

Drusilla Sharpling, CBE
Her Majesty's Inspector of Constabulary

Mr S. Prince
Chief Constable
Dyfed Powys Police
PO Box 99
Llangunnor
Carmarthen
SA31 2PF

3 September 2014

Dear Simon

Core business: An inspection of crime prevention, police attendance and use of police time

Between January and April 2014, HMIC carried out inspection fieldwork across all 43 forces in England and Wales. This inspection, called 'Making best use of police time' (now known as 'Core business: An inspection of crime prevention, police attendance and use of police time') assessed three areas of police work. These were:

- how well forces are preventing crime and anti-social behaviour;
- how forces respond to reports of crime, including investigating crime and bringing offenders to justice; and
- how well forces are freeing up the time of their staff so they can focus on core policing functions.

Attached is an embargoed copy of the national thematic report for this inspection which will now be published by HMIC on Thursday 4 September 2014 at 00:01. This must not be published until this date and time.

The findings that specifically relate to your force are included in this letter. The initial findings were previously sent to you for factual accuracy checks and, where appropriate, have been amended following your response.

The majority of the inspection findings contained in the national thematic report do not identify individual forces. However, electronic versions of the national report will link to the HMIC website where data on each force can be viewed.

We will revisit some of the evidence gathered during the 'Core business' inspection as part of the crime inspection for HMIC's Police Efficiency, Effectiveness and Legitimacy (PEEL) interim assessment.

All forces will be given the opportunity to provide an update. This updated evidence will be considered as part of the PEEL interim crime inspection, which is due to be published at the end of November.

Preventing crime

- Although the inspection found references to crime reduction and prevention in some of the force's plans and documents, there is no overarching crime prevention strategy. This would provide greater clarity to officers, staff and the public on the priority the force attaches to preventing crime and anti-social behaviour (ASB) and how this is managed and co-ordinated.
- HMIC found good examples of where the force has undertaken crime prevention initiatives, such as the partnership with all four local authorities and the Welsh trunk road agencies in implementing an extensive programme of automatic number plate recognition (ANPR) camera coverage across road networks. This framework of cameras assists in managing the impact the geography of the area has on policing, as this is the largest police area in England and Wales covering 52 per cent of the landmass of Wales.
- The force has obtained funding for research by the two universities (Aberystwyth and the University of Wales Trinity St. Davids) into the analysis of data sets for rural policing and vulnerability. This approach is designed to ensure independence and academic rigour to increase understanding of how best to solve problems across the area.
- HMIC found that the daily management meetings in the force were not being used as well as they could be to focus staff on crime prevention activity.
- The force has an electronic database (ASBIS) that is updated with information about ASB to help officers and staff prevent crime. It is used to track and monitor all reported ASB incidents as a single repository of information, with the ability to provide data on risks and actions taken to manage problems and prevent them escalating further.
- Organisational learning in relation to preventative policing is not structured or promulgated across the force, with no single means to inform future activity and capture successful initiatives. Work in this area is limited to force performance events and relies principally on existing professional relationships to disseminate local good practice.
- Although the force has provided some training to officers and staff, formal crime prevention training has not been delivered to staff who deal frequently with victims of crime and anti-social behaviour. HMIC believes that by providing focused training, the force would be able to make the most of opportunities to prevent crimes and provide a better quality of service to the public.

Crime recording and attendance

- The force has a policy that requires officers to attend all reports of crimes. It assesses their attendance to incidents based on a series of considerations including the identification of threat, risk and harm to the victim, caller or community. HMIC understands that the force has not consulted the public on this policy.
- During discussions, the inspection team identified that the force does not consistently identify vulnerable and repeat victims. It does, however, have mechanisms in place to assess risk. The force needs to ensure that the necessary checks are in place so that all potential vulnerability factors are identified.
- Crime is recorded by the force in one of two ways:
 - creating an incident on the command and control system and subsequently entering details onto the crime recording system; or
 - directly recording crime onto the crime recording system, without creating an incident first.

The force is unable to identify how many crimes are recorded directly onto the crime recording system, or how many of those crimes it subsequently attends.

- During the inspection, HMIC reviewed a number of crime investigations, including reports of crimes that were not attended. HMIC found that, in general, there was clear evidence of officers recording updates of the progress of the investigation. We found evidence of supervisory oversight.
- HMIC found evidence of clear governance structures for the Integrated Offender Management scheme (IOM), with police officers being co-located with partners from probation. While partnership working with core agencies is effective, it remains a challenge to gain representation from all relevant agencies.
- While staff within the IOM are working to a single delivery model, officers across the force have created and implemented their own systems, or used the previous prolific and priority offender (PPO) database owing to the absence of a single dedicated force system.
- The force was unable to provide HMIC with the number of named suspects to be arrested or interviewed. Without this information, the force is unable to ensure that it has effective arrangements to manage outstanding named suspects and offenders. A small sample of named suspect files, including those circulated as wanted on the police national computer, provided clear evidence that activity had been documented and properly supervised.

Freeing up time

- The force has a limited understanding of demand and how its resources are distributed. The force needs to take steps to build a more detailed insight into demand, to include an analysis of incidents and policing activity.
- The force has carried out some work with other agencies to identify and address those tasks that are not the sole responsibility of the police. Currently, it is undertaking a 12 month 'street triage' pilot, partly funded by the Home Office. This involves two mobile assessment and support team (MAST) vehicles staffed by both police and specialist nurses. They will provide the most appropriate service to people in mental distress at the earliest opportunity, with the aim of reducing their incidences of detention in police custody.
- The inspection found that the force does not have a thorough understanding of how staff are spending their time. A lack of performance workload assessment at a corporate level makes the force vulnerable in terms of understanding of how staff are being used. The force does have the ability to understand staff performance through a software programme known as 'my performance widget'; however HMIC was informed that its use had recently been restricted to a single department to allow current data to be refined.
- The force is not able to identify the savings in staff time that have been made as a result of changes or new technology introduced.
- HMIC identified that the force has made investment in the use of mobile devices (such as tough books and data terminals) to enable officers to access force systems while on patrol. Due to the geographical area covered by the force, signal coverage is a challenge. This issue is being addressed through the Kelvin Connect solution.

Yours sincerely



Drusilla Sharpling
Her Majesty's Inspector of Constabulary
Wales and Western Region