



Inspecting policing  
in the public interest

## Responding to austerity

Dyfed-Powys Police

July 2014

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# Contents

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How well does the force provide value for money?	4
The force in numbers	6
Introduction	8
To what extent is the force taking the necessary steps to ensure a secure financial position for the short and long term?	9
To what extent has the force an affordable way of providing policing?	12
To what extent is the force efficient?	20
Our judgments	25

# How well does the force provide value for money?

## Overall judgment

Dyfed-Powys Police will meet the challenge of the spending review and is now preparing for further austerity in the future.

**Good**

## Summary

Dyfed-Powys Police has continued to make good progress in managing the reduction to budgets while maintaining a good level of service to the public. The force is on track to meet the spending review challenge through identified savings. It has made changes to the way it manages policing and has plans in place to improve further, the effectiveness of business support functions to help the policing operation run more effectively. It is also planning to provide its officers with improved mobile technology to enable them to work more efficiently.

The force has benefited from a smaller financial challenge than England and Wales and, with the agreement of the PCC, is using reserves in 2015/16 to smooth the transition to new structures.

The force is looking beyond 2016 where the financial position becomes more challenging. Work is progressing to develop savings plans; the restructure of business support functions and technology are key elements to ensuring a sustainable provision of policing in the future.

Dyfed-Powys Police is aware of the long-term financial challenges, but benefits from a low demand on resources, support from the PCC to invest reserves and a strong focus on keeping communities safe.

**To what extent is the force taking the necessary steps to ensure a secure financial position for the short and long term?**

**Good**

Dyfed-Powys Police has plans in place that will, with the use of reserves, achieve its entire savings requirement to 2014/15.

The force faces a less difficult challenge as it benefits from receiving a higher proportion of its funding from the police element of the council tax and so is less affected by the impact of central government police cuts.

The force faces greater uncertainty for 2016/17 and beyond and its plans for this are less well developed. Work is progressing to develop options for future savings. The restructuring of the way business support functions and greater use of technology are key to this.

**To what extent has the force an affordable way of providing policing?**

**Good**

The force has focused its savings on police staff, losing a higher proportion than other forces in England and Wales. This has allowed it to protect police officer numbers and it will lose a smaller proportion than the figure for England and Wales.

The force plans to have a greater proportion of its workforce and police officers in frontline crime-fighting roles than the figure for England and Wales.

The force is starting to implement a new change programme, Public First, which aims to improve the service to the public by making better use of resources, to limit cuts in frontline policing and to invest in new technology to support officers in doing their jobs more efficiently.

**To what extent is the force efficient?**

**Good**

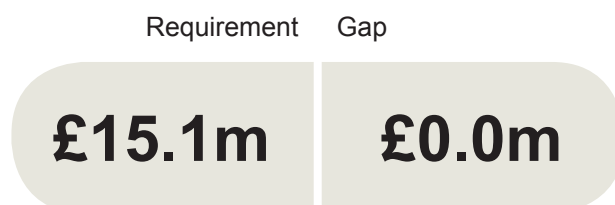
The challenge for Dyfed-Powys Police does not come from being able to manage the volume of demand, but from having to provide a full policing capability over a very large geographic area. Because the cuts to police officer numbers have been comparatively small, the force has not had a problem in continuing to respond to its demand.

The force carried out an initial restructuring at the start of the spending review period that resulted in savings in police staff posts and senior police officer ranks. It is now further refining this to improve the business support functions through the Public First programme.

# The force in numbers

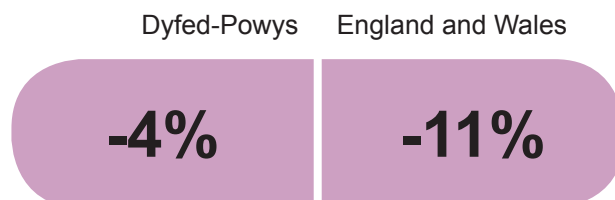
## Financial position

The force's savings requirement

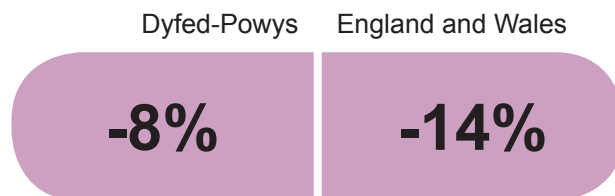


## Providing policing

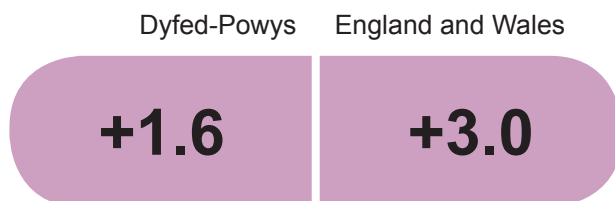
Planned change in police officer numbers 2010/11 – 2014/15



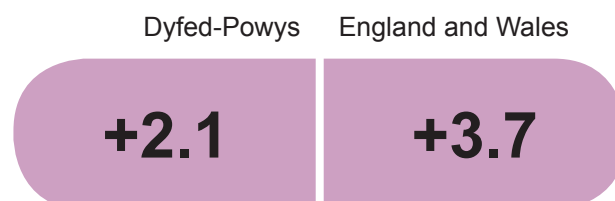
Planned change in total workforce numbers 2010/11 – 2014/15



Planned proportion of police officers on the front line 2014/15 vs 2010/11 (percentage points)



Planned proportion of total workforce on the front line 2014/15 vs 2010/11 (percentage points)





## Efficiency

Police officer cost per head of population  
2013/14

Dyfed-Powys

England and Wales

**£112.3****£117.7**

Workforce cost per head of population  
2013/14

Dyfed-Powys

England and Wales

**£161.4****£168.1**

Change in recorded crime  
2010/11 – 2013/14

Dyfed-Powys

England and Wales

**-13%****-14%**

Victim satisfaction 2013/14\*

Dyfed-Powys

England and Wales

**85.3%****85.2%**

\*Confidence intervals:  $\pm 2.9\%$  for Dyfed-Powys;  $\pm 0.2\%$  for England and Wales.

# Introduction

In October 2010, the Government announced that central funding to the police service in England and Wales would reduce by 20 percent in the four years between March 2011 and March 2015.

HMIC's Valuing the Police Programme has tracked how forces are planning to make savings to meet this budget demand each year since summer 2011. This report identifies what we found in this, our fourth year.

Our inspection focused on how well the force is achieving value for money. To answer this question we looked at three areas:

- To what extent is the force taking the necessary steps to ensure a secure financial position in the short and long term?
- To what extent has the force an affordable way of providing policing?
- To what extent is the force efficient?

During our inspection we collected data and plans from forces, surveyed the public to see if they had noticed any changes in the service they receive from the police as a result of the cuts, and conducted in-force inspections. We also interviewed, where possible, the chief constable, police and crime commissioner and the chief officer leads for finance, change, human resources and performance in each force, and held focus groups with staff and other officers.

This provides the findings for Dyfed-Powys Police.



# To what extent is the force taking the necessary steps to ensure a secure financial position for the short and long term?

HMIC looked at the savings plans that forces have developed in order to meet the financial challenge of the spending review, and for the year after 2015/16. It is also important that forces look to the future beyond 2016 in their planning, so we also explored how they are starting to prepare for further financial challenges.

## Financial challenge

Dyfed-Powys Police needs to save £15.1m over the four years of the spending review (i.e. between March 2011 and March 2015).

As a proportion of its overall budget, the savings requirement of 13 percent is below that of most other forces; HMIC considers that Dyfed-Powys Police faces a comparatively moderate challenge.

## The scale of the challenge

Dyfed-Powys Police faces a less difficult challenge than other forces. It is less reliant on central government funding than most forces. This means that central grant reductions have a comparatively smaller impact in Dyfed-Powys. In addition it has been given above average increases in local funding through council tax each year, which has, to some extent, offset the cuts in central government funding. Although it faces some unique challenges being the largest force area in England and Wales and predominantly rural in nature, it has scope to make savings because:

- it spends more per head of population than most other forces in England and Wales;
- it has a higher number of police officers per head of population; and
- the cost of its workforce per head of population is higher than other forces in England and Wales.

## Savings plans for 2014/15 and 2015/16

The force needs to save £3.7m 2014/15 and it has plans in place to achieve this. In 2015/16 it has a savings requirement of £3.2m and has plans in place that will achieve £2.9m of this. The planned use of reserves is part of a strategy agreed the police and crime commissioner (PCC) and the force to smooth the impact of the reductions in central grant while the force makes the necessary changes to the force.

## Outlook for 2016 and beyond

The plans for 2016/17 and beyond are less well developed. For 2016/17 and 2017/18 the force is planning some savings but not enough to meet the gap between expected income and expenditure.

To achieve future savings and to ensure the force's future sustainability, it is shortly to implement a key change programme, known as Public First. This is designed to enable resources to be released from business support functions such as human resources and finance and operational support functions such as case file preparation, to minimise the impact of cuts on frontline policing and at the same time provide more flexible and efficient business arrangements.

The PCC is committing spending to enable the front line and business support functions to operate more effectively. This is supported by investments in both information technology solutions to provide mobile data, and also improvements to the police buildings to enable the planned business support hubs to operate effectively.

The force does identify some particular future financial challenges. The medium-term plan assumes annual increases in precept, which if not realised will add to the budget gap.

More significant would be any changes to the government's funding formula, which determines how the central government police grant is allocated among forces in England and Wales. Currently, Dyfed-Powys gains from the 'damping'<sup>1</sup> mechanism, which means the force receives more central grant than the police funding formula would otherwise provide. (This force identifies that this equates in 2014/15 to an additional £9.25m).

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<sup>1</sup> When the funding formula is allocated, each police force is assured a minimum percentage increase in grant each year. This is known as 'the floor'. Those forces that get less than the minimum percentage based purely on the formula are topped up to the minimum percentage. In order to pay for this, any force receiving an increase based purely on the formula that is greater than the minimum percentage has its grant scaled back by a standard proportion. This process is commonly referred to as 'floor damping' or 'damping'.

## Summary



Good

- Dyfed-Powys Police has plans in place to achieve its entire savings requirement period.
- The force faces a less difficult challenge as it benefits from receiving a higher proportion of its funding from the police element of the council tax so is less affected by the impact of central government police cuts.
- The force faces greater uncertainty for 2016/17 and beyond and its plans for this are less well developed. Work is progressing to develop options for future savings. The restructuring of the way business support functions are provided and the much greater use of technology are key elements for meeting this challenge.

# To what extent has the force an affordable way of providing policing?

HMIC looks at how the force is structured to provide policing. We ask if this is affordable as the force responds to its financial challenge. We look at what the force is doing to reduce its costs, how it is protecting officers and staff engaged in fighting crime and keeping communities safe, and how it is making the required changes through its change programme.

## How the force provides policing

The force faces some significant challenges in providing effective policing; not least the sheer size of the force area. Dyfed-Powys is geographically the largest police area in England and Wales, covering over half of the landmass of Wales, over 4,000 square miles, with a resident population of half a million people. The four county boroughs of Carmarthenshire, Pembrokeshire, Ceredigion and Powys are predominately rural, with a few localised areas of dense urban population. The area faces some unique challenges associated with the two significant seaports and major energy installations at Milford Haven. It has 350 miles of coastline and sees a large increase in population through tourism during holiday periods.

In 2012, it restructured its policing model moving from one with geographically based borough command units to a single force policing unit. This enabled it to operate more efficiently and make savings in senior police officer ranks, as the new model requires fewer commanders.

The force is now implementing the first phase of its new change programme, Public First. The programme is made up of three key components; a review and reorganisation of police staff and the support functions, a restructure of operational policing and the introduction of improved mobile technology to make policing more efficient. Underpinning the programme is the aim of putting the Public First and ensuring that the force is structurally in a fit shape to provide policing services for the future. Public First is not being designed as a means of cost cutting but as a way of ensuring that resources are used to best effect. The force is confident however, that the revised structures and ways of working will result in savings.

Historically, there has always been a strong culture of achieving targets for solving crimes in Dyfed-Powys Police. The new leadership is consciously moving away from this focus, and the chief constable has been clear in his communications with staff and his senior managers that everything they do is about putting the public at the heart of policing. Staff must now consider what is right for the public and not necessarily what will achieve performance targets. The focus is on doing the right thing and preventing crimes from happening in the first place.

## Collaboration

HMIC monitors forces' progress on collaboration because it offers the opportunity to provide efficient, effective policing and help achieve savings.

The force was an early adopter of collaboration, predominantly with other forces in Wales. The all-Wales counter terrorism unit known as WECTU and the serious and organised crime collaboration known as Tarian are mature and effective arrangements. Dyfed-Powys is also part of an alliance with South Wales and Gwent police forces to operate a joint firearms unit serving all three forces.

The force is open to collaboration but as a small force with a large geographic area to cover, collaboration benefits will be more challenging to realise. The force is currently reviewing existing collaborations to establish their value. The force wants to be sure that the collaborations are providing potential and actual benefits for the public.

The force is also exploring further potential collaborations with other Welsh forces in respect of firearms licensing, collision investigation, central ticket office and occupational health functions. The force is also considering whether to join the existing collaboration around scientific support already in place between Gwent Police and South Wales Police, but is currently seeking reassurance in terms of costs and potential for increased performance in this area. The four Welsh forces are exploring the potential for an all Wales cybercrime unit.

The force plans to spend 4 percent of its net revenue expenditure on collaboration, which is less than the 11 percent figure for England and Wales. However, collaboration contributed to 9 percent of the force's savings requirement, which is broadly in line with the 10 percent figure for England and Wales.

## Managing change

Reductions in police budgets have led to a shrinking workforce. HMIC expects forces to look at longer-term transformation which can help maintain or improve the service they offer to the public and help prepare for future funding reductions.

Operation Sage was the force's previous change programme and resulted in a significant restructure of the operational policing model. The Public First programme has again reviewed the operational policing structure and resulted in a further slimming down of the senior management posts. There are now only two chief superintendent posts, with one having responsibility for neighbourhood policing and operational policing services and the other having responsibility for crime and the criminal justice function. Prior to Operation Sage there were six chief superintendents.

In addition to the operational policing restructure, Public First is also rationalising business support functions aiming to create more flexible administrative support through business support hubs. This will see the force reducing the number of police staff posts by over 100 to a total of around 550. This means that the force has lost nearly 25 percent of its police staff posts since 2010. Reducing the layers of management across the organisation, and reducing administrative departments, will achieve these losses. Staff will work in support hubs and in job families with a broader range of duties, rather than working in discrete posts within departments. The programme aims to reduce the overall costs of administrative support while improving administrative support to policing. The force is estimating that the changes are likely to result in a reduction of £3.7m in operating costs in 2014/15 and a further reduction of £2.9m in 2015/16.

The third strand of Public First is to invest in improved technology and to provide police officers with access to mobile information. The geography of the force makes mobile data access a highly effective solution. The ability of officers to access police information and carry out their duties online from wherever they are, either in a vehicle or in a shared office base without the need to return great distances to a police station, offers significant improvements in both efficiency and visibility. Dyfed-Powys by its rural nature has been hampered in its progress with mobile ICT by the limitations of broadband coverage across the area. However, the force is introducing 'Kelvin Connect' to enhance network coverage for operational staff and enable them to have greater access to mobile IT capabilities.

The force identified that the main elements of its change programme during the current spending review are:

- restructuring how business support functions such as human resources are provided;
- working to align resources to demand and reducing demand;
- improving procurement arrangements and re-negotiating contracts; and
- streamlining processes and reducing bureaucracy.

The force identifies that the main elements of its change programme as it responds to future financial pressures will include:

- changes to the way that business support is provided;
- changes to the way that operational support is provided;
- improvements to mobile data technology to reduce bureaucracy and improve efficiency on the frontline;
- further collaboration with other forces; and
- improvements to call management.

## How is the force supporting its workforce to manage change and effective service provision?

The force has mature and open communication channels with staff associations with ready access to the chief constable and chief officer team. The level of staff engagement and communication flow throughout the implementation of Operation Sage is well regarded by staff.

There has been a programme of communication on Public First and the likely loss of police staff jobs is well known. The figure of 118 job losses, although only given as an approximate figure, is widely considered to be the likely outcome. A small team of senior managers supported by an external consultant is still working through the precise detail of the new structure. This means that knowledge of the strategic plans is shared by a very small number of people within the organisation. The uncertain future and the knowledge that there will be significant job losses is causing anxiety among the staff.

Staff vacancies are not being filled to enable staff at potential risk of redundancy to be redeployed. Operating with a high number of vacancies for a prolonged period of time is likely to affect morale and operational effectiveness.

## How is the force achieving the savings?

Because around 80 percent of a police budget (on average) is spent on staff costs, it is not surprising that forces across England and Wales, plan to achieve most of their savings by reducing the number of police officers, police community support officers (PCSOs) and police staff employed.

However, we do expect forces to bear down also on other costs (non-pay) such as the equipment they buy, the accommodation and vehicles they use and the contracts they enter for services such as cleaning. The force plans to make 28 percent of its savings from non-pay; this is broadly in line with other forces.

The force has made savings from renegotiating better deals on its contracts, from more effective procurement, and from making better use of police buildings. In addition to these planned savings, the force has found it is spending less than it budgeted for on non-pay costs although it is not clear as to why this has occurred. It is carrying out a review of non-pay spending to obtain a better understanding of the causes.

As with other forces, most of the savings comes from reducing the workforce. The force plans to make 72 percent of its spending review savings requirement from its pay budget. This is a broadly in line with other forces. Dyfed-Powys Police is planning that, by the end

of 2014/15 it will have reduced the number of police staff it employs by almost a quarter (the equivalent of 170 posts) since the beginning of the spending review in 2010. This is a bigger percentage reduction than for England and Wales. However, the force is set to see one of the smallest percentage reductions in police officer numbers over this period, with 51 fewer officers – this represents only a 4 percent cut compared to 11 percent for England and Wales.

Unlike most forces, Dyfed-Powys Police will have increased its PCSO numbers by 66, an increase of 79 percent, as a result of a grant from the Welsh Government, which pays for additional PCSOs.

The following table shows the force’s planned changes to workforce numbers over the spending review period, and compares these to the change for England and Wales.

Please note, these figures are rounded.

	<b>31 March 2010 (baseline)</b>	<b>31 March 2015</b>	<b>Change</b>	<b>Force change %</b>	<b>Change for England and Wales %</b>
Police officers	1,195	1,143	-51	-4%	-11%
Police staff	720	550	-170	-24%	-17%
PCSOs	83	148	66	79%	-22%
Total	1,998	1,841	-156	-8%	-14%
Specials	171	200	29	17%	44%

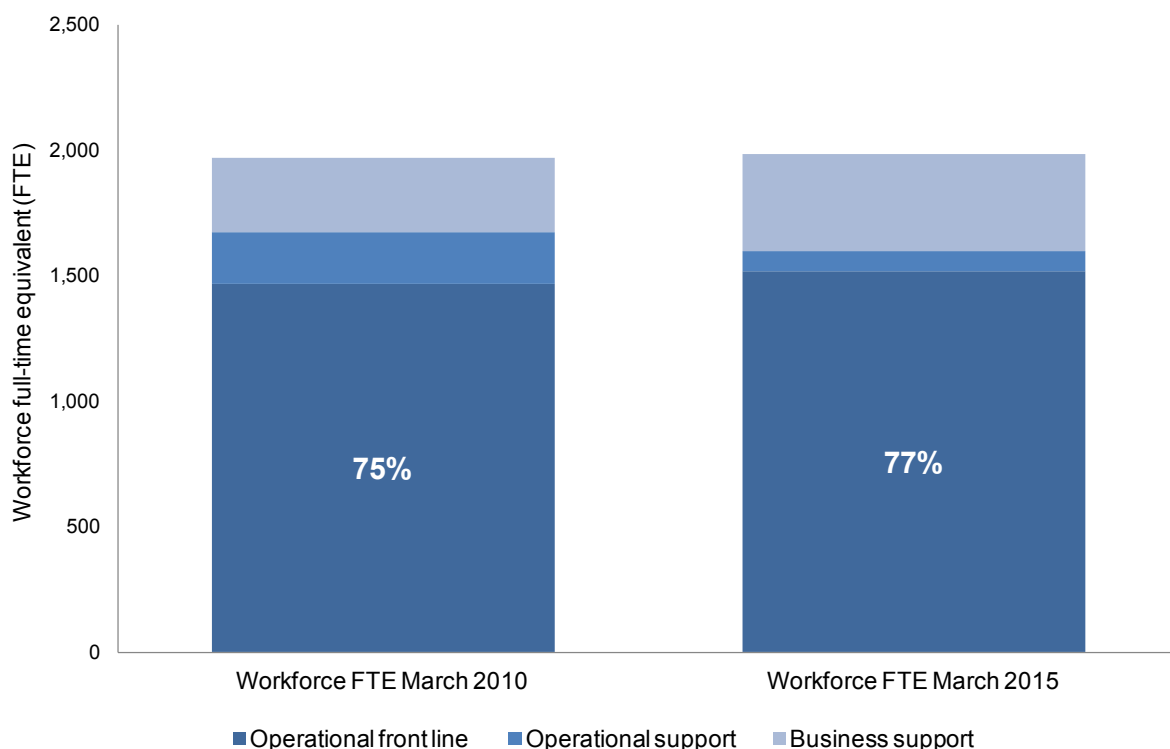
Over the spending review Dyfed-Powys plans to lose a smaller proportion of its overall workforce and police officers than other forces. In addition PCSOs numbers are planned to increase by a higher proportion than the figure for other forces. However, Dyfed-Powys plans to lose a considerably higher proportion of its police staff than the figure for England and Wales.

It is important that as forces reconfigure their structures and reduce workforce numbers, they focus on maintaining (or if possible increasing) the proportion of people in frontline crime-fighting roles.

HMIC defines the people who work on the police front line as those who are in everyday contact with the public and who directly intervene to keep people safe and enforce the law.



The following chart shows the planned change in the workforce frontline profile in Dyfed-Powys Police.



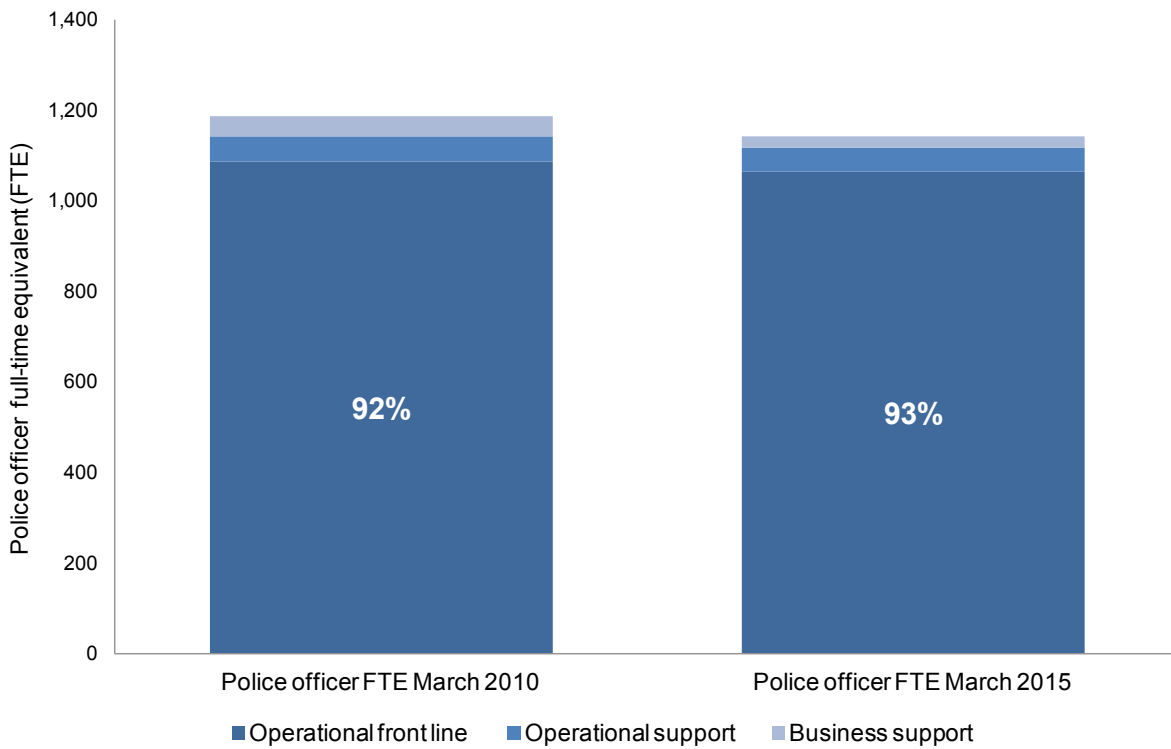
**Note: England and Wales reports an increase in the proportion of workforce on the front line from 74 percent in March 2010 to 78 percent in March 2015.**

The number of officers, PCSOs and staff (i.e. of the force’s total workforce) working on the Dyfed-Powys front line is projected to increase by 3 percent between March 2010 and March 2015 (from 1,469 to 1,519).

Over the same period, the proportion of Dyfed-Powys Police’s total workforce allocated to frontline roles is projected to increase from 75 percent to 77 percent. This compares with an overall increase across England and Wales from 74 percent to 78 percent.

The number of Dyfed-Powys Police officers in frontline roles is planned to reduce by two percent from 1,086 in March 2010 to 1,064 by March 2015, as the following chart shows. The proportion of those remaining on the front line is projected to increase from 92 percent to 93 percent. This compares to an overall increase across England and Wales from 89 percent to 92 percent and shows Dyfed-Powys Police is successfully protecting frontline crime-fighting roles as it makes these cuts.

The following chart shows the planned change in police officers' frontline profile.



**Note: England and Wales reports an increase in the proportion of police officers on the front line from 89 percent in March 2010 to 92 percent in March 2015.**

## Summary



Good

- The force has focused its cost reductions on police staff and has seen one of the smallest reductions in police officer numbers in England and Wales.
- The force has increased its PCSO numbers considerably, supported by grants from the Welsh Government.
- There has been no specific plan for savings from non-pay, although they have occurred. The force is reviewing non-pay spending to gain a better understanding of this area.
- The force is starting to implement a new change programme, Public First, which aims to improve the service to the public by making better use of resources, to limit cuts in frontline policing and to invest in new technology to support officers in doing their job more efficiently.
- Over the spending review the force will lose a smaller proportion of its workforce and in particular police officers than other forces in England and Wales. However, the force is protecting crime-fighting roles as it makes reductions in staff. Over this period the proportion of the workforce and police officers in frontline crime fighting roles will increase.

## To what extent is the force efficient?

HMIC looks at how the force understands the demands that it faces and how it allocates both financial resources and staff to meet these demands. We look at how these decisions are leading to effective results for the public; in particular, that police are visible and that they attend promptly when called, that they are fighting crime and keeping communities safe, and that victims are satisfied with the service they receive.

### How well does the force understand and manage demand?

The challenge for Dyfed-Powys Police does not come from being able to manage the volume of demand, but from having to provide a full policing capability to dispersed communities over a very large geographic area. Because the cuts to police officer numbers have been comparatively small, the force is able to meet service demands.

The force has not undertaken a detailed analysis of its demand across all functions. It does however understand the principal areas of that demand, in particular contact demand, protecting the public from harm and the capacity and capability requirements for protective services. But the force does undertake an annual assessment of the challenges it faces (a strategic assessment), part of which is examining the current policy of attending all crimes. Currently, the force does not 'screen out' any crime.

An assessment of how the public contact the police has also been undertaken with the aim of improving the service, a new process to better manage customer demand through the 101 telephone number is planned for October 2014.

### How efficiently does the force allocate its resources?

There is an explicit commitment from both the PCC and the chief constable that frontline policing will be maintained at the current level and will be protected as far as possible for as long as possible. There has been recent recruitment of around 30 new police officers to fill vacancies, coupled with a significant increase in the number of community support officers (PCSOs) through Welsh government funding. The force has assessed that it requires 1,200 police officers to provide policing.

The restructure resulting from Operation Sage brought cost reductions through a reduction in business support staff and a reduction in senior officer police ranks. It changed the way the force was operationally structured, changing it from one where policing was provided through a number of geographic policing areas to one where functions (for example, local provide and specialist police resources) are provided across the whole force area, based on need. This reduced the need for area-based management and support, and contributed towards savings.

The current Public First change programme is focused on the business support to policing. It is not being driven by an imperative to cut costs; rather it is seeking to implement a structure that will provide the right level of service to the public, although the proposed model will realise savings through a further reduction of senior management and police staff posts.

## How does the force respond and keep its communities safe?

The challenge for forces is not just to save money and reduce their workforce numbers, but also to ensure the choices they make do not have a negative impact on the service they provide to their communities. HMIC looked for evidence that keeping the communities safe is at the heart of the force's decision.

### Calls for service

HMIC examined whether Dyfed-Powys Police was taking longer to respond to calls for help, as a result of its workforce reductions and other changes designed to save money. Forces are not required to set response times or targets and are free to determine their own arrangements for monitoring attendance to calls, so information between forces is not comparable.

We found that over the four years since 2010, Dyfed-Powys had maintained the same target response times of 20 minutes for calls classed as 'emergency' (also known as Grade 1). Over the same period, calls classed as a 'priority' (also known as Grade 2) had a target response time of within 60 minutes.

The following table compares the force's performance in 2010/11 to 2013/14.

Calls for service	2010/11	2013/14
Percentage of emergency calls on target	93	88
Percentage of priority calls on target	77	95

Over the spending review, the number of emergency calls attended within target has declined, but has improved for priority calls.

## Visibility

The work done by police officers and staff in visible roles (such as officers who respond to 999 calls, deal with serious road traffic collisions or patrol in neighbourhoods) represents only a part of the policing picture. Chief constables need to allocate resources to many other functions in order to protect the public, such as counter terrorism, serious and organised crime, and child protection (to name just three).

That being said, research shows that the public value seeing visible police officers on patrol in the streets, and that those who see police in uniform at least once a week are more likely to have confidence in their local force. HMIC therefore examined how far the changes being implemented by the force had affected the visibility of the police in the Dyfed-Powys area.

In 2014, Dyfed-Powys Police allocated 66 percent of its police officers to visible roles. This is four percentage points lower than the proportion allocated in 2010, but it is still higher than the figure for England and Wales (which was 56 percent).

Police visibility is further enhanced by PCSOs, who principally support community policing. Dyfed-Powys has been able to increase its PCSO numbers through a specific grant from the Welsh Assembly Government. Looking at the proportion of police officers and PCSOs together, Dyfed-Powys Police allocated 70 percent of these staff to visible roles. This is 1.9 percentage points lower than it allocated in 2010, but again is higher than the 60 percent figure for England and Wales.

HMIC conducted a survey<sup>1</sup> of the public across England and Wales to assess whether the public had noticed any difference in the way their area is being policed. Of those people surveyed, in Dyfed-Powys, 11 percent said that they have seen a police officer more often than they had 12 months ago; this compares to 12 percent of respondents in England and Wales.

Furthermore, 96 percent of respondents, in Dyfed-Powys said they felt safe from crime where they lived, compared to 84 percent of respondents in England and Wales. Finally, 6 percent of respondents, in Dyfed-Powys said they felt safer from crime than they did two years ago, compared to 9 percent of respondents in England and Wales

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<sup>1</sup> Sample sizes for each force were chosen to produce a confidence interval of no more than  $\pm 6$  percent and for England and Wales, no more than  $\pm 1$  percent. Forces' differences to the England and Wales value may not be statistically significant.

## Crime

In 2010, the Home Secretary set a clear priority for the police service to reduce crime. Between 2010/11 and 2013/14 (which includes the first three years of the spending review), Dyfed-Powys Police reduced recorded crime (excluding fraud) by 13 percent, compared with a reduction of 14 percent in England and Wales. Over this period, victim-based crime (that is, crimes where there is a direct victim – an individual, a group, or an organisation) reduced by 16 percent, compared with 14 percent in England and Wales.

Looking just at the last 12 months, recorded crime (excluding fraud) fell by 1 percent, which is in line with the 1 percent reduction for England and Wales.

By looking at how many crimes occur per head of population, we can get an indication of how safe it is for the public in that police area. The table below shows recorded crime and anti-social behaviour rates in Dyfed-Powys Police (per head of population) compared with the rest of England and Wales. Overall, Dyfed-Powys is a low crime area with reported crime lower than in other forces in England and Wales, although the rate of anti-social behaviour incidents is higher.

<b>12 months to March 2014</b>	<b>Rate per 1,000 population</b>	<b>England and Wales rate per 1,000 population</b>
Crimes (excluding fraud)	36.1	61.1
Victim-based crime	26.8	54.3
Sexual offences	0.9	1.1
Burglary	2.5	7.8
Violence against the person	7.5	11.1
ASB incidents	40.6	37.2

It is important that crimes are investigated effectively and the perpetrator brought to justice. When sufficient evidence is available to identify who has committed a crime, it can be described as detected. Dyfed-Powys Police's detection rate (for crimes excluding fraud) for the 12 months to March 2014 was 51 percent. This is highest detection rate for all forces; the detection rate in England and Wales is 26 percent.

We have chosen these types of crime to give an indication of offending levels in the Dyfed-Powys force area. For information on the frequency of other kinds of crimes in your area, go to [www.hmic.gov.uk/crime-and-policing-comparator](http://www.hmic.gov.uk/crime-and-policing-comparator).

## Victim satisfaction surveys

An important measure of the impact of changes to service provision for the public is how satisfied victims are with the overall service they receive when they seek police assistance.

In the 12 months to March 2014, 85.3 percent ( $\pm 2.9$  percent) of victims were satisfied with the overall service provided by Dyfed-Powys Police. This is in line with the England and Wales figure of, 85.2 percent ( $\pm 0.2$  percent).

## Changes to how the public can access services

Forces are exploring different ways in which the public can access policing services.

At the start of the spending review period Dyfed-Powys Police had 30 police stations and 16 front counters. Over the spending review the force projects a reduction of two police stations and seven front counters. It will be offsetting this by the introduction of shared access points where police services can be accessed; by 2014/15 it plans to have five such facilities.

## Summary

**Good**

- The challenge for Dyfed-Powys Police does not come from being able to manage the volume of demand, but from having to provide a full policing capability over a very large geographic area. Because the cuts to police officer numbers have been comparatively small, the force has been able to meet the demand for policing services.
- The force carried out an initial restructuring at the start of the spending review period, which resulted in savings in police staff posts and senior police officer ranks. It is now further refining this to improve the business support functions through the Public First programme.
- Through Public First, it is also planning to improve the efficiency of policing through better use of IT, particularly through giving officers access to mobile technology.



# Our judgments

HMIC uses four categories for making judgments, two are positive and two are negative. The categories are:

- outstanding;
- good;
- requires improvement; and
- inadequate.

Judgment is made against how well the force achieves value for money, it is not an assessment of the overall effectiveness of policing. In applying the categories HMIC considers whether:

- the way the force is achieving value for money is good, or exceeds this standard sufficiently to be judged as outstanding;
- the force requires improvement in the way it achieves value for money, and/or there are some weaknesses; or
- the force's provision of value for money is inadequate because it is considerably lower than is expected.