of experience in identifying user needs and translating them into successful systems. There are a number of in-house systems that have user groups to ensure that any future developments meet the needs of the users. Computer support officers have responsibility for particular divisions or departments. They are in constant touch with their users building up a rapport that assists them in identifying and meeting their needs.
- The force has an action plan and is developing solutions around the recommendations contained in the Bichard Inquiry report. The force is a leader in developing the CRISP system, which will address many of the issues identified by the Inquiry.
- The force has a modern and efficient data network with an integrated search engine, which allows access by all authorised operational staff to various force intelligence systems: crimes, firearms, domestic violence.
- The IS and IT department is staffed by well-qualified professionals, many of whom have worked in the police service for many years. The department has recently adopted the British Computer Society's career development framework to help identify training needs and develop the skills of the staff.
- Project management is overseen by the programme board, chaired by the Chief Constable. This board has representation from the chief officers, operations department, CMRD, HR, finance department, IT and the police authority. Each project has its own project board chaired by a chief officer. In addition, the IMSG examines IT project proposals before they are adopted as part of the programme.
- A sound business case is required to support any IT-based project and a benefits management framework has been developed to ensure that projects deliver the desired outcomes.

- An action plan for the IS and IT department has been produced based on the ACPO benchmarking toolkit. The corporate services department is conducting a user and staff survey using the toolkit.

Areas for Improvement

- Some operational staff, particularly supervisors, experienced difficulties in accessing all information sources in order to properly brief staff, manage investigations and review officer performance. The introduction of CORA (crime overview results analysis) and PAT (professional assistance template) should resolve these issues.
- Disaster recovery is based on the requirements established in 1999 and arrangements are currently under review. The IT services manager has produced an IT services continuity management plan, which will be implemented with help from the internal auditors. The force's risk manager is looking at business continuity in its wider sense and will provide IS and IT with a statement of the business requirements for disaster recovery.
- The force is in the process of implementing the government protective marking scheme and this will be incorporated within the information security strategy.

6F National Intelligence Model (NIM)

Fair	Improved
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Strengths

- An NIM project board, chaired by the head of intelligence, has been established to oversee the implementation and monitoring of compliance with the NIM code of practice. A review of the effectiveness of the NIM and its associated products is being undertaken.
- The force NIM steering group examines ways to improve the force's effectiveness in tackling identified policing priorities at both level 1 and level 2.
- All BCUs have established intelligence cells and there is an integrated IT-based daily tasking system. This provides accessible real-time information to all operational staff. An integrated search engine allows access by all authorised operational staff to various force intelligence systems: crimes, firearms, domestic violence.

Areas for Improvement

- The force has implemented NIM, but different approaches have led to differing levels of success. There is a view that, due to low levels of crime, the process is not particularly useful. For example, there is a lack of identified hotspots and trends.
- There were just one or two packages referred from level 1 to level 2 in one eight-month period in 2004/05. The reasons for this were given as frustration with the process and the slow timescales involved.
- National templates are used for strategic assessments and all other NIM products, which inform the control strategy and planning processes. The process is viewed as being bureaucratic and ineffective due to conflict, on occasion, between issues that are identified locally and regional and national priorities, such as immigration crime. There is a view that considerable time is expended in satisfying the process as opposed to identifying the areas of criminality that should be targeted.
- The force level 2 TCG, in its current format, is not an effective process. There is little evidence of identifying level 2 issues, tasking or co-ordinating a force response. This problem related to a lack of intelligence at level 2 and a small number of level 2 targets being identified.
- The force does not have DSUs in all its BCUs, thus increasing the risk of compromise of sources and staff. There is, however, a DSU in Carmarthenshire and, by October 2005, one will have been established in Pembrokeshire with a joint unit between Powys and Ceredigion BCUs. There is no level 2 DSU.
- There is no evidence of the regular involvement of partner organisations in the level 1 or level 2 TCG meetings.
- Analytical capability to support HQ-based departments is poor. There are only two dedicated analysts (including the principal) in the force intelligence board (FIB) to service the needs and requirements of the force at strategic, tactical and operational level.
- Each BCU has an intelligence capability with appropriate resources, but in some BCUs

they are split over two or three sites. This can have an adverse impact on their effectiveness. In Carmarthenshire BCU, however, there is evidence that the creation of a centralised intelligence unit has improved the service provided across a broad range of policing activity.

- While some non-operational departments are starting to adapt NIM principles to their area of business, there is a poor understanding of how the NIM works and the benefits it can deliver.

7 Leadership and Direction

There is a clear commitment from the Chief Constable and other ACPO members to continue to improve the service to the public and the force vision of Safeguarding our Communities details how the policing priorities of the force will be delivered.

The force has published a *Leadership Charter* that will form an integral part of the LAPD (leadership, accountability, professionalism and development) programme. The introduction of the PAT will allow supervisors and managers access to individual performance information. When this is used in conjunction with the PDR process, it will form the basis of an effective performance management system.

A more structured approach to strategic planning would help to provide an integrated planning process where BCUs and departmental plans were co-ordinated to achieve the overall aim of improving policing services.

7A Leadership

Good

Strengths

- The force vision of Safeguarding our Communities details how the policing priorities of the force will be delivered. There is clear commitment from the Chief Constable and other ACPO members to continue to improve the service to the public.
- There is a good relationship between the chief officer group and the police authority. The authority has established committees to oversee important aspects of the business eg performance, finance, IT and HR and has identified lead members to take a more active involvement in these areas.
- The chief officer team recognises the importance of visibility. They meet with senior staff in a series of structured meetings and conferences. They have regular formal and informal meetings with the staff associations and they visit each territorial division annually to hold an open meeting with staff. During the summer (2004), officers were joined on patrol by chief officers on Operation Calm, which utilised staff from HQ departments to patrol trouble spots on Friday evenings.
- Both the Chief Constable and the DCC carry significant national portfolio lead commitments. The ACC is working on a cross-discipline Welsh Assembly Government committee, he sits on the Skills for Justice County Board and chairs the All Wales Heads of HR Group.
- The force has carried out Quality of Working Life and Gender Agenda audits. The result of this work has led to the development and publication of the *Leadership Charter*, which will form an integral part of the LAPD programme.
- The LAPD programme has been launched personally by the chief officer team during the 'good management' seminars. The programme

identifies the four key values underpinning force activity in the new policing year. Targeted at each rank, including chief officers, it outlines the behaviours expected of everyone within the force to deliver targets.

- ACC Edwards is the force champion for diversity issues. He has been extremely proactive in revising the strategic approach to diversity through the development of the Dignity Programme. He is working with the Welsh Local Government Association on a scheme to externally accredit the organisation's response to diversity. As chair of the ESDMG he co-ordinates the work of constituent groups and monitors performance across a range of activities both internal and external.
- The chief officers encourage staff to be innovative and creative. Increased emphasis in recent months has highlighted the need for new systems of working and individual ownership of performance. The force suggestion scheme has been relaunched. Members of the chief officer group have personally led seminars and training exercises as part of the 'good management' workshops held in the autumn of 2004.
- The force policy is to encourage the most appropriate member of staff to represent the organisation, but chief officers regularly give interviews in all local media. The appointment of ACC Edwards now allows for Welsh language interviews to be undertaken at chief officer level.
- There was general agreement between middle managers that the force had seen a significant change with regard to improving standards in many areas, such as dress, conduct and relationships both internally and with the public. Chief officers regularly congratulate officers for good work and arrests etc, which raised their credibility with operational staff. The Chief Constable will visit any officer or police staff member who has been off work for a month.

Areas for Improvement

- An ACPO-led strategic workshop was held in November 2004 to determine business development priorities for the future. At the time of assessment, there was no evidence found of any documented action plan.
- Some senior managers are clear about the aims, objectives and direction of the force but there is evidence that this is not the situation with all senior managers. There are a number of senior staff who consider that the strategic direction is ambiguous due to the extemporised approach to strategic planning and communication processes.
- There is a strong commitment towards community policing, but there is not yet an implementation plan that identifies how the vision for community policing will be delivered.
- During the past two to three years, the performance reviews of most superintendents have either not been done or have been very late.

7B Strategic Management

Fair	Stable
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Strengths

- The vision for the force – Safeguarding our Community – is outlined in the policing plan with delivery provided within the Safer Counties framework.
- There is a structured force planning cycle, co-ordinated by the corporate services department that involves ACPO, the police authority and BCU commanders and departmental heads in identifying policing priorities and targets.
- There is a comprehensive community consultation process in place that is linked into the planning process and is used to assist in identifying policing priorities.
- A series of working groups has been established, with chief officer leads, to deal with the various strands of the police reform agenda. A particular emphasis has been placed upon performance management and a series of seminars, involving all supervisory staff, was led personally by the ACC.
- Some reductions in bureaucracy have been achieved and a working group has highlighted inadequate technological support in managing performance at an operational level as being the most significant area for improvement. As a result, an in-house IT system, based on the CORA model, has been developed and is being prepared for operational use.

Areas for Improvement

- There is no overarching corporate strategy that integrates BCU and departmental plans and, as a consequence, there is limited co-ordination or integration of the various strategies.
- Although the police authority is involved in various stages of the force planning process, consideration should be given to more structured involvement to provide a fully inclusive approach to identifying force priorities.
- Having recognised the need to review all policies for compliance with new legislation, such as the Disability Discrimination Act, this is now underway. However, the force needs to ensure that they are fit for purpose and implemented.
- It is acknowledged by the force that there is a gap in corporate governance. Meetings that are held with BCU commanders and department heads on a regular informal basis should now be more formal, especially in line with the introduction of the new CORA performance management system.
- Departmental plans are produced in isolation, which makes it difficult to identify and manage the interdependencies between departments and with BCUs.
- The police authority has established sub-groups in specific business areas, such as performance, finance, IT, HR etc, but the authority needs to be more involved and intrusive in planning, monitoring performance and in evaluating outcomes.

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- Although there is a good understanding of NIM principles at BCU level, some support departments have yet to appreciate the business benefits of using it to plan for the future. There is little integration of the formal planning processes and the NIM.

7C Performance Management and Continuous Improvement

Fair	Stable
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Strengths

- The DCC is the chief officer lead for performance and he chairs the force performance meetings. The force performance meeting has recently been restructured. BCU commanders and departmental heads attend a quarterly meeting at HQ to review force performance.
- The current management information package is provided to authority members. Members are routinely briefed on operational matters and force performance. The main vehicle for scrutinising force performance is the authority's best value and scrutiny committee, which sits every two months. A presentation on performance issues by corporate services staff is a standing agenda item and members are able to challenge key staff in relation to performance.
- The force performance document highlights trends in performance across a variety of indicators and includes MSF comparisons.
- The force has made significant improvements in the continuous development of its staff by the introduction of the LAPD scheme, which illustrates the value placed on individual and team ownership of performance.
- BCUs have monthly performance meetings, which are attended by the ACC or DCC. The BCU commanders have bi-weekly meetings with the operations superintendents and the sector inspectors have meetings with the sergeants to review local performance.
- The recent successful liP assessment drew positive reference to evidence of the creation of a learning culture within the organisation. This element has been actively promoted personally by chief officers in presentations with supervisors, as part of the LAPD programme.
- The corporate services department provides the force audit function. It liaises with divisional-based staff assigned to undertake audits locally. Recent inspections of two of the four BCUs in force benefited from a robust, internal primary inspection followed by remedial action by the command team. Chief officers and nominated authority members attended debriefs and supervised the action plans drawn up as a consequence.
- The force has recently developed an IT-based performance management system called PAT, which draws together quantitative and qualitative performance information relevant to individuals so that line managers can review an officer's contribution to the sector and BCU performance.
- The computerised PDR system is acknowledged nationally as being good practice. The importance and relevance of the process was highlighted to supervisory staff personally by the ACC in a series of seminars and there has been a completion rate this year of over 90%. The PAT performance management system now being developed will assist in providing a detailed view of staff workload.

Areas for Improvement

- Although the force has made significant steps forward with regard to managing performance, it is acknowledged that the intrusive nature of the performance measurement systems did not drill deep enough to enable supervisors and managers to effectively challenge poor or failing individuals. The force has recognised this, and the introduction of the PAT will provide performance information down to individual level.
- There was acceptance that the drive towards BCU autonomy and the considerable geography of the area sometimes resulted in a lack of corporacy around many issues and particularly HR. There was also acceptance that while there are clear benefits to the BCUs adopting a means of operating that best fits them and the communities they serve, issues such as HR must have the necessary corporacy around them to ensure fairness; and this is an area that requires attention.
- HQ departments are now included in the quarterly force performance management meetings chaired by a chief officer. There is not, however, a corporate approach to performance management within support departments with few performance indicators in place. It is also suggested that the meetings are not frequent enough to respond to emerging performance issues.
- The force is currently exploring a more sophisticated means of performance enhancement by the introduction of differential performance targets based on the contribution that BCUs can make in specific areas.

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Appendix 1: Performance Tables

1A: Fairness and Equality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	64.2%	N/A	58.6%	3 out of 7	48.6%	5 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	79.3%	N/A	77.5%	2 out of 7	71.5%	8 out of 37
% of white users very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	68.3%	N/A	62.0%	1 out of 7	56.8%	1 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	67.5%	N/A	56.9%	2 out of 7	44.1%	2 out of 37
Difference between very/completely satisfied rates (SPI 3b)	N/A	0.83 pts	N/A	5.1 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided (SPI 3b)	N/A	85.1%	N/A	80.1%	1 out of 7	78.0%	5 out of 37
% of users from BME groups satisfied with respect to the overall service provided (SPI 3b)	N/A	70.0%	N/A	75.7%	7 out of 7	71.2%	30 out of 37
Difference between satisfied rates (SPI 3b)	N/A	15.1 pts	N/A	4.34 pts	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest (SPI 3c)	*	*	*	*	*	*	*
% of PACE stop/searches of persons from BME groups which lead to arrest (SPI 3c)	*	*	*	*	*	*	*
Difference between PACE arrest rates (SPI 3c)	*	*	*	*	*	*	*
% detected violence against the person offences for victims from BME groups (SPI 3d)	N/A	45.2%	N/A	32.8%	1 out of 5	24.7%	5 out of 34
% detected violence against the person offences for White victims (SPI 3d)	N/A	44.5%	N/A	36.4%	1 out of 5	34.6%	8 out of 34
Difference in violence against the person detection rates. (SPI 3d)	N/A	0.63 pts	N/A	3.59 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	*	*	*	*	*	*	*
Racially or religiously aggravated offences per 1000 population	0.25	0.31	22.2 %	0.36	3 out of 7	0.70	4 out of 42
% detected racially or religiously aggravated offences	60.3%	51.3%	-9 Pts	43.1%	3 out of 7	36.4%	9 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of people who think that their local police do a good job (SPI 2a)	N/A	57.5%	N/A	51.4%	2 out of 7	48.6%	5 out of 42

* This data was not available at time of publication

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1C: Customer Service and Accessibility							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police (SPI 1a)	N/A	78.9%	N/A	69.4%	1 out of 7	65.9%	3 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police (SPI 1b)	N/A	69.3%	N/A	60.7%	1 out of 7	54.9%	2 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress (SPI 1c)	N/A	54.8%	N/A	46.4%	1 out of 7	38.8%	1 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff (SPI 1d)	N/A	80.8%	N/A	73.1%	1 out of 7	69.5%	3 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided (SPI 1e)	N/A	68.1%	N/A	61.7%	1 out of 7	55.6%	2 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police (SPI 1a)	N/A	91.9%	N/A	88.3%	1 out of 7	87.8%	7 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police (SPI 1b)	N/A	83.6%	N/A	78.5%	1 out of 7	75.4%	4 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress (SPI 1c)	N/A	70.1%	N/A	63.3%	1 out of 7	58.5%	3 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff (SPI 1d)	N/A	91.8%	N/A	88.5%	2 out of 7	87.8%	6 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided (SPI 1e)	N/A	84.9%	N/A	80.0%	1 out of 7	77.3%	5 out of 37
% of people who think that their local police do good job (SPI 2a)	N/A	57.5%	N/A	51.4%	2 out of 7	48.6%	5 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (SPI 3a)	N/A	64.2%	N/A	58.6%	3 out of 7	48.6%	5 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided (SPI 3a)	N/A	79.3%	N/A	77.5%	2 out of 7	71.5%	8 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	35.2%	33.9%	-1.3 Pts	64.2%	6 out of 7	76.9%	36 out of 38

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2A: Reducing Hate Crime and Crimes Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	N/A	80.2%	*	76.4%	3 out of 5	55.7%	7 out of 28
% of partner-on-partner violence (SPI 8b)	*	80.1%	*	76.6%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	0.25	0.31	22.2 %	0.36	3 out of 7	0.70	4 out of 42
% detected racially or religiously aggravated offences	60.3%	51.3%	-9 Pts	43.1%	3 out of 7	36.4%	9 out of 43

2B: Volume Crime Reduction							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	7.9%	1.7%	-6.2 Pts	4.8%	1 out of 7	5.3%	3 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	10.6%	12.1%	1.5 Pts	15.1%	1 out of 7	17.9%	2 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	4.58	5.06	10.4 %	7.35	1 out of 7	14.40	1 out of 43
Violent crime per 1,000 population (SPI 5b)	16.84	17.76	5.5 %	18.01	4 out of 7	22.44	14 out of 42
Robberies per 1,000 population (SPI 5c)	0.11	0.08	-24.1 %	0.33	1 out of 7	1.68	1 out of 42
Vehicle crime per 1,000 population (SPI 5d)	4.66	4.67	0.3 %	8.24	1 out of 7	13.99	1 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.24	0.29	20.2 %	0.30	4 out of 7	0.61	11 out of 42
Total recorded crime per 1000 population	62.37	64.99	4.2 %	80.62	1 out of 7	105.37	2 out of 42
Violent Crime committed by a stranger per 1,000 population	*	9.14	*	5.53	5 out of 5	9.87	24 out of 34
Violent Crime committed in a public place per 1,000 population	*	10.86	*	9.13	4 out of 5	13.86	17 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	*	7.01	*	6.12	5 out of 5	4.16	28 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	*	1.74	*	1.54	4 out of 5	1.44	24 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	4.4%	4.0%	-0.4 Pts	5.8%	3 out of 7	8.3%	4 out of 37

* This data was not available at time of publication

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2C: Working with Partners to Reduce Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	7.9%	1.7%	-6.2 Pts	4.8%	1 out of 7	5.3%	3 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	10.6%	12.1%	1.5 Pts	15.1%	1 out of 7	17.9%	2 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	4.58	5.06	10.4 %	7.35	1 out of 7	14.40	1 out of 43
Violent crime per 1,000 population (SPI 5b)	16.84	17.76	5.5 %	18.01	4 out of 7	22.44	14 out of 42
Robberies per 1,000 population (SPI 5c)	0.11	0.08	-24.1 %	0.33	1 out of 7	1.68	1 out of 42
Vehicle crime per 1,000 population (SPI 5d)	4.66	4.67	0.3 %	8.24	1 out of 7	13.99	1 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.24	0.29	20.2 %	0.30	4 out of 7	0.61	11 out of 42
Total recorded crime per 1000 population	62.37	64.99	4.2 %	80.62	1 out of 7	105.37	2 out of 42

3A: Investigating Major and Serious Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.24	0.29	20.2 %	0.30	4 out of 7	0.61	11 out of 42
Number of abductions per 10,000 population	0.1	0.	-100 %	0.016	1= out of 7	0.016	3= out of 42
% of abduction crimes detected	80.0%	0.0%	-80 Pts	66.7%	N/A	34.9%	N/A
Number of attempted murders per 10,000 population	0.10	0.12	20 %	0.09	6 out of 7	0.14	25 out of 42
% of attempted murder crimes detected	60.0%	66.7%	6.7 Pts	84.3%	7 out of 7	72.7%	33= out of 43
Number of blackmail per 10,000 population	0.18	0.1	-44.4 %	0.15	1 out of 7	0.28	6 out of 42
% of blackmail crimes detected	77.8%	40.0%	-37.8 Pts	36.0%	3 out of 7	26.2%	16= out of 43
Number of kidnappings per 10,000 population	0.14	0.16	14.3 %	0.24	1 out of 7	0.53	1 out of 42
% of kidnapping crimes detected	100.0%	25.0%	-75 Pts	49.6%	7 out of 7	44.3%	42= out of 43
Number of manslaughters per 10,000 population	0.02	0.04	100 %	0.026	6 out of 7	0.025	32 out of 42
% of manslaughter crimes detected	100.0%	50.0%	-50 Pts	100.0%	5 out of 7	119.2%	27= out of 43
Number of murders per 10,000 population	0.	0.04	N/A	0.091	2 out of 7	0.138	3 out of 42
% of murder crimes detected	0.0%	100.0%	N/A	101.9%	3= out of 7	94.5%	13= out of 43
Number of rapes per 10,000 population	2.03	2.03	0 %	2.38	2 out of 7	2.65	14 out of 42
% of rape crimes detected	24.8%	34.7%	9.9 Pts	27.8%	2 out of 7	29.5%	10 out of 43

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3B: Tackling Level 2 Criminality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Violent crime per 1,000 population (SPI 5b)	16.84	17.76	5.5 %	18.01	4 out of 7	22.44	14 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.24	0.29	20.2 %	0.30	4 out of 7	0.61	11 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.50	0.16	-68 %	0.16	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	7.5%	16.5%	118.9 %	20.1%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	48.9%	43.0%	-11.9 %	35.9%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	*	*	*	*	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	*	*	*	*	N/A	6.78	N/A
No. of confiscation orders	17	16	-5.9 %	6.6	N/A	43.16	N/A
Total value of confiscation orders	£281,843	£267,137	-5.2 %	£185,209	N/A	£1,179,340	N/A
No. of forfeiture orders	6	4	-33.3 %	6.1	N/A	18.21	N/A
Forfeiture value	£10,403	£27,140	160.9 %	£5,522	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.45	0.38	-16.4 %	0.36	5 out of 7	0.45	22 out of 42
% detected trafficking in controlled drugs offences	96.4%	91.0%	-5.5 Pts	92.1%	5 out of 7	91.7%	24 out of 43

3C: Investigating Hate Crime and Crime Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	N/A	80.2%	*	76.4%	3 out of 5	55.7%	7 out of 28
% of partner-on-partner violence (SPI 8b)	*	80.1%	*	76.6%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.25	0.31	22.2 %	0.36	3 out of 7	0.7	4 out of 42
% detected racially or religiously aggravated offences	60.3%	51.3%	-9 Pts	43.1%	3 out of 7	36.4%	9 out of 43

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3D: Volume Crime Investigation							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% detected of vehicle crimes (SPI 7e)	23.5%	20.8%	-2.7 Pts	12.3%	1 out of 7	10.1%	2 out of 43
% detected of violent crime (SPI 7c)	66.4%	64.3%	-2 Pts	61.3%	3 out of 7	49.5%	10 out of 43
% detected of domestic burglaries (SPI 7b)	28.3%	24.8%	-3.5 Pts	18.7%	2 out of 7	15.9%	8 out of 43
% detected of robberies (SPI 7d)	50.0%	36.6%	-13.4 Pts	26.3%	2 out of 7	19.9%	5 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court (SPI 7a)	36.6%	34.7%	-1.9 Pts	24.6%	1 out of 7	21.4%	1 out of 43
% total crime detected	46.8%	43.4%	-3.4 Pts	32.4%	1 out of 7	25.7%	1 out of 43
% sanction detected of vehicle crimes	21.3%	17.9%	-3.4 Pts	10.8%	1 out of 7	9.3%	2 out of 43
% sanction detected of violent crime	44.1%	40.2%	-3.9 Pts	38.1%	3 out of 7	34.3%	17 out of 43
% sanction detected of domestic burglaries	25.1%	20.4%	-4.7 Pts	15.6%	2 out of 7	14.3%	9 out of 43
% sanction detected of robberies	48.1%	34.1%	-14 Pts	23.5%	1 out of 7	17.2%	3 out of 43
% detected racially or religiously aggravated offences	60.3%	51.3%	-9 Pts	43.1%	3 out of 7	36.4%	9 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	12433	11185	-10 %	15890	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	49.5%	34.5%	-15 Pts	24.3%	1 out of 7	20.7%	1 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.50	0.16	-68 %	0.16	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	7.5%	16.5%	118.9 %	20.1%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	48.9%	43.0%	-11.9 %	35.9%	N/A	43.7%	N/A

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3E: Forensic Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Burglary Dwelling - % scenes examined	75.0%	74.7%	-0.3 Pts	82.6%	6 out of 7	85.4%	40 out of 42
Theft of motor vehicle (MV) - % scenes examined	33.0%	33.6%	0.6 Pts	51.6%	7 out of 7	40.1%	39 out of 42
% fingerprint recovery from burglary dwelling scenes examined	64.0%	71.5%	7.5 Pts	36.5%	1 out of 7	32.1%	1 out of 42
% fingerprint recovery from theft of MV scenes examined	79.0%	72.5%	-6.5 Pts	45.7%	1 out of 7	48.9%	1 out of 42
% DNA recovery from burglary scenes examined	15.0%	15.8%	0.8 Pts	9.4%	2 out of 7	8.2%	3 out of 42
% DNA recovery from theft of MV scenes examined	16.0%	14.3%	-1.7 Pts	22.7%	6 out of 7	20.1%	37 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	17.0%	20.0%	3 Pts	23.3%	4 out of 7	16.8%	11 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	18.7%	N/A	30.9%	6 out of 7	35.5%	39 out of 42
% DNA matches from recovery at theft of MV scenes	*	34.3%	N/A	30.6%	3 out of 7	38.3%	26 out of 42
% fingerprint idents from recovery at theft of MV scenes	29.0%	24.3%	-4.7 Pts	30.5%	4 out of 7	27.9%	26 out of 42
% conversion of fingerprint idents to primary detections	63.0%	49.0%	-14 Pts	37.2%	5 out of 6	45.3%	21 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	86.0%	57.6%	-28.4 Pts	58.2%	5 out of 6	82.5%	33 out of 41
% DNA primary detections per match	47.0%	43.8%	-3.2 Pts	63.2%	7 out of 7	49.5%	34 out of 42
% DNA total detections per match (incl. secondary)	57.0%	79.3%	22.3 Pts	119.4%	7 out of 7	88.7%	32 out of 42

3F: Criminal Justice Processes							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	12433	11185	-10 %	15889.9	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	49.5%	34.5%	-15 Pts	24.3%	1 out of 7	20.7%	1 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	88.2%	93.0%	4.8 Pts	85.3%	1 out of 7	82.0%	1 out of 43
% of court results entered onto the PNC in 10 days	7.7%	71.5%	63.8 Pts	66.3%	3 out of 7	54.5%	12 out of 43
Number of sanction detections	11,390	11,256	-1.2 %	16,111.4	N/A	27,659.4	N/A
PYO's arrest to sentence within 71 day target (from COMPASS)	*	*	*	*	*	*	*
Prosecution Team performance measurement - using COMPASS data	*	*	*	*	*	*	*
Management and targeted execution of warrants (COMPASS)	*	*	*	*	*	*	*
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	*	*	*	*	*	*	*

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4A: Reassurance							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
BCS Fear of Crime (% very worried about burglary) (SPI 10a)	8.2%	7.7%	-0.6 Pts	8.3%	2 out of 7	11.3%	6 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) (SPI 10a)	9.2%	5.5%	-3.7 Pts	8.3%	1 out of 7	12.5%	1 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) (SPI 10a)	10.8%	8.6%	-2.1 Pts	11.1%	3 out of 7	15.1%	4 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) (SPI 10b)	8.6%	9.1%	0.5 Pts	10.2%	3 out of 7	15.8%	5 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	33.4%	24.4%	-9 Pts	30.8%	2 out of 5	37.8%	9 out of 34
% of domestic burglaries where the property has been burgled in the previous 12 months	4.4%	4.0%	-0.4 Pts	5.8%	3 out of 7	8.3%	4 out of 37

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	8.26	*	5.89	*	5.69	32 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.80	*	0.54	6 out of 7	0.51	33 out of 34

5A: Call Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
The local target time for answering 999 calls (secs)	10.	10.	0 %	10.	N/A	11.1	N/A
Number of calls answered within local target time	40,669	38,836	-4.5 %	101,519	N/A	254,988	N/A
% of 999 calls answered within locally set target time	88.7%	82.7%	-5.9 Pts	89.4%	7 out of 7	87.3%	32 out of 39

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5B: Providing Specialist Operational Support							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised	28	*	N/A	186.8	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	3	*	N/A	2.3	N/A	22.5	N/A

5C: Roads Policing: Annual indicators							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	8.26	*	*	7 out of 7	5.69	32 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.80	*	0.54	6 out of 7	0.51	33 out of 34

6A: Human Resource Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of working hours lost due to sickness by police officers (SPI 13a)	69.94	92.71	32.6 %	74.62	6 out of 6	70.57	30 out of 37
Number of working hours lost due to sickness by police staff (SPI 13b)	63.62	64.20	0.9 %	56.30	6 out of 6	63.72	19 out of 37
Medical retirements per 1,000 police officers	*	7.61	*	4.35	5 out of 5	2.9	38 out of 39
Medical retirements per 1,000 police staff	*	5.65	*	3.33	6 out of 6	2.16	36 out of 39

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6C: Race and Diversity							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of police recruits from BME groups (SPI 12a)	*	0.0%	*	0.7%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area (SPI 12a)	N/A	1.0%	N/A	1.4%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations (SPI 12b) (White officers: visible minority ethnic officers)	*	1: 0	*	1: 3.2	1= out of 5	1: 1.47	1= out of 37
% of female officers compared to overall force strength (SPI 12c)	18.2%	19.4%	1.2 Pts	20.3%	5 out of 7	21.2%	35 out of 42
% of female police staff compared to total police staff	63.3%	63.5%	0.3 Pts	58.9%	2 out of 7	62.3%	20 out of 42
% of white police officer applicants appointed	3.0%	117.8%	114.8 Pts	14.6%	N/A	26.9%	N/A
% of BME police officer applicants appointed	0.0%	0.0%	0 %	3.4%	N/A	24.0%	N/A
Difference in % of applicants appointed	3	117	114 Pts	11 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	0.9%	192.3%	191.5 Pts	17.5%	N/A	29.1%	N/A
% of male police officer applicants appointed	4.0%	87.5%	83.5 Pts	12.3%	N/A	24.2%	N/A
Difference in % of applicants appointed	3.16	104	10084 Pts	5.1 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	*	1: 1.69	*	1: 1.64	3 out of 5	1: 1.41	27 out of 39

6D: Resource Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of police officer time available for frontline policing (SPI 11a)	*	*	*	*	*	*	*
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	*	*	*	*	*	*	*
% of police officer time spent on visible patrol	*	*	*	*	*	*	*
% of police officers in operational posts	95.6%	91.2%	-4.3 Pts	79.8%	5 out of 7	88.2%	18 out of 41
Total spending per police officer	£61,344.08	£65,576.94	6.9 %	£71,179.06	N/A	£121,668.41	N/A
Total spending per 1,000 population	£144,379.39	£154,415.48	7 %	£149,272.60	N/A	£320,496.85	N/A

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Appendix 2: Glossary of Terms and Abbreviations

ABC	acceptable behaviour contracts
ACAS	Advisory, Conciliation and Arbitration Service
ACC	assistant chief constable
ACPC	area child protection committee
ACPO	Association of Chief Police Officers
AFO	authorised firearms officer
ANPR	automatic number plate recognition
ARV	armed response vehicle
ASB	anti-social behaviour
ASBO	anti-social behaviour order
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BPA	Black Police Association
BVR	Best Value Review
CATS	Case Analysis and Tracking System
CDRP	Crime and Disorder Reduction Partnership
Centrex	the national police training organisation
CID	Criminal Investigation Department
CIPFA	Chartered Institute of Public Finance and Accountancy
CJS	criminal justice system
COMPASS	a national information technology system for tracking, managing and recording caseload information

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CORA	crime overview results analysis
CPS	Crown Prosecution Service
CRISP	cross-regional information sharing project
CSP	community safety partnership
DCC	deputy chief constable
DNA	deoxyribonucleic acid
DSU	dedicated source unit
DV	domestic violence
DYPREN	Dyfed-Powys Race Equality Network
ESDMG	equality of service delivery management group
FIB	force intelligence board
FLO	family liaison officer
FTPG	force training and prioritisation group
Gender Agenda	an ACPO/Home Office initiative to promote equal opportunities for women in the police service
GPA	Gay Police Association
H&S	health and safety
HMIC	Her Majesty's Inspectorate of Constabulary
HOLMES	Home Office Large Major Enquiry System
HQ	headquarters
HR	human resource(s)
IAG	independent advisory group
ICF	integrated competency framework
liP	Investors in People

IMSG	information management strategy group
IS/IT	information services / information technology
JNCC	Joint National Central Committee
LAPD	leadership, accountability, professionalism and development
LCJB	local criminal justice board
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
LGBT	lesbian, gay, bisexual and transsexual
MAPPA	multi-agency police protection arrangements
MIRSAP	major incident room standardised administrative procedures
MSF	most similar forces – a way of grouping forces to which each police force can be compared that has similar social and demographic characteristics
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Criminal Intelligence Service
NCPE	National Centre for Policing Excellence
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
NSPIS	National Strategy for Police Information Systems
NVQ	National Vocational Qualification
PA	police authority
PACE	Police and Criminal Evidence Act
PAT	professional assistance template

PCSO	police community support officers
PDR	performance development review
PIP	Professionalising Investigation Programme
PITO	Police Information Technology Organisation
PLX	police local exchange
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PPO	prolific and priority offender
PPU	Public Protection Unit
PYO	persistent young offender
QA	quality assurance
RES	race equality scheme
RPU	roads policing unit
RTC	road traffic collision
Sanction Detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SGC	specific grading criteria
SIO	senior investigating officer
SLA	service level agreement
SOAP	serving officer assistant package
SPI	statutory performance indicators (SPIs) are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers

	under the Local Government Act 1999. SPIs are also known as 'best value performance indicators'
SSU	scientific support unit
TCG	tasking and co-ordination group
TNA	training needs analysis
Volume Crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery
YOT	youth offending team