

# Her Majesty's Inspectorate of Constabulary



## Dyfed-Powys Police

### Baseline Assessment

October 2006



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### **Appendix 1 Glossary of Terms and Abbreviations**

<b>Baseline Assessment 2006 Frameworks</b>			
<b>1 Citizen Focus (PPAF Domain A)</b>			
<b>1A Fairness and Equality in Service Delivery</b> <ul style="list-style-type: none"> <li>• Equality of service delivery</li> <li>• Community cohesion</li> <li>• Engaging with minority groups</li> <li>• Hate-crime reduction and investigation</li> </ul>	<b>1B Neighbourhood Policing and Problem Solving</b> <ul style="list-style-type: none"> <li>• Effective mechanisms for obtaining community views</li> <li>• Responding to local priorities</li> <li>• Effective interventions and problem solving with partners and communities</li> <li>• Operational activity to reassure communities</li> <li>• Use of media to market success</li> <li>• Uniformed patrol and visibility</li> <li>• Extended police family</li> <li>• Performance in reducing fear of crime</li> </ul>	<b>1C Customer Service and Accessibility</b> <ul style="list-style-type: none"> <li>• Quality of service to victims and witnesses</li> <li>• Customer care</li> <li>• Responding to customer needs</li> <li>• Accessibility of policing services</li> </ul>	<b>1D Professional Standards</b> <ul style="list-style-type: none"> <li>• Investigation of public complaints</li> <li>• Improving professional standards</li> <li>• Combating corruption and promoting ethical behaviour</li> <li>• Reducing complaints and learning lessons</li> </ul>
<b>2 Reducing Crime (PPAF Domain 1)</b>			
<b>2A Volume Crime Reduction</b> <ul style="list-style-type: none"> <li>• Crime strategy</li> <li>• Performance in reducing volume crime</li> <li>• Levels of crime compared with peers</li> <li>• Problem solving</li> <li>• National Crime Recording Standard (NCRS) compliance</li> </ul>			

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<b>3 Investigating Crime (PPAF Domain 2)</b>		
<b>3A Managing Critical Incidents and Major Crime</b> <ul style="list-style-type: none"> <li>• Detection rates for murder, rape and other serious crime</li> <li>• Integration with overall crime strategy</li> <li>• Compliance with Association of Chief Police Officers (ACPO) murder manual</li> <li>• Early identification of critical incidents that may escalate into major inquiries</li> </ul>	<b>3B Tackling Serious and Organised Criminality</b> <ul style="list-style-type: none"> <li>• Crime that crosses basic command unit (BCU) and/or force boundaries</li> <li>• Support for regional intelligence and operations</li> <li>• Asset recovery (Proceeds of Crime Act – POCA)</li> <li>• Effective targeted operations</li> <li>• Quality packages with the Serious Organised Crime Agency (SOCA)</li> </ul>	<b>3C Volume Crime Investigation</b> <ul style="list-style-type: none"> <li>• Crime strategy</li> <li>• Crime recording</li> <li>• Investigative skills, eg interviewing</li> <li>• Automatic number plate recognition (ANPR)</li> <li>• Detection performance</li> </ul>
<b>3D Improving Forensic Performance</b> <ul style="list-style-type: none"> <li>• Specialist scientific support</li> <li>• Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc</li> <li>• Integrated management of processes</li> <li>• Performance in forensic identification and detection</li> </ul>	<b>3E Criminal Justice Processes</b> <ul style="list-style-type: none"> <li>• Quality and timeliness of case files</li> <li>• Custody management/prisoner handing</li> <li>• Youth justice</li> <li>• Police National Computer (PNC) compliance</li> </ul>	
<b>4 Promoting Safety (PPAF Domain 3)</b>		
<b>4A Reducing Anti-Social Behaviour (ASB)</b> <ul style="list-style-type: none"> <li>• Non-crime activities of crime and disorder reduction partnerships (CDRPs) and other partnerships</li> <li>• Use of ASB legislation, tools, etc</li> </ul>	<b>4B Protecting Vulnerable People</b> <ul style="list-style-type: none"> <li>• Child abuse</li> <li>• Domestic violence</li> <li>• Multi-agency police protection arrangements (MAPPAs)/sex offender management</li> <li>• Missing persons</li> </ul>	
<b>5 Providing Assistance (PPAF Domain 4)</b>		
<b>5A Contact Management</b> <ul style="list-style-type: none"> <li>• All aspects of call handling and call management</li> <li>• Initial incident response</li> <li>• Early identification of critical incidents</li> <li>• Performance in answering and responding to public calls</li> </ul>	<b>5B Providing Specialist Operational Support</b> <ul style="list-style-type: none"> <li>• Management of central operational support</li> <li>• Police use of firearms</li> <li>• Capability for policing major events/incidents</li> </ul>	<b>5C Strategic Roads Policing</b> <ul style="list-style-type: none"> <li>• Effectiveness of arrangements for roads policing</li> <li>• Integration/support for other operational activity</li> <li>• Road safety partnerships</li> </ul>

<b>6 Resource Use (PPAF Domain B)</b>		
<p><b>6A Human Resource (HR) Management</b></p> <ul style="list-style-type: none"> <li>• HR strategy and costed plan</li> <li>• Key HR issues not covered in 6B or 6C</li> <li>• Health and safety</li> <li>• Performance in key HR indicators</li> </ul>	<p><b>6B Training, Development and Organisational Learning</b></p> <ul style="list-style-type: none"> <li>• Costed training strategy and delivery plan</li> <li>• Key training and development issues</li> </ul>	<p><b>6C Race and Diversity</b></p> <ul style="list-style-type: none"> <li>• Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability</li> <li>• Performance in meeting key targets</li> </ul>
<p><b>6D Managing Financial and Physical Resources</b></p> <ul style="list-style-type: none"> <li>• Resource availability</li> <li>• Effective use of resources to support front-line activity</li> <li>• Devolved budgets</li> <li>• Finance, estates, procurement and fleet management functions</li> <li>• Demand management</li> </ul>	<p><b>6E Information Management</b></p> <ul style="list-style-type: none"> <li>• Information systems/ information technology (IS/IT) strategy and its implementation</li> <li>• Programme and project management</li> <li>• Customer service</li> <li>• Adequacy of key systems</li> <li>• Business continuity/disaster recovery</li> </ul>	<p><b>6F National Intelligence Model (NIM)</b></p> <ul style="list-style-type: none"> <li>• Extent to which structures, processes and products meet NIM standards</li> <li>• Integration of NIM with force planning and performance management</li> <li>• Use of community intelligence</li> <li>• Application of NIM to non-crime areas</li> </ul>
<b>7 Leadership and Direction</b>		
<p><b>7A Leadership</b></p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Effectiveness of succession planning</li> <li>• Promotion of corporacy</li> </ul>	<p><b>7B Performance Management and Continuous Improvement</b></p> <ul style="list-style-type: none"> <li>• Effective performance management structures and processes at all levels</li> <li>• Quality and timeliness of performance/management information</li> <li>• Internal inspection/audit/ quality assurance (QA) systems</li> <li>• Effectiveness of joint force/PA best value reviews (BVRs)</li> </ul>	

## Introduction to Baseline Assessment

Since March 2004, Her Majesty's Inspectorate of Constabulary (HMIC) has conducted a periodic, strategic-level performance review of each Home Office police force in England and Wales. For a range of policing activities, forces are assessed as delivering performance that is Excellent, Good, Fair or Poor. The process is known as baseline assessment (BA) and this report covers the assessment for the financial year 2005/06; performance outside this period is not taken into account in determining grades. The assessments focus on the high-level processes of police forces and their results. The assessments are undertaken by regional HM Inspectors, supported by experienced police officers and police staff on secondment.

BA is designed primarily as a self-assessment, with the degree of validation/reality-checking undertaken by HMIC dependent on a force's overall performance and the rigour of its internal assessment processes. It is important to recognise that BA is not a traditional inspection; rather, it helps HMIC focus its inspection effort where it is most needed. A formal statutory inspection may still be necessary where there is evidence of systemic underperformance and poor leadership.

In addition to the qualitative assessments contained in this report, force performance is also measured by a series of key quantitative indicators. The most important indicators are statutory performance indicators (SPIs), which are determined each year by the Home Secretary and which Police Authorities/forces must report to the Home Office. Examples of SPIs include crime incidence and detection rates, as well as relevant management information such as sickness absence and ethnic recruitment rates. Results for these SPIs are also graded using the Excellent, Good, Fair and Poor categories. These SPI grades are added to HMIC BA grades to provide a fuller picture of police performance; the joint results are published annually in October and can be found on the internet at [police.homeoffice.gov.uk/performance](http://police.homeoffice.gov.uk/performance)

Policing has undergone significant changes in recent years as the country adapts to new forms of terrorism and criminality. As policing is dynamic, so also must be the form of assessment. Dominating much of HMIC's recent thinking is the need for the service to modernise its workforce while providing better 'protective services', as identified in the *Closing the Gap* report published in 2005. On-site activity for the 2005/06 baseline concentrated on these areas, but could not – given ministerial priorities – ignore volume crime and the roll-out of neighbourhood policing. As forces and Police Authorities consider options for change to meet new challenges with constrained resources, a force-by-force balance sheet of strengths and areas for improvement is critical contextual information.

### Priority Frameworks

Seven BA areas were designated as priority frameworks for on-site validation, to reflect the need to improve protective services and deliver key policing objectives. These were:

- managing critical incidents and major crime;
- tackling serious and organised criminality;
- providing specialist operational support;
- strategic roads policing;

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- protecting vulnerable people;
- neighbourhood policing; and
- leadership and direction.

These areas were the key focus of on-site validation by HMIC staff; the first five can be loosely classified as protective services. Other frameworks were assessed primarily by desk-top reviews of the evidence submitted by forces, using the framework key issues and specific grading criteria (SGC) as an indicative guide.

### **Force Amalgamations**

Following the challenges highlighted with regard to protective services capability and capacity in the summer of 2005, all forces undertook significant additional work on options to 'close the gap'. The Home Secretary directed that business cases should be prepared and submitted by December 2005. The BA report thus reflects, in many of the frameworks, activity and effort to produce and assess options for change. It is vital to acknowledge the energy and commitment given to the prospect of a major restructuring of the service, which inevitably gave rise to some turbulence during this period.

At the end of July 2006, the Home Secretary indicated that the restructuring of forces would not be pursued at this time. The agenda to improve protective services is to be advanced by forces and Police Authorities through alternative means such as collaboration. Progress to 'narrow the gap' between existing capability and that which is needed will be assessed by HMIC in future inspection activity.

### **The Grading Process**

Forces have been graded for both service delivery and direction of travel. It is important to remember that, for most activities, delivery is measured through the use of most similar force (MSF) groups, whereby forces are compared with peers facing similar policing challenges. For direction of travel, the grade is awarded largely in respect of the force's own previous performance. A vital component of the grading process is SGC, which outlines, for each activity, what represents Excellent, Good, Fair and Poor levels of performance. The criteria were developed in conjunction with expert practitioners and Association of Chief Police Officers (ACPO) business/portfolio leads, who were also involved in the national moderation process to help ensure that these criteria were applied fairly and consistently.

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### **Service delivery grade**

This grade is a reflection of the performance delivery by the force over the assessment period 1 April 2005 to 31 March 2006. One of four grades can be awarded, according to performance assessed against the SGC (see full list of SGCs at <http://inspectorates.homeoffice.gov.uk/hmic/methodologies/baseline-introduction/ba-methodology-06/?version=1>).

#### *Excellent*

This grade describes the highest level of performance in service delivery – eg top quartile, where relevant – and achieving full compliance with codes of practice or national guidance. It is expected that few forces will achieve this very high standard for a given activity. To achieve Excellent, forces are expected to have attained **all** the criteria set out in Fair and the vast majority of those set out in Good. In addition, two other factors will attract an Excellent grade:

- The force should be recognised, or be able to act, as a ‘beacon’ to others, and be accepted within the service as a source of leading-edge practice. Examples where other forces have successfully imported practices would be good evidence of this.
- HMIC is committed to supporting innovative forces and we would expect Excellent forces to have introduced and evaluated new ways of improving performance.

#### *Good*

Good is defined in the Collins dictionary as ‘of a high quality or level’ and denotes performance above the norm – in many cases, performance that is above the MSF average. To reach this standard, forces have to meet in full the criteria set out in Fair and most of the criteria set out in Good.

#### *Fair*

Fair is the delivery of an acceptable level of service. To achieve a Fair grading, forces must achieve all of the significant criteria set out in the Fair SGC. HMIC would expect that, across most activities, the largest number of grades would be awarded at this level.

#### *Poor*

Poor represents an unacceptable level of service. To attract this very critical grade, a force must have fallen well short of a significant number of criteria set out in the SGC for Fair. In some cases, failure to achieve a single critical criterion may alone warrant a Poor grade. Such dominant criteria will always be flagged in the SGC.

### **Direction of Travel Grade**

This grade is a reflection of the force’s change in performance between the assessment period and the previous year. For BA 2006, this is the change between the financial years 2004/05 and 2005/06. The potential grades for direction of travel are as follows.

#### *Improved*

This reflects a **significant** improvement in the performance of the force.

#### *Stable*

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This denotes no significant change in performance.

*Declined*

This is where there has been a significant decline in the performance of the force.

**Good Practice**

In addition to assessing force performance, one of HMIC's key roles is to identify and share good practice within the police service. Much good practice is identified as HMIC conducts its assessments; in addition, each force is given the opportunity to submit examples of its good practice. HMIC has selected three of these examples to publish in this report. The key criteria for each example is that the work has been evaluated by the force and is easily transferable to other forces. (Each force has provided a contact name and telephone number, should further information be required.) HMIC has not conducted any independent evaluation of the examples of good practice provided.

**Future HMIC Inspection Activity**

Although HMIC must continue to maintain a watching brief on all performance areas, it will become more risk-driven in its future inspection activity. Protective services will be the core of inspection programmes, tailored to capacity, capability and the likelihood of exposure to threats from organised criminality, terrorism and so on. Until its full implementation in April 2008, neighbourhood policing will also demand attention. Conversely, those areas where strong performance is signalled by SPI results, such as volume crime reduction and investigation, will receive relatively little scrutiny.

The Government has announced that, in real terms, there will be little or no growth in Police Authority/force budgets over the next three years. Forces will therefore have to maintain, and in some areas improve, performance without additional resources. This in itself creates a risk to police delivery and HMIC has therefore included a strategic financial assessment for all forces in its future inspection programme.

## **Force Overview and Context**

### **Geographical Description of Force Area**

Dyfed-Powys Police covers more than half the landmass of Wales and is the largest police area in England and Wales (4,188 square miles). The force is bounded to the south and west by the Irish Sea and the Bristol Channel.

Largely rural in nature, the force's largest centres of population can be found to the south and east. The area is served mostly by minor roads, and it takes some three-and-a-half hours to drive from the force's northernmost point to its far south-western tip. To put this into context, it is a distance of some 180 miles, significantly greater than that between Cardiff and London.

The main industries in the Dyfed-Powys area are agriculture and tourism, although there are significant petrochemical activities along the Milford Haven waterway in the Pembrokeshire basic command unit (BCU).

### **Demographic Description of Force Area**

Current estimates of the total population of the force area (503,700 persons) also indicate that 23% of people are of retirement age (65 for men and 60 for women) or over. This compares with an all-Wales average of 20% and the UK average of 19%. These rates range from 24% in Powys, 23% in Pembrokeshire and Carmarthenshire to 21% in Ceredigion – notwithstanding the strong full-time student presence (7,000+) in that particular area. Estimates (by the ONS) of migration patterns during this time suggest levels of outward migration most pronounced in the 16 to 24 age grouping throughout the force areas, countered by increases in the 45 to 64 age grouping over this time.

In recent times, there has been a significant influx of migrant workers into the force area, primarily from Portugal and eastern Europe. This has been driven by major industrial developments such as the liquefied natural gas terminals at Milford Haven in Pembrokeshire and has had a degree of operational impact locally.

Among the force population, Welsh is spoken by approximately 34% of residents (172,000 persons), with over half the people in Ceredigion and Carmarthenshire able to speak Welsh compared with the national average of 21%.

The sparse distribution of the force population is reflected in a density of 46 persons per square kilometre, compared with an average for Wales of 141 persons per square kilometre. Indeed, Ceredigion and Powys are among the most sparsely populated areas of England and Wales with 43 and 25 persons per square kilometre respectively. Reflecting the contribution of farming and tourism industries, these parts of the force area also record comparatively higher levels of self-employment.

### **Structural Description of Force including Staff Changes at Chief Officer Level**

The chief officer team is based at the force headquarters in Llangunnor just outside Carmarthen. The command team comprises Chief Constable Terence Grange, Deputy

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Chief Constable (DCC) Barry Taylor (who holds the support portfolio), Assistant Chief Constable (ACC) Andrew Edwards (who holds the operational portfolio) and the non-police Director of Finance and Resources, Andrew Bevan. The most recent change in the chief officer team took place in 2004 and was brought about by the retirement of the former DCC. Since that time there has been stability in the team, with the DCC and ACC exchanging their relative portfolios on 1 January 2006.

The force is split into four BCUs, which, since 1 April 2001, have been coterminous with the local authorities in the force area. Three of the BCUs are headed by a chief superintendent (Carmarthenshire, Pembrokeshire and Powys), the smallest BCU (Ceredigion) being led by a superintendent. The force headquarters provides the central support for the four BCUs. Operational support is provided through the operations and crime management and reduction departments, with other support delivered through the remaining HQ-based service departments: HR, finance, corporate services, professional standards, fleet and information services and technology (IS&T).

The headquarters site also accommodates the force communications centre, a major development sanctioned by the police authority and built utilising money from the Rural Response Initiative. This centre integrates all the call-handling functions of the force, specifically the operations room, non-emergency call-handling centre and the centralised crime recording bureau.

The building also houses the occupational health suite, the IS&T department and the police authority. One of the key objectives of the force in recent years has been to devolve finance and decision making to the lowest practicable level, a goal that has been achieved.

## **Strategic Priorities**

The local policing priorities as set out in the 2006/07 local policing plan are:

- terrorism and domestic extremism
- Class A drugs
- violent crime
- anti-social behaviour (ASB).

The priorities were identified following widespread public consultation and took into account the strategic assessments undertaken as part of the National Intelligence Model (NIM) process. Consequently, the priorities mirror those set out in the force's control strategy.

Wider strategic objectives are laid down in the joint force and authority strategy 'Working for Safer Counties – A Three Year Strategy for Improving Police Services'. Published in 2005, the strategy is due to run until 2008 and focuses on delivering improved services around a number of themes, these being:

- greater citizen focus;
- improving efficiency and effectiveness;
- working with integrity;
- promoting diversity;
- maximising science and technology;
- working flexibly across geographical and institutional boundaries;
- promoting and enhancing bilingualism; and
- extending accessibility and visibility.

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In more general terms, the force's overriding concern at present is to ensure that clear focus on performance improvement is maintained. A key driver is also the further enhancement of leadership capabilities across the organisation to deliver improved services during a period of significant change.

## **Impact of Workforce Modernisation and Strategic Force Development**

### **Police Community Support Officers (PCSOs)**

By 2008, the force is likely to have 157 PCSOs deployed across its four BCUs to facilitate the delivery of the neighbourhood policing programme. Confirmation of the authority's financial commitment to this number has yet to be given. To date, the force has employed 26 PCSOs. The bulk of these have been in Carmarthenshire (pathfinder BCU) and some in Pembrokeshire. Powys BCU has secured limited partnership money to engage four PCSOs, but Ceredigion has yet to benefit from any officers. Such a large increase in the number of PCSOs over the next two years will have a major impact on the way that policing is delivered at the local level. The funding arrangement for these officers (they will not be fully funded from a central pot in the future) is also likely to have ramifications in terms of precept levels.

### **Custody Detention Officers (CDOs)**

The force received funding for one year from the Workforce Modernisation Fund, to employ an additional 15 CDOs at custody suites across the force. The bid was submitted as a direct result of a major review of custody provision. An independent evaluation of the activities, costs and benefits of the additional CDOs was undertaken by the Wales Audit Office to establish whether the project had succeeded in releasing officer time for front-line duties (as was intended in the original submission to Home Office). The evaluation indicated that the scheme had indeed been a success, not only in releasing officer time, but also in delivering an improved service in the force's custody suites.

### **Initial Police Learning and Development Programme (IPLDP)**

The first course held locally in respect of IPLDP commenced in December 2005. Progress in relation to the IPLDP project (led by an inspector) has been monitored through the force programme board, with the effectiveness of training delivered being monitored through the force training prioritisation group. The force has recognised the benefits of bringing probationer training back to a local level, with a strong community focus, thereby ensuring that the skills of new officers reflect the requirements of policing an area like Dyfed-Powys. The effective implementation of IPLDP has required a significant capital commitment from the authority, with £750,000 being set aside in 2006/07 for major works at force headquarters to provide the required training facilities.

### **Communications Centre**

One of the key strategic developments in recent years has been the construction of and move to a major communications centre on the force headquarters site. The development was supported by a detailed business case developed by leading consultants Mason Communications, which identified significant failings in the force's call-handling capabilities. As a result, the authority earmarked Rural Response initiative funding over several years to pay for the development. The building, which is now fully operational, houses the force operations room, call-handling centre, crime recording bureau, IS&T department,

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occupational health unit and police authority secretariat. The building is jointly occupied by the Mid- and West Wales Fire and Rescue Service and the Wales Ambulance Service, thereby offsetting the overall cost of the project and the total cost to the public purse.

### **Vulnerable Witness Interview Suites**

Partially funded through the premises improvement fund, the force has established vulnerable witness interview suites at Pembroke Dock, Carmarthen and Brecon. These multi-agency facilities are utilised to deal more compassionately and sensitively with some of the most vulnerable witnesses and victims of crime, including domestic abuse victims, child abuse victims and vulnerable adults. The Pembroke Dock facility is sited on land adjacent to the existing police station, while the Carmarthen suite is located on land at the West Wales General Hospital (leased at a peppercorn rent in return for shared conference facilities). The Brecon facility has been integrated into the major new station serving the BCU (see below).

### **Brecon Police Station**

It was clear that the station serving Brecon in the Powys division was not capable of meeting current and future operational demands. Consequently, the authority purchased the former Hyder building and major adaptations were undertaken to provide wide-ranging new facilities for the BCU, including a custody suite, a vulnerable witness interview suite and a fleet servicing area. The accommodation is jointly occupied by the National Assembly of Wales, the probation service and the Brecon Beacons National Park Authority. This 'joint occupancy' approach is consistent with other force developments and seeks to minimise the overall accommodation costs of public authorities.

### **Haverfordwest Police Station**

The divisional headquarters for Pembrokeshire BCU has undergone major redevelopment. Included is the provision of a centralised custody suite to serve the whole BCU (in line with recommendations in the force custody review) and co-location arrangements with both the Crown Prosecution Service (CPS) and the local authority.

## **Major Achievements**

### **Crime Levels**

In spite of the impact of the National Crime Recording Standard (NCRS) during 2003/04, the force has continued to record the lowest levels of crime in England and Wales. End-of-year data for 2004/05 showed that the force recorded 63.7 crimes per 1,000 population compared to a most similar force (MSF) average of 80.5. During the course of 2005/06, levels of recorded crime have shown a steady reduction, a fall of 6.9% being recorded during the year. Significant reductions have been recorded in relation to domestic burglary (which has fallen by a quarter), violent crime (which is down 8%) and vehicle crime, which has fallen by 18% compared with last year.

One of the reasons previously noted by HMIC for the low crime levels is the positive relationships that exist with partners and the communities served, something that the force is keen to build upon as neighbourhood policing is rolled out.

### **Detection Rates**

As well as recording low levels of crime, the force has consistently secured high total and sanction detection rates. The latter have improved significantly over the past 12 months, the direct result of a major review of the recording, management and investigation of crime that was undertaken in force. The overall sanction detection rate for the force for 2005/06 is 40%, which is significantly higher than its MSF average and higher than in any other area of England and Wales. This level of detection performance is reflected across almost all areas of criminality. This success is partly attributable to the force's policy of investigating all recorded crime and not screening certain categories of offences as is the case in many other force areas.

### **Investors in People (IiP)**

In December 2004, the force was recognised as an Investor in People for the first time. This was a significant milestone for the organisation and marked the enormous progress that had been made in the delivery of the human resource (HR) function and the way in which staff were managed and developed.

As part of the force's ongoing commitment to continuous improvement, chief officers decided to submit the force to an assessment under the leadership and management model of IiP. This assessment was undertaken towards the end of 2005, at the same time as a review of the IiP standard. The assessors were pleased to confirm, in January 2006, that the force had retained IiP status and had been recognised as a holder of the leadership and management model. The report found the standard of leadership and development across the force highly praiseworthy, and identified Dyfed-Powys Police as a 'learning organisation'.

### **Charter Mark**

Dyfed-Powys Police is a five-times holder of Charter Mark, having first applied in 1992. Charter Mark focuses on the customer experience and how an organisation delivers and organises its services to benefit the user. In February 2006, the force underwent a surveillance review and in March 2006 received confirmation that it had retained Charter Mark status. This orientation towards the needs of the customer has assisted the force in developing plans to comply with the national quality of service commitment (QoSC) and national call-handling standards (NCHS).

## **Major Challenges for Future**

### **Neighbourhood Policing**

The delivery of neighbourhood policing across the Dyfed-Powys area presents significant challenges. Geographically, the force covers an area that is well over half the landmass of Wales, with several hundred minor authority wards serving these largely rural and sparsely populated areas.

Unlike more urban constabularies' areas, the force will be unable to deliver a dedicated neighbourhood policing team in each ward, but has had to devise means of providing teams at a slightly different geographical level, grouping small numbers of wards together. There will be a great deal of work to do in managing the expectations of the public in relation to what these teams will be able to achieve, particularly if police officer resources are abstracted to other areas.

### **Single Non-Emergency Number (SNEN)**

The force has introduced its own single non-emergency number (0845 330 2000) as part of its wider call-handling strategy. However, the introduction of a more generic SNEN in collaboration with partners such as local authorities is likely to pose major challenges in a force with the geographical characteristics of Dyfed-Powys. The timetable for the introduction of the SNEN in 2007 is extremely demanding.

### **Level 2 Criminality**

The capacity of the force to deliver an acceptable level of service in relation to level 2 criminality presents another challenge. The HMIC review of protective services made a number of criticisms of the force's ability to provide a sufficient level 2 response.

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<b>Summary of Judgements</b>	<b>Grade</b>	<b>Direction of Travel</b>
<b>Citizen Focus</b>		
Fairness and Equality in Service Delivery	<b>Fair</b>	<b>Stable</b>
Neighbourhood Policing and Problem Solving	<b>Fair</b>	<b>Improved</b>
Customer Service and Accessibility	<b>Good</b>	<b>Stable</b>
Professional Standards	<b>Fair</b>	<b>Not Graded</b>
<b>Reducing Crime</b>		
Volume Crime Reduction	<b>Excellent</b>	<b>Stable</b>
<b>Investigating Crime</b>		
Managing Critical Incidents and Major Crime	<b>Fair</b>	<b>Stable</b>
Tackling Serious and Organised Criminality	<b>Fair</b>	<b>Improved</b>
Volume Crime Investigation	<b>Good</b>	<b>Improved</b>
Improving Forensic Performance	<b>Good</b>	<b>Improved</b>
Criminal Justice Processes	<b>Good</b>	<b>Improved</b>
<b>Promoting Safety</b>		
Reducing Anti-Social Behaviour	<b>Fair</b>	<b>Improved</b>
Protecting Vulnerable People	<b>Good</b>	<b>Improved</b>
<b>Providing Assistance</b>		
Contact Management	<b>Good</b>	<b>Stable</b>
Providing Specialist Operational Support	<b>Fair</b>	<b>Stable</b>
Strategic Roads Policing	<b>Fair</b>	<b>Stable</b>
<b>Resource Use</b>		
Human Resource Management	<b>Fair</b>	<b>Improved</b>
Training, Development and Organisational Learning	<b>Good</b>	<b>Improved</b>
Race and Diversity	<b>Fair</b>	<b>Stable</b>
Managing Financial and Physical Resources	<b>Excellent</b>	<b>Stable</b>
Information Management	<b>Good</b>	<b>Stable</b>
National Intelligence Model	<b>Good</b>	<b>Improved</b>
<b>Leadership and Direction</b>		
Leadership	<b>Good</b>	<b>Not Graded</b>
Performance Management and Continuous Improvement	<b>Fair</b>	<b>Stable</b>

# 1 Citizen Focus (Domain A)

## 1A Fairness and Equality in Service Delivery

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

### National Grade Distribution

Poor	Fair	Good	Excellent
0	15	28	0

### Contextual Factors

The force is committed to providing equality in service delivery and this is driven by the DCC via the equality of service delivery management group (ESDMG), ie the Confidence and Equality (C&E) programme. He drives the C&E agenda to deliver equality of service to all sections of the community and specifically across all seven strands of diversity (including the Welsh language). The actions taken have ensured the support and confidence of local communities.

The geographical size and infrastructure of the force pose significant challenges in delivering equitable levels of service. This is compounded by the fact that there are no significant centres of black and minority ethnic (BME) population; rather, they are distributed sporadically across the Dyfed-Powys Police area. The force has, however, committed significant resources to ensuring equality of service delivery, using the national QoSC, NCHS and other mechanisms to drive this.

The force is taking positive steps to raise the awareness of hate crime in the community and create an environment that will allow victims to report such crimes with trust and confidence in the police. The force has a hate crime information line and this is supported by full media engagement and the use of True Vision. The force also fully engages with minority groups via a number of consultation forums, eg the independent advisory group (IAG), the lesbian, gay, bisexual and transgender (LGBT) forum and equality of service delivery groups (ESDGs).

### Strengths

- The DCC is the chief officer lead for fairness and equality, demonstrating commitment through the ESDMG. He drives the C&E agenda to deliver equality of service to all sections of the community, and specifically across all seven strands of diversity (including the Welsh language).
- The force has a lawfully compliant race equality scheme (RES) which incorporates the requirements of general and specific duties. There is a published annual review of the scheme, outlining progress. There is robust monitoring, using employment monitoring data and impact assessments to identify and address problems in policing practices.

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- There is a diversity equality scheme, including race, that meets the minimum requirements imposed by the Race Relations Amendment Act (RRAA) but also covers other strands of diversity. A race equality action plan supports the RES and progress is reviewed by the ESDMG.
- The force is compliant with the Disability Discrimination Act (DDA). A DDA working group has been established to monitor compliance and an access audit of all force properties has been carried out with the help of consultants. An action plan has been developed and is being implemented.
- The communities and partnerships department has taken a lead role in working with other agencies to promote the use of third-party reporting schemes. A multi-agency group, chaired by the police as members of the local criminal justice board (LCJB), has recently undertaken a number of initiatives to promote this.
- A formal launch of the True Vision third-party reporting scheme attracted local media attention at the LCJB annual conference. More than 10,000 True Vision packs and briefing notes have been distributed to public locations across the force area and there is confidential hate crime information line.
- Hate crime advice notices are published in all local newspapers in the force area on a fortnightly basis and there is a contact name for hate crime on the force intranet.
- There is evidence of a culture and commitment to take positive action to deal with hate crime. All hate crimes are investigated and a number of multi-agency initiatives have been developed which maximise the use of the media and third-party reporting schemes. The force also has a hate crime policy that is publicised on the intranet. This guidance is currently being updated following consultation with the independent advisory group (IAG).
- There are processes in place for consulting with community groups, including the IAG, the force LGBT forum, and E SDGs. A virtual focus group, using internet and email technology, has been launched to improve links and consultation opportunities with young people and the business community. Consultation with these groups has helped to build trust and confidence in the service provided by the force and has informed the development of policies and operational procedures.

### **Areas for Improvement**

- The force is working with the Welsh Assembly Government to improve its disability equality scheme and gender equality scheme. The Commission for Racial Equality (CRE) report and its recommendations are being followed and an action plan is being implemented. All four Welsh forces are working together to create generic schemes and share existing good practice.
- Although the force has arrangements in place for consultation with community groups, there is an opportunity to broaden the process to include the more hard-to-reach groups – eg, young people and migrant workers.
- Training to raise awareness of the RRAA has been arranged and will be delivered to all staff. The force is also arranging specialist training for diversity trainers, hate crime investigators and others managing the RES.

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**1B Neighbourhood Policing and Problem Solving**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Improved</b>

**National Grade Distribution**

<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Excellent</b>
<b>4</b>	<b>18</b>	<b>20</b>	<b>1</b>

**National Context**

Neighbourhood Policing (NHP) is a national programme and its expectations are based on national research. This framework differs from others because the grade awarded reflects the force's ability to roll out NHP progressively, year on year, until its implementation date of April 2008. This focus on programme delivery and the need for continual improvement are reflected in the grades. Therefore, in this framework it is significantly more challenging for a force to maintain the same grade as last year.

HMIC has awarded an Improved direction of travel where forces are actively progressing implementation, have improved their performance and have allocated significant resources to deliver NHP. As a result, most forces have an Improved direction of travel. However, this assessment has also highlighted the significant demands of the NHP programme and the vulnerability of some forces that are failing to maintain the pace of implementation.

**Contextual Factors**

Dyfed-Powys Police is committed to introducing neighbourhood policing to all areas of the force, in line with the Government's published guidelines, by March 2008. It is the planned intention of the force to have all divisional neighbourhood team structures in place before the end of 2006, supported with the roll-out of PCSOs, provided as part of Home Office neighbourhood policing fund, commencing in October 2006. Robust project management of neighbourhood policing is in place, reporting via the force National Centre for Policing Excellence (NCPE) programme board through the established force neighbourhood policing steering group to ensure that strategies, policies and support structures are in place to facilitate this process.

Many headquarters departmental support structures have already been put in place to support neighbourhood policing, and force strategies, policies and plans reflect the force's commitment to achieve full implementation by the Government's deadline of March 2008.

Each division has a neighbourhood policing implementation team in place actively involved in resource auditing, community and partnership engagement and identifying neighbourhoods in order of priority in readiness for the deployment of neighbourhood policing teams.

The force's community engagement strategies and partnership working protocols have helped facilitate neighbourhood policing within the pathfinder division. Existing citizen panels, focus groups and community consultation forums have all contributed to identifying community concerns and priorities. Well-established partnership working and the effective use of the community safety partnerships have contributed to the establishment and deployment of neighbourhood policing teams (NPTs). The research and analytical

capabilities of the force corporate services department in identifying neighbourhoods utilising a combination of police and local authority data have proved invaluable.

## **Strengths**

- The force has developed a plan to ensure that communities know the name and contact details of neighbourhood officers and teams. Details of the plan are included within the force communications strategy for neighbourhood policing. The pathfinder BCU has published posters and business cards for neighbourhood policing staff to ensure that they are both visible and accessible to local communities. The posters include contact details and these have been distributed to key locations such as schools and post offices across the area. Details of officers are also made available at meetings arranged to launch neighbourhood teams throughout the force area.
- The force press office supports neighbourhood policing activity through the circulation of information to the national and local press/media. In the pathfinder BCU, the community safety partnership employs a partnership press officer to maximise the benefit of the partnership approach and good work completed by teams throughout the division.
- The Association of chief Police Officers (ACPO) lead for neighbourhood policing is the ACC who chairs both the neighbourhood policing steering group and the overall NCPE steering group. This group reports to the force programme board chaired by the Chief Constable. A trained project manager has been appointed at force level to manage the implementation of neighbourhood policing.
- The neighbourhood policing project manager has been appointed to co-ordinate the implementation of neighbourhood policing and a detailed plan has been developed which includes highlighted critical paths and milestones. The force has a formalised review and governance element with an adequately resourced project/programme support structure. A force steering group has been established to guide progress of the project, with ACPO, police authority and staff association representation.
- Each division has a nominated divisional lead for neighbourhood policing and a project manager. Each division also has an implementation team that works jointly with key local authority managers and community safety partnerships. The pathfinder implementation team has representation from the police authority and the deputy chief executive of the relevant local authority.
- Community/neighbourhood profiles have been created using a range of data and are being used to identify, prioritise and resource neighbourhoods. The pathfinder BCU created an index system, based on the existing council ward structure. The index contains several elements – eg, demographic data, social deprivation data, crime and incident data as well as information on public priorities. Street scene data supplied by unitary authorities has also been incorporated in the profiles.

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- Implementation has taken place on the pathfinder BCU and all of the elements – neighbourhoods identified, key individual networks (KINs) established, joint problem solving – are in place.
- In some areas of the pathfinder BCU, NPTs are deployed to tackle local priorities via NIM and are engaged in joint problem solving with partners and the community. NIM processes are used to support and identify community priorities through the gathering of community intelligence, which is considered by the divisional tactical tasking and co-ordination group (TTCG) meeting and used to deploy resources to identified problems.
- The development of a divisional intelligence unit has assisted the pathfinder BCU in ensuring a consistent and methodical approach to the collating and processing of intelligence. This in turn has led to the ability to develop intelligence packages targeted at community issues and delivered by the NPTs. A specific community intelligence form has been introduced which assists in providing qualitative and quantitative evaluation of information.
- There are some formal protocols in place with partners which define the information-sharing arrangements. Each division has analysts capable of analysing partner information and community intelligence. A joint data sub-group has been established which has created a common data set allowing for the free flow of information and access to local authority databases. A joint information-sharing protocol has been signed by all the community safety partner agencies.
- Citizens' panels have been established on the pathfinder BCU (Carmarthenshire), Pembrokeshire and Powys, and will be extended to include Ceredigion in the near future. A joint agency group has been created comprising local authority community safety and Anti-Social Behaviour Order (ASBO) co-ordinators, together with key personnel from other partner agencies, to ensure a consistent approach to identifying community priorities.
- A community engagement strategy helps to identify neighbourhood priorities and provide feedback on the results of action taken. This includes methods to engage hard-to-reach/hear groups. The community engagement and consultation strategy for 2005/06 provides a clear action plan for consulting and engaging with communities across the force area between now and 2008. Consultation mechanisms are regularly reviewed within the strategy to take account of national and local developments.
- ESDMGs are in place on all four BCUs. Community safety officers, senior managers and authority members meet on a regular basis with representatives from hard-to-reach/hear groups that tend to be overlooked by traditional consultation mechanisms. They also include representatives from other organisations such as victim support and unitary authorities. The forums provide the opportunity for groups to offer feedback on issues that concern them.
- A process is in place to form strategic and collaborative partnerships. The pathfinder BCU has, as part of its marketing strategy, put the development of partnerships at the core of introducing neighbourhood policing. This is achieved through its links with the community safety teams based within the local authority and BCU. Joint ventures between NPTs and community groups are established (with joint funding) to target

issues of concern to local people.

- Neighbourhood policing is considered and understood to be a part of mainstream policing activity in most areas of the force. In the pathfinder BCU, command team members have delivered presentations to staff in all departments to promote neighbourhood policing and explain how it is being implemented and why it is a priority. All HQ departments have been required to identify work streams linking their activity with neighbourhood policing and reviewing policies and operating procedures – eg, call handling, CID and response. These links and activities are monitored by the force steering group.
- An abstraction policy is in place to emphasise that neighbourhood policing officers will not be abstracted to perform other duties. There are exceptions but any abstraction has to be authorised by a superintendent or chief inspector. A record is kept of all abstractions so that rates can be discussed at the divisional performance management meetings.
- Role profiles based on the integrated competency framework (ICF) have been developed for neighbourhood policing staff performing the role of inspector, sergeant, constable and PCSO. They have been circulated throughout the organisation and are also available on the force intranet.
- There are examples of excellent neighbourhood policing officers who are well respected by the communities and who are having a significant impact on the quality of life of communities. One officer has introduced himself to key community contacts and has engaged with the growing Polish community to explain the role of the police. He has given presentations on the effects of anti-social behaviour and the requirement to comply with driving laws. This has helped to improve the perception the Polish community has of the police.
- Dyfed-Powys has identified the need for a structured approach to addressing anti-social behaviour which complements the neighbourhood policing strategy. It has developed joint ASB groups, led by the local authority via Welsh Assembly Government-funded ASB officers. Data on ASB is provided by the corporate services department on a monthly basis to the local authority ASB co-ordinators. The co-ordinators use this data, together with that from other partner agencies, to provide an overall profile of ASB for each community safety partnership (CSP)/BCU area. The local authority ASB co-ordinators work with the community safety officers in their respective BCUs, ASB action groups and NPTs to tackle identified problems.

### **Work in Progress**

- A new policy for the recruitment and deployment of special constables and volunteers is being formulated. A policy for the selection of neighbourhood policing staff is being reviewed and a new policy for the deployment of PCSOs, which will incorporate their agreed powers, is being developed. The pathfinder BCU held a seminar for neighbourhood policing staff to identify training needs and to encourage the sharing of good practice.
- The need for development, reward and recognition processes is understood and is being developed as part of the HR strategy. The selection of staff for neighbourhood policing roles on the pathfinder BCU has identified the need to ensure that only officers with the relevant skills, knowledge and ability should be appointed. Special

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priority payment (SPP) for neighbourhood policing staff is being discussed and a final decision by the police authority is awaited.

- A strategy that incorporates all HR considerations for neighbourhood policing posts, including selection, retention and tenure, is being developed. A new policy for the deployment of PCSOs is required in time for the recruitment and appointment of staff as part of the neighbourhood policing fund roll-out later in 2006.
- Although there has been some local marketing of neighbourhood policing within the pathfinder BCU, the force has not promoted it widely as it did not want to raise expectations before it had been fully implemented. A force-wide launch of neighbourhood policing, supported by a marketing campaign, is planned for autumn 2006 when the roll-out is complete.

### **Areas for Improvement**

- There is a well-managed internal neighbourhood policing website but it needs to be updated to reflect the progress the force has made towards implementation of the programme. This will include the facility to identify local officers and the areas for which they are responsible.
- An abstraction policy is in place for NPTs, and officers in rural areas are rarely abstracted to cover response. However, there is evidence that officers in urban areas are being abstracted regularly to cover response duties and have to continue the investigation of any crimes allocated to them as a result.
- The introduction of NPTs has resulted in a reduction in the number of officers on response teams. As a consequence, the 5-week variable shift system will have to be changed to ensure the availability of response teams 24/7.
- There is no formal, systematic training for NPTs. Some officers have had restorative justice training but many have not had any training to prepare them for their role. Some front-line officers have not had any training on (and some were not even aware of) the changes introduced in January 2006 by the Serious Organised Crime and Police Act 2005 (SOCPA).
- The community/beat profiles contain a list of key individuals whom officers can contact to seek information/guidance or to pass on information. Individuals on these lists are not aware that they form part of a key individual network as the concept has not been explained to them, and they have not been involved in identifying community priorities.
- The force is looking to introduce a corporate system for capturing community intelligence. The full integration of the NIM process within non-pathfinder BCUs has yet to be developed.
- The force is examining ways it can better manage demand/incidents, to reduce the pressure on response officers and help to divert more resources into neighbourhood policing. The introduction of effective processes to assist members of the public in contacting NPTs via the new call centre is also being progressed.

- There is no formal process for measuring the contribution neighbourhood policing is making to force performance. The force is considering introducing a system developed by North Wales Police (MATRIX) to capture all the required neighbourhood data such as community profiles, community engagement processes, key contacts and community priorities.

**1C Customer Service and Accessibility**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	19	22	2

**Contextual Factors**

The sparse and rural nature of the Dyfed-Powys force area necessitates some innovative thinking in terms of service design and delivery. The authority has for a number of years supported a programme of opening new stations, particularly in rural areas, to provide a visible, accessible presence. Where possible, this approach has been undertaken on a collaborative basis with other providers – eg, the Mid- and West Wales Fire and Rescue Service are co-located with the police in Crymch.

Resources do not always allow for significant capital investment so the force has had to identify alternative means of widening the access to police services. Examples of this include a partnership with the Post Office in the Powys and Ceredigion divisions where police operate from rural post offices, and the use of CSP funding to procure two mobile police stations for the Ceredigion division.

Putting the customer at the heart of service delivery is something that Dyfed-Powys Police has been committed to for many years. This is reflected in the fact that the force is a five-time Charter Mark holder. This is a particularly important standard since it puts the viewpoint of the customer at the centre of everything that the service provider does. Charter Mark has been central to the way in which the force does business for the past 14 years and has provided a platform for developmental work around QoSC and national call-handling standards implementation plans.

Levels of user satisfaction are consistently among the highest recorded across England and Wales. The force does, however, face significant challenges in ensuring valid sample sizes in relation to the BME population. Providing readily accessible services can be problematic in such a vast geographical area, but efforts have been made to address these issues innovatively through the delivery of services through some post offices, use of mobile police stations and the establishment of the force communications centre.

**Strengths**

- Service standards are clearly defined within the local policing charter, which incorporates the requirements of the QoSC and the NCHS. This publication is available in all stations and libraries across the force area and provides the customer with information on how to make a complaint if service standards have not been met. The force is a five-times Charter Mark holder.
- Dyfed-Powys has identified opportunities to work collaboratively with partners to develop accessibility and visibility of policing services. An example of this is the Post

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Office partnership, through which limited policing services are being delivered through ten post offices in Powys and Ceredigion. Similarly, the Ceredigion BCU has used CSP funding to secure two mobile police offices, which are utilised to provide access to services in communities where the provision of a full-time station cannot be justified.

- The force has developed joint police/fire accommodation at Crymych and has built a new police station at Brecon which will be jointly occupied with the National Park Authority, Probation Service and the Welsh Assembly Government.
- Accessibility to services is promoted through the force website. Developments in the estate, call handling etc are marketed through targeted campaigns and through more traditional methods such as the local policing charter, local policing plan and the Annual Report. For example, the introduction of the single non-emergency number was widely marketed through a leaflet drop; leaflets were also sent out containing user satisfaction surveys and citizens' panel questionnaires. Awareness of the number was subsequently tested through the Pembrokeshire and Carmarthenshire citizens' panels.
- A range of standards exist that are clearly articulated through the local policing charter. In some cases, these exceed the requirements of the QoSC, notably in the stated policy of investigating all recorded crime. Feedback from consultation is used in setting targets in relation to local and national performance indicators.
- There is a well-developed and communicated action plan for QoSC implementation that is currently being audited by the force audit and review team. The most recent assessment submitted to the Home Office identified only one 'red' area, namely the ongoing development of the external website.
- Other than the website issue outlined above, the force has in place the policies, resources and support mechanisms to secure full compliance with the QoSC by November 2006, the NCHS and the recommendations from the HMIC thematic report, 'First Contact'.
- The crime investigation policy has been updated to reflect the requirements of the code of practice for victims of crime and the force has introduced training for all officers on the requirements of the code. A computerised form (C551b) has been used for some time to monitor compliance with the code. The case preparation system is used to record contact for all post-charge cases. The force complies with Home Office guidance and exceeds the requirements of the national victim support protocol.
- User satisfaction and British Crime Survey (BCS) data is reviewed and performance challenged through the force corporate performance review board and the police authority performance management and scrutiny committee. Data from iQuanta and trend data from internal sources is used to identify performance issues. Variations in performance are reviewed on a geographical basis, across crime types and between white and BME users to identify areas for concern, with actions being tasked to relevant divisional and departmental heads.

### **Work in Progress**

- The latest national QoSC assessment revealed that the force website was in need of further development. Chief officers have, however, approved the engagement of a web content manager to sit within the corporate services department. A role profile has been developed, the post has been advertised and the successful candidate is expected to be in post by the end of the year.

### **Areas for Improvement**

- Systems are being set up to monitor compliance with the code of practice for victims of crime by dip-sampling, monitoring of crimes by the crime management units (CMUs) and through the witness care unit (WCU).
- There is a need for more widespread collaboration between Welsh forces to deliver consistent application of the national QoSC.

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**1D Professional Standards**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Not Graded</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
2	16	25	0

**National Position**

In view of the recent focused inspection activity of professional standards departments across the country, the grade allocated in the national moderation process and publication of the reports in January 2006 will be applied for the purposes of baseline assessment.

The inspections were conducted using a substantial framework of questions under EFQM4 (European Foundation for Quality Management) headings. This framework of questions was forwarded to forces in line with normal baseline methodology, requesting self-assessment and submission of relevant evidence and supporting documentation. This material was then analysed and followed by HMIC inspection teams visiting forces to carry out validation checks and supplementary interviews of key staff and stakeholders. The baseline inspection reports include recommendations as well as areas identified for improvement.

Evidence was gathered, consolidated and reported upon in individual force baseline assessment reports which can be found on the HMIC website:

[http://inspectorates.homeoffice.gov.uk/hmic/inspect\\_reports1/baseline-assessments.html](http://inspectorates.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments.html)

## 2 Reducing Crime (Domain 1)

### 2A Volume Crime Reduction

Grade	Direction of Travel
Excellent	Stable

#### National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

#### Contextual Factors

Dyfed-Powys Police covers the largest geographical area in England and Wales and has low levels of recorded crime. In 2005/06 the force recorded a reduction of 6.9% in overall crime. The topography and spread of crime presents significant challenges to reducing crime effectively through targeted policing.

The NIM tasking and co-ordinating process is now firmly embedded at both BCU and force level and the four local authorities have a strong working relationship; this has resulted in a number of successful crime and disorder reduction initiatives. Representatives from partner agencies have attended tasking meetings at BCU level and there are plans to replicate this at force level.

#### Strengths

- Total recorded crime fell by 6.9% in Dyfed-Powys, from 32,408 crimes in 2004/05 to 30,183 in 2005/06. This represents 2,225 fewer victims of crime in 2005/06 than in the previous year.
- The force has achieved significant reductions in volume crime during 2005/06.
  - Total crime has reduced by 7%, from 64.35 crimes per 1,000 population in 2004/05 to 59.93 in 2005/06, significantly below the MSF average of 76.02.
  - Domestic burglary has been reduced by 23.1% from 5.03 crimes per 1,000 households in 2004/05 to 3.87 – the MSF average is 6.32.
  - Violent crime has reduced by 8% in from 17.59 offences per 1,000 population in 2004/05 to 16.26 in 2005/06, below the MSF average of 17.11.
  - Robbery offences have remained static in 2005/06 with 0.08 crimes per 1,000 population, but still significantly below the MSF average of 0.30.
  - Vehicle crime has reduced by 18% from 4.89 crimes per 1,000 population in 2004/05 to 4 in 2005/06, almost half the MSF average of 7.98.
- The British Crime Survey fear of crime indicators for January to December 2005 revealed that:

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- some 3.5% of people felt that they were at risk of personal crime compared with the MSF average of 5.3%; and
- the percentage of people who felt that they were at risk of household crime was 9.4%, which is significantly below the MSF average of 15.7%.
- The ACC is the ACPO lead on operational matters. He chairs the monthly level 2 tactical tasking and co-ordinating group (TTCG) meeting and the operations meetings, where he holds senior managers accountable for performance.
- The ACC has monthly meetings with all operational commanders where performance issues are discussed in detail. There is also a quarterly corporate performance review board which draws together issues from other meetings to give a corporate overview of performance issues relating to BCUs and HQ departments.
- The NIM TTCG process is now firmly embedded at both BCU and force level. The meetings are held monthly and are informed by tactical assessments prepared by analysts which identify crime patterns/trends for prevention and reduction activity.
- Problem-orientated policing (POP) is linked to neighbourhood policing and the tasking and co-ordinating process at both BCU and force level. A force POP guide is currently being developed and will incorporate NIM and neighbourhood policing. All probationers and PCSOs are trained in problem solving and it is incorporated in acting sergeant and acting inspector courses.
- The force has led Welsh forces in developing a distraction burglary problem profile and action plan, which has resulted in a 45% reduction in such offences across Wales. Operation Sycamore is a crime reduction initiative targeting burglary dwellings, which is supported by a senior investigating officer (SIO) from HQ. The strategy has been co-ordinated by the force intelligence bureau (FIB), the principal analyst and the scientific support unit (SSU) intelligence analyst.
- The creation of a dedicated team of officers to tackle prolific and priority offenders in Carmarthenshire has contributed significantly to the reduction of crime within the BCU, particularly domestic burglaries. Action to reduce alcohol-related crime and disorder is seen as a priority by the force and, in addition to tackling problems encountered on the streets, a more strategic approach has been taken via the tasking process and at the four counties steering group. This partnership approach has resulted in several co-ordinated operations – eg Operation Arrowhead, a joint operation on licensing and disorder issues. There is also an effective school liaison programme and a joint test-purchase programme operating across Dyfed-Powys.
- The force has been awarded a Good grade in respect of both data quality and management arrangements by the Audit Commission for the year 3 NCRS audit, which reflects the significant improvements achieved over the last two years. The crime registrar undertakes monthly audits of all crime categories to ensure that the force is compliant with the Home Office crime recording (HOCR) standards. In addition, the force audit and review team undertake a monthly audit of a significant sample of crime incidents that have been finalised as ‘no crime’.
- Monthly management information bulletins are produced and circulated to chief officers, BCU commanders and heads of department. In addition, BCU commanders are held accountable for volume crime performance at the quarterly corporate performance review board, which is chaired by the Chief Constable. The force has also introduced the professional assistance template (PAT) and crime overview

results analysis (CORA) systems that produce performance data, including crime trends, on a monthly basis.

- The force efficiency plan highlights a number of areas where savings have been identified and resources reallocated to improve performance – eg, the establishment of CMUs and dedicated source handling units in each BCU. These units have been set up without having to increase precept and they are contributing significantly to improving performance.

### **Work in Progress**

- In order to achieve a clear corporate approach to successful problem-orientated policing, a force guide is being developed and will incorporate the NIM and neighbourhood policing.
- The force does not have full engagement in proactive offender diversion programmes, in line with its priorities. However, a drug intervention programme was launched in March 2006 which proactively engages with drug offenders with a view to diverting them away from crime. A senior officer from the communities and partnerships department is an active member of the regional steering group and he ensures that the drug prevention unit and custody staff are proactive in promoting the arrest referral scheme which is the gateway into the drug intervention programme.

### **Area for Improvement**

- There is evidence that some partners attend TTCG meetings – eg, community safety co-ordinators – but this could be extended to include a broader representation from partner agencies.

### 3 Investigating Crime (Domain 2)

#### 3A Managing Critical Incidents and Major Crime

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

#### National Grade Distribution

<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Excellent</b>
5	17	17	4

#### Contextual Factors

The force does not have a dedicated major crime investigation team due to the low number of incidents recorded. There have been a total of 22 murders since 1998 – ie 2.4 murders per year. It is inevitable, therefore, that when such incidents occur, resources are diverted from other operational policing areas.

There are plans in place for regional collaboration with Gwent and South Wales Police for major crime investigations, major crime review, kidnap and hostage taking and casualty bureau/temporary mortuary management.

Regional protocols are in place to access staff at Operation Tarian, the regional intelligence cell (RIC) and the regional asset recovery team (RART) to respond to level 2 criminality. Regional contingency plans are tested regularly at force and regional level.

#### Strengths

- The force has adopted the national definition of a critical incident and there are critical incident and community tension policies in place. The strategic assessment identifies areas of potential risk resulting from critical incidents, which includes the threat of gun crime and immigration crime.
- The force command and control system for task and operational resource management (STORM) has tagging facilities for critical incidents, which allows for specific searches to be conducted. The STORM logs are available on the force intranet intelligence search facility. Problem profiles have been developed in respect of immigration crime, gun crime and criminal gangs and there are information-sharing protocols in place with partner agencies. Current assessments indicate very low risks.
- Key dates for contingency planning are an agenda item at tasking and co-ordinating group meetings where any predicted or potential demands are identified.
- The force environmental scanning process includes relevant research on the internet. All analysts have internet access and information from this process is used to inform the strategic assessment. There are examples of where this has been used successfully to identify where raves are being planned during the summer months. The force is also a leading force in the development of the Cross-Regional

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Information Sharing Project (CRISP), which will allow access to other force intelligence systems.

- The force strategic assessment identifies and assesses threats and risks of critical incidents and major crime within the force area. To complement the process the force has policy and procedures in place for gathering intelligence and assessment of risk on a multi-agency basis in the following areas: sexual, violent and dangerous offenders, domestic violence, child protection and vulnerable adults. This includes intelligence transfer from partner agencies such as health authorities and social services.
- The force operates a gold, silver and bronze duty officer rota on a 24-hour basis to assign responsibility for identifying and managing critical incidents. There are sufficient trained and accredited commanders – national critical incident training has been delivered to ACPO officers, SIOs and senior operations staff.
- An IAG has been established to advise on policy and it is consulted during critical incident planning and response. The IAG protocol has established an agreed process and operating criteria to advise the police during a critical incident or major investigation. The protocol promotes critical appraisal of police actions from the perspective of a recipient of police services/member of the community and considers public perceptions, sensitivities and any possible negative effects of proposed action(s).
- The force has a risk assessment strategy for critical incidents and major crime, with daily assessments of any situations of potential high risk. Specific areas that are the subject of daily assessment include multi-agency police protection arrangements (MAPPA) issues, domestic violence, child protection and vulnerable persons.
- There is a review policy for critical incidents/firearms incidents that requires debriefs to be conducted following each occurrence. The HQ crime management and reduction senior management team meets on a monthly basis to identify learning and share good practice. This is distributed to SIOs at BCU level through quarterly senior CID conferences. Collaborative arrangements are in place with South Wales and Gwent forces for major crime review.
- The force security group meets on a monthly basis to review community tensions. Seventeen officers of inspector rank and above have attended critical incident training at Centrex. Intelligence is assessed and informs the monthly TTCG meetings at BCU and force level; where appropriate, tactical plans are prepared and distributed for action. An example would be the management of domestic abuse.
- There is automatic electronic transfer of details of all domestic violence incidents to domestic violence officers who review every referral. Where there is evidence of high risk, multi-agency risk assessment conferences (MARACs) are convened and multi-agency action plans are developed. Individuals discussed at MARACs are agenda items at the TTCG meetings.
- The force multi-agency protocols complement national guidelines for investigating deaths and critical incidents in health and care home settings. The force is working with the Care Standards Inspectorate for Wales to develop a new protocol based on homicide journal guidance and the findings of reviews of recent investigations in

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Pembrokeshire. The force has adopted the national protocol for the investigation of deaths on land or premises already occupied or under the control of the Ministry of Defence, and the national work-related deaths protocol with the Health and Safety Executive (HSE). All unexplained deaths are led by an SIO in accordance with force policy and procedures in relation to major crime investigation. Investigations into unexplained child deaths are recorded on the case administration and tracking system database.

- Multi-agency 'whistle-blowing' processes are in place to promote early identification of poor practice in the management of vulnerable persons, and the force confidential source and provenance system is utilised to protect anonymity.
- Duty inspectors in the force control room use standard operating procedures to call out appropriate staff. They also have access to a drop-down list of tactical menus to ensure appropriate initial action is taken by officers attending incidents. Gold, silver and bronze duty rotas are in place together with a call-out system for SIOs. Similar call-out procedures are in place for specialist staff on the authority of the SIO.
- The force has trained gold commanders at ACPO level and has recently trained four chief superintendents as gold commanders to provide additional resilience. The force has 42 silver commanders trained to manage firearms incidents, while inspectors and sergeants have bronze (scene) firearms awareness training as part of the inspectors' and sergeants' training programme.
- The force major crime investigation policy requires community impact assessments to be undertaken whenever a SIO is deployed to an incident or, in other cases where it is deemed necessary due to the type of incident, to assess and manage community needs and expectations. They are completed within four hours of the incident being reported and are reviewed regularly (after 24 hours at the latest).
- The force capacity for firearms response is defined in the strategic firearms threat assessment. There is sufficient capacity in key areas and there are effective collaborative arrangements in place with neighbouring forces to secure mutual aid firearm resources if required.
- The force has a joint major incident procedures manual, which is a multi-agency protocol for dealing with critical incidents. Partnership arrangements are in place for major crime investigation, major crime review, kidnap and extortion, CBRN, casualty bureau and mortuary planning, family liaison officers (FLOs), covert human intelligence source (CHIS), single point of contact (SPOC) and covert policing. Strong regional networks have been established to access other force data through the appointed analysts.
- Plans are in place for regional collaboration for kidnap and hostage with the Serious Organised Crime Agency (SOCA). Regional protocols are in place to access support from Operation Tarian, RIC and RART to respond to level 2 criminality. Regional contingency plans for CBRN were tested in February 2006 and the force will conduct Operation Oystercatcher in October 2006 to test counter-terrorism contingencies. Business continuity processes are in place for fingerprint services with South Wales and Gwent forces.

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- The force is implementing all levels of PIP (professionalising the investigative process) through an NCPE work stream under the lead of the ACC. It maintains a resilience of key posts in accordance with major incident room standardised administrative procedures (MIRSAP), and service level agreements (SLAs) exist with divisions that set out the required number (including skills profiles) of staff to support the setting up of major incident rooms. The major crime investigations policy follows the principles set out in the murder investigation manual and MIRSAP. Investigative interview training is being delivered in force with two full-time training staff taking on the delivery of this commitment. The force has undertaken its own critical incident training exercises that mirror the national critical incident training.
- The force has a critical incident policy and a major crime investigation policy that require certain incidents to be brought to the attention of the duty force SIO. These include murder, manslaughter, kidnap, abduction, stranger rape, blackmail and extortion –(eg, food contamination) terrorism and extremism, armed robbery involving the use of a firearm/imitation firearm, aggravated burglary where the offender is in possession of a firearm/ imitation firearm, paedophile networks, major public disorder, organised hate or faith crime, organised crime and drugs groups, arson on an occupied building and deaths in healthcare settings (where potential negligence is involved).
- An analysis of the 22 murders recorded since 1998 has revealed that the major contribution to these offences is domestic abuse – 12 offences (55%) have been domestic-related. The introduction of a domestic violence risk matrix has the potential to identify high-risk situations and develop preventative actions. A risk matrix was piloted in 2005/06 and has been successful in identifying critical cases, which has led to a multi-agency response and the conviction of serial offenders. The matrix will be rolled out across the force area during 2006. Force intelligence systems have been utilised to provide actionable data on crime hotspots with multi-agency responses actioned.
- TTCG processes are NIM-compliant; critical incidents and major crime are discussed at level 2 tasking meetings and resources allocated according to priority.

### **Areas for Improvement**

- The force does share intelligence with other forces/agencies through personal contact but there is not yet a computer-based system to allow easy access to intelligence from other organisations.
- The force does not have a homicide prevention strategy that includes the full range of precursor offences, although it is introducing a risk assessment matrix for domestic abuse incidents to identify high-risk situations and manage preventative actions.
- Community profiles have been developed in areas where neighbourhood policing teams are established but these are not incorporated into the force strategic assessment and there is limited evidence of the inclusion of areas where potential critical incidents may occur.

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- Community intelligence is gathered at beat level and entered on to the force intelligence system. It is fed into the TTCG process but it is not proactively developed and disseminated. As a consequence, patrol officers keep paper records of the intelligence they have submitted and use these to brief themselves and inform activity.
- The force is currently developing an SIO 'hot debrief' tool to cascade learning to all SIOs. Serious case reviews are conducted in respect of child abuse and adult abuse investigations and action plans instigated to remedy any identified areas for improvement. As a result of a recent public inquiry into a homicide involving a mental health patient, the new procedures for managing dangerous, unconvicted persons to complement the MAPPA are being developed.
- The force does not have a dedicated major crime investigation team due to the low numbers of incidents recorded – 22 murders since 1998, an average of 2.4 per year. It is inevitable, therefore, that, when such incidents occur, resources are diverted from other operational policing areas.
- There is no formal policy for the use of Osman options in potential homicide situations, although the occasions on which they have been used are limited due to the crime profile of the force. The force recognises the need for a policy to fill this gap.
- There are no information security/integrity procedures for major incident investigation which link to professional standards department (PSD) anti-corruption measures.
- There is limited resilience in analytical support as there are no dedicated intelligence analysts for major crime inquiries. Analysts are brought in from other departments or divisions as required.
- There is no performance management process in place for major crime investigations, although costs and resource commitments are reviewed on a regular basis by the ACC.

**3B Tackling Serious and Organised Criminality**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
7	21	13	2

**Contextual Factors**

The force has made good progress during the past year in recognising the threat it faces from level 2 criminality and it has invested time and resources in identifying how the threats affect the force. There have been improvements in the understanding and application of the NIM which have led to an increase in the number and quality of packages referred to the level 2 tasking process.

The force has engaged staff from Operation Tarian and there have been a number of successful joint operations to target level 2 criminality. The force has also invested in resources to target level 2 criminality – there has been an increase of 50% in the number of staff devoted to financial investigation and surveillance. In addition, the force has established dedicated source-handling units in each of the four BCUs.

The force enjoys an environment relatively free from serious crime so the establishment of specialist, dedicated units, often seen in larger forces to deal exclusively with serious and organised criminality, is not seen as a necessary or cost-effective solution for the communities of Dyfed-Powys.

**Strengths**

- The ACC is the NIM champion and chairs the NCPE work stream group responsible for NIM implementation. He also chairs the monthly level 2 TTCG meeting, leads the quarterly review of the strategic assessment and control strategy and sits on the regional strategic group.
- The force has been involved in numerous operations with Her Majesty’s Revenue & Customs (HMRC) and the UK Immigration Service (UKIS) on revenue and illegal immigration issues in Pembrokeshire and the west coast ports. The all-Wales intelligence structure proposed by the force includes a multi-agency intelligence cell and a confidential unit with clear access and IT links to the SOCA and Special Branch regional intelligence cell (SB RIC).
- There is a clear flow of actions between force and regional TTCG meetings, all linked to control strategy priorities or NIM products. All referrals are subject to a robust scoring matrix to assess suitability. The process is detailed in the tasking and co-ordinating policy and target management policy.

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- There is a greater level of understanding of the nature and extent of level 2 criminality than was evident during the assessment in 2005 and the force has identified criminal networks that it has disrupted. The force uses the N IM and its intelligence products to drive this area of business in line with force, regional and national strategic assessments. There has been an improvement in the number and quality of issues referred to level 2 TTCG meetings which has resulted in more jobs being taken on by Operation Tarian and the RART.
- All BCUs have their own intelligence units with analytical, research and field intelligence capability. The same structure is replicated in the FIB. The force has established dedicated source units in each BCU with a central controller. All CHIS and Regulation of Investigatory Powers Act (RIPA) issues are managed on the CHARTER database. BCU and HQ analysts/researchers have access to both open and closed source material. There is an analytical capability in the SSU and corporate services staff attend the level 2 TTCG meeting. This ensures that the analysts and researchers are tasked through this process.
- The senior management in the crime management and reduction department CM&RD has met with the regional head of partnership relations for SOCA in order to ensure that force intelligence requirements reflect national intelligence requirements and to provide a desk in-force for a SOCA intelligence officer. The force has taken the lead in submitting proposals for an all-Wales intelligence unit, which includes a strong interface with SOCA and other intelligence agencies.
- The force has a level 2 surveillance team (which has been increased by 50% since the last assessment), trained to nationally accredited standards, including technical, mobile surveillance, CROP (covert rural observation post) and test purchase officers. A similar investment in the financial investigation capability has also increased this by 50%.
- The force contributes financial support and nationally trained staff to Operation Tarian, the RART and SB RIC. Tarian is a task force established to tackle serious and organised criminality in the southern part of Wales. There are good examples of where Tarian resources have been used in Dyfed-Powys to target serious and organised crime. Each BCU has created a priority policing team, some of which are also trained to national standards for surveillance. The central detective unit provides detective support to major crime investigation and there have been a number of notable level 2 successes.
- Performance information is published on a monthly basis, and is part of the tactical assessment presentation to the level 2 TTCG and BCU TTCG meetings. Level 2 operations are managed using the force target management process which documents data on objectives, ownership, resource allocation, costs, reviews, outputs, outcomes and debriefs. The reviews and debriefs are used to identify learning and good practice. Performance relating to regional operations is measured at the review implementation group/ (RIG/Regional Tasking & Coordinating Group) using performance measures developed within Tarian/RART.
- There are POCA (Proceeds of Crime Act) champions within the CPS and the force has regular POCA meetings with the CPS and RART. Proactive asset recovery is conducted on level 2 targets and some BCU level 1 targets. Financial investigation is championed at a strategic level by a detective chief inspector from HQ CM&RD.

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- Suspicious activity reports (SARs), generated primarily by financial institutions, are utilised as an intelligence tool with suitable cases converted to target packages. A quality matrix is used to filter SARs. Financial investigation is a key component of the target package and target management process.

### **Areas for Improvement**

- The force is still using a paper-based intelligence report. Delays in getting the intelligence on to the CIS (criminal intelligence system) means that it is out of date, and sometimes unactionable, when it becomes available to officers.
- There is no formal process to subject operations to review and identify issues of operational security and integrity.
- There are some information-sharing protocols in place with external organisations that work well but information exchange with health service agencies is proving difficult. The ACC is working with the relevant chief executive to overcome the problems.
- There is no formal process for proactively identifying harm indicators applying to particular communities, or monitoring and responding to signal crimes.
- The force has increased its investment in the financial investigation unit and should thus be more successful at targeting the assets of organised crime gangs. There is still an opportunity, however, to improve the awareness and capability of operational officers in identifying cases – eg cash seizures – that fall under the POCA.
- The force recognises the need to increase referrals to the Asset Recovery Agency and improve links with national organisations such as HMRC, UKIS and SOCA.
- The force needs to increase field intelligence capability to increase the amount and quality of intelligence available to be actioned in accordance with priorities.

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**3C Volume Crime Investigation**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
3	20	16	4

**Contextual Factors**

Dyfed-Powys Police covers the largest geographical area in England and Wales and remains one of the safest places in which to live. The force investigates all reported crime in accordance with the minimum standards set out in the crime investigation policy and, in 2005/06, saw a significant improvement in sanction detection performance.

The force has invested heavily in crime investigation and a crime standards project was commissioned in March 2005 to address gaps in knowledge and processes in crime investigation. All operational sergeants have received training in crime investigation and the force has implemented an electronic crime management system and CM Us within each BCU to quality-assure all crime investigations and to professionalise the process.

The force continues to investigate all reported crime and is currently positioned first in its MSF group for sanction detections. In 2005/06, detection performance either improved or was maintained across a range of volume crime categories.

**Strengths**

- The number of offences brought to justice increased by 19%, from 11,246 (34.7%) in 2004/05 to 13,380 (44.33%) in 2005/06, significantly above the MSF average of 28%.
- There has been an increase in the total crime detected of 2.08% points, from 43.37% in 2004/05 to 45.45% in 2005/06, against the MSF average of 34.13%.
- There have been increases in detection rates for the majority of volume crime categories, as follows.
  - The detection rate for domestic burglary remained static in 2005/06 at 24.59% (24.42% in 2004/05) but still is significantly above the MSF average of 20.64%.
  - The detection rate for violent crime increased by 2.72% points from 64.33% in 2004/05 to 67.05% in 2005/06, above the MSF average of 61.92%.
  - The detection rate for robbery increased by 33.41% points from 36.59% in 2004/05 to 70% in 2005/06. This is more than double the MSF average detection rate of 33.49%.

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- Although the detection rate for vehicle crime reduced by 3.1% in 2005/06 compared to 2004/05, at 17.66% it is still above the MSF average of 13.12%
- The ACC is the ACPO lead on all operational matters including volume crime reduction and investigation. He also chairs the monthly level 2 TTCG meeting and the operations meetings where he holds senior managers accountable for performance.
- The force has invested heavily in crime investigation. A crime standards project was commissioned in March 2005 to address gaps in knowledge and processes in crime investigation and all operational sergeants have received training in crime investigation. The force has an up-to-date crime reduction and investigation strategy which incorporates a crime recording and investigation policy and defines minimum standards of investigation.
- The NIM TTCG process is now firmly embedded at both BCU and force level. Meetings are held monthly and are informed by tactical assessments prepared by analysts that identify crime patterns/trends for prevention and reduction activity.
- The creation of a dedicated team of officers to tackle prolific and priority offenders in Carmarthenshire has contributed significantly to the reduction of crime within the BCU, particularly domestic burglaries where there has been a 16.4% reduction in recorded offences. Action to reduce alcohol-related crime and disorder is seen as a priority by the force and, in addition to tackling problems encountered on the streets, a more strategic approach has been taken via the tasking process and at the Four Counties steering group. This partnership approach has resulted in several co-ordinated operations – eg Operation Arrowhead, a joint operation on licensing and disorder issues. There is also an effective school liaison programme and a joint test-purchase programme operating across the force area.
- The force achieved a Good grade in the 2005 NCRS compliance audit. The force achieved the NIM minimum standards in 2004 and is in the process of meeting the new standards, having received a favourable report following a NCPE healthcheck. The force is also Police National Computer (PNC) compliant.
- Monthly management information bulletins are produced and circulated to chief officers, BCU commanders and heads of department. In addition, BCU commanders are held accountable for volume crime performance at the quarterly corporate performance review board, which is chaired by the Chief Constable. The force has also introduced the PAT and CORA systems that produce performance data, including crime trends on a monthly basis.
- The roll-out of an electronic crime management system across the force and the formation of CMUs within each BCU have been instrumental in ensuring that minimum standards of investigation are maintained in all crime categories. The Home Office police and crime standards directorate (PCSD) guides for tackling violent crime and burglary are used to support the investigation plans that have been developed in accordance with the crime recording and investigation policy.
- The force is implementing the PIP programme and a steering group has been set up to manage the process. At level 1 all new officers are accredited during their probationary period. At level 2, all new detectives go through the initial crime investigators' development programme (ICIDP) and are accredited during the

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process. At level 3, all new-to-role and existing staff are completing the SIO development programme and, while accreditation has not taken place in force, this is currently being developed in liaison with other forces in Wales.

- The force carries out tier 1 and 2 investigative interview training. A limited number of officers have undertaken tier 3 training at Gwent and one officer has been trained in Gwent at tier 5. While there is no tier 3, 4, and 5 training in force, there has recently been a training needs analysis and the force is pursuing various options in respect of further training at tiers 3, 4 and 5.
- The force has an electronic early notification process whereby Schedule 2 offences under POCA are identified by a code and immediately brought to attention of the financial investigation unit (FIU). There are regular performance meetings held with the CPS to monitor and review POCA cases and to deal with any changes in legislation and procedures.
- The force has developed a matrix to prioritise SARs; this has been identified as good practice and adopted by other Welsh forces.
- In accordance with the force crime investigation and reduction strategy, all reported crimes are investigated and a police officer visits all significant crime scenes to evaluate their potential for forensic recovery. A series of management systems – STORM, PAT and the CMUs – ensure that scenes with potential for forensic recovery are identified and visited.
- Crime Scene Investigators (CSIs) are dispatched to all scenes where there is potential for recovery of DNA, fingerprint and other forensic evidence. Clear guidelines on scene attendance are contained within standing orders. Following the SWIM (Strategic Work Package Improvement Methodology) review (Lanner), a business case was approved for a (Scientific Support Officer) part-time post to be created in Ceredigion BCU to meet timeliness issues. The video identification parade electronic recording (VIPER) system is available across the force area, with a sufficient number of staff trained to use it.
- Dyfed Powys received an overall grade of Good in the most recent audit conducted on behalf of the Home Office to assess compliance with HOCR in respect of disposals. Auditors rated the force as Excellent in compliance with the counting rules for formal warnings for cannabis.

### **Areas for Improvement**

- The force does not have crime type champions – eg domestic burglary, vehicle crime, violent crime – who have ownership of policy and help to drive up performance by relentlessly promoting good practice.
- There are no systems/processes in place to measure the benefits of the implementation of PIP and the investigative interviewing strategy. This has, however, been recognised and will be progressed through the PIP steering group.
- There are no mechanisms in place to measure the effectiveness of investigations and to identify good practice for future operations.

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- Although there are examples of good partnership working, this is not consistent across the force and there are opportunities to develop this area of work.

## **GOOD PRACTICE**

### **TITLE: Computerised Crime Reporting System**

#### **PROBLEM:**

Following the completion of a major review into the recording, management and investigation of crime in the force in 2005, the decision was taken to computerise the force's crime recording forms.

#### **SOLUTION:**

This was one of a number of steps taken by Chief Officers to improve the way that crime was managed on divisions with a view to improving further overall sanction detection rates. Previously, five separate forms were required covering various aspects of the crime recording process, but these have been rationalised and combined into a new C551b electronic crime recording system. The product was developed in house by the Force's IS&T department and following a lengthy period of development and testing was piloted during the summer of 2005.

The principal benefits of the system are that officers can directly input on one electronic form and subsequently update it as the investigative progresses and enquiries have been completed. The system also allows supervisors to monitor the progress of investigations and issue instructions on courses of action that need to be followed to finalise a specific inquiry.

The development of the C551b is closely linked to the development of Crime Management Units in each of the four BCUs, another recommendation to come out of the Crime Review. The principal objective of these units is the supervision and oversight of crime investigations with the express purpose of driving divisional performance around sanction detections.

**OUTCOME(S):** The C551b has now been introduced to all BCUs across the Force and has been positively commented upon by sergeants during seminars held at Headquarters. The success of the system in conjunction with other developmental work undertaken around crime management and investigation is the steady increase in the Force's overall sanction detection rate during 2005/06.

**FORCE CONTACT:** Inspector Tim Hoad

**3D Improving Forensic Performance**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
3	16	21	3

**Contextual Factors**

Dyfed-Powys stands unique among other police forces in that it provides a service within the largest geographical area, while supporting the lowest crime levels in the country. The 12 crime scene examiners are stretched thinly across the force area; most work in isolation, their only technical support coming from headquarters, which in some cases is 40-plus miles away. The team of 12 provide the force with a 24/7 service.

The force initiated a review of its forensic processes as part of the SWIM project. This report has formed the basis for reform during the past year with particular focus on timeliness within the SSU and delivery on fingerprint and DNA match packages.

Forensic service delivery is further supported by a team of 22 staff at police headquarters. The limited numbers means that most staff have to be multi-functional to ensure that the full range of services is available and delivered in a timely manner.

The processes have been further strengthened this year by a new forensic management structure, supported by management groups representing the operational stage of the process and connecting with senior management and the ACPO lead. Each department has compiled an SLA clearly outlining their commitment and defining timelines for service delivery. The agreements have identified strategic levels of service for target offenders, providing an appropriate response to meet national and local priorities. In the future, standards will be controlled by approved ISO (International Standards Organisation) accreditation procedures that will be monitored by both internal and external audit systems.

As part of the improvement process, the force will roll out the Skiddaw project in September 2006 to provide a facility for the electronic transfer of fingerprint lifts from the place of origin to the bureau. This will reduce the delivery time in some areas of the force.

**Strengths**

- The forensic management strategy outlines the principles behind the delivery of a forensic service and how that service supports priorities, both at a national and local level. The document incorporates service-level agreements for each section within the SSU and demonstrates the intention to provide a service that gives more and is better, faster and cheaper while maintaining integrity and professionalism.
- The monthly meetings of the SSU have been redesigned to form a forensic steering group meeting to develop the forensic services provided. It is attended by

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stakeholders from BCUs and departments and has links with the force steering group.

- Processes in relation to the submission of DNA CJ (criminal justice) samples and crime scene stains are monitored monthly by the scientific support manager and scientific co-ordinator as part of the forensic strategy.
- The SSU produces monthly performance data relating to fingerprint, DNA and service delivery. Performance management information is provided as a package on a quarterly basis to the corporate performance review board chaired by the Chief Constable.
- The SWIM package was delivered early in 2005. The report provided an independent view of issues for the force and the recommendations provided an impetus and focus for further developing forensic services. One of the main issues was the delay in dealing with fingerprint and DNA packages at BCU level. These packages now form part of the NIM tasking process, with effective prioritisation and monitoring of progress at BCU level. Recent developments in crime management systems at BCUs have provided further control of their response in dealing with fingerprint and DNA identifications.
- Resource levels are considered to be adequate for effective forensic services. There has recently been an increase of one part-time CSI to improve resilience in Ceredigion following recommendations by the SWIM review. A major development introduced this year has been digital capture of fingerprint images within the fingerprint development unit, which has streamlined the process and reduced the turnaround time.
- DNA expansion programme funding has been used to maximise the processing of DNA material both from the prisoner at custody and from crime scenes. Additional funding has been secured to provide new scene of crime equipment – such as Crime-lites at a cost of £38,000. The SSU is housed together in one building, which allows full integration of the units, staff and resources.
- All scientific support staff are provided with appropriate training to undertake their role. This includes both nationally approved courses and locally-based refresher training – eg forensic science service courses on swabbing techniques.
- Guidance on forensic issues is published on the force intranet and is available to all staff. The guidance covers a full range of issues from the role of crime scene investigators and taking CJ samples in custody, to submission of material to the forensic provider. The SSU web page supports and supplements this guidance with, for example, advice on best practice, SSU procedures in the ISO format and the provision of documents for various forensic activities.
- CSIs are based at BCUs and form part of investigation teams. They are tasked daily by the detective inspector in conjunction with managers at HQ SSU. SLAs have been negotiated which define the type and level of service to be provided by each section within the unit. The agreements identify the commitment to the service and include the responsibilities of the customer to ensure that the service is provided in the most effective and timely manner.

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- Managers from the SSU visit BCU-based CSIs on a monthly basis to review performance and provide support. The report generated from these visits will form the basis for corrective action where appropriate and will support the annual performance development review (PDR) programme. Managers at headquarters also monitor work submitted by CSIs to the SSU for processing. This provides a regular opportunity for monitoring individual workload, scenes examined, recovery rates and the standard of work produced. Performance data is published quarterly on the CMRD website.
- The force provides two days' training to all probationary constables during stage 5 of their development programme. The content includes fingerprint and DNA awareness, scene preservation, contamination, integrity and practical evidence recovery. These officers are then authorised to examine minor crime scenes such as vehicle crime if a CSI is not available. This has been particularly successful in rural communities. Trained police officers are responsible for 23% of the fingerprint identifications and have submitted eight crime scene profiles to the national database this year to date.
- In November 2005 new procedures were introduced to ensure that DNA and fingerprints were taken from all potential police officer recruits and transferees, Special Constables/PCSOs and police staff whose routine duties bring them into contact with material subject to DNA and fingerprint analysis. This ensures that 100% of police officer applicants have their samples taken and loaded on to the police elimination database. The system has an audit facility for managers to monitor progress.

### **Work in Progress**

- Dyfed-Powys is working with seven other forces in South Wales and the South West England region to procure a more effective forensic service that will offer a quality service at reduced cost.

### **Areas for Improvement**

- CSIs are based on BCUs and tasked on a daily basis by the detective inspector, but there is little evidence of this being linked to the NIM TTCG process.
- The new SSU structure will involve the establishment of a fingerprint management group and an operations/scientific management group meeting attended by managers from each section and led by the scientific support manager.
- The new powers under SOCPA 2005 to recover footwear impressions from detainees have enhanced the potential for footwear intelligence in the force and a footwear policy/practice document is being developed. The force will shortly introduce Livescan and a small team has been established to form an association of partners to review the effect on the custody process and produce a programme for change which will be delivered to all custody staff before September 2006.
- The force has provided high-quality equipment and training for its staff and is reaping the benefits of this, but past reviews such as 'Using Forensic Science Effectively'

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and HMIC's 'Under the Microscope' both highlighted the need to maximise the recovery of evidence.

- There is no cost/benefit analysis of the provision of forensic services or evidence of improvements in efficiency. The force has recognised this and it will feature in the SSU action plan for the coming year.
- The SSU has looked at ways of improving timeliness within its area of work and there have been significant improvements in the handling of fingerprint and DNA packages, which SWIM identified was the area where most gains were to be made. In the coming year, the force will look at the delivery times from BCU to the provider to ensure a more effective and efficient service is provided.

**3E Criminal Justice Processes**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	15	27	1

**Contextual Factors**

During the review period, the force has fully implemented the three strands of the criminal case management framework: No Witness, No Justice (NMNJ), statutory charging and the effective trial management programme (ETMP). There are excellent working arrangements with criminal justice partners and there have been impressive increases in the number of offences brought to justice.

Statutory charging has been fully implemented as a result of the level of commitment by staff and strategic direction by the steering group. Dyfed-Powys has been identified by the national charging team as one of the top-performing areas in England and Wales and a number of areas of good practice have been identified.

Significant improvements have been achieved in performance in all the key areas of the criminal case management framework and business benefits have been realised as a result of the project programme. The force continues to perform at a high level in respect of the targets included in the PNC code of practice in relation to statutory charging; specifically, discontinuances, guilty pleas and attrition rates continue to improve. Despite having the highest sanction detection rate for forces in England and Wales, the area was still able to achieve a performance that was above the target figure for the number of offenders brought to justice (OBTJ).

A CJ review team, staffed mainly by administration of justice staff, is progressing the implementation of joined-up IT with CJ partners and reviewing practices and processes within the divisional file preparation units (dedicated source units/DSUs) and the CJ unit.

**Strengths**

- The number of OBTJ has increased by 19%, from 11,246 in 2004/05 to 13,380 in 2005/06. The percentage of offences brought to justice increased by 25% from 34.7% in 2004/05 to 43.5% in 2005/06, significantly above the MSF average (29.5%).
- The LCJB, chaired by the Chief Constable, has agreed a local target of dealing with prolific young offenders (PYOs) within 60 days in the magistrates' courts, as opposed to the 71-day national target. This has been achieved and significantly exceeded in all but one of the last 12 months. (The failure was due to a low number of PYOs being finalised during the month, but with relatively high completion periods.)

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- The percentage of arrest/summons data entered on to the PNC in one day consistently exceeds the national target, and the force is in the top three performing forces in this respect.
- There are divisional performance groups, CSP prolific and priority offender (PPO) groups and prosecution team performance management (PTPM) groups, each with a senior police representative. They are supported by a number of protocols, policies and action plans which are robustly monitored at both area and divisional level.
- The force introduced a warrant management initiative in April 2005 and has been receiving warrant data via secure email. Following lessons learned in Operation Turn-Up, a multi-agency protocol has been agreed for the execution of all warrants. The NIM-compliant ACPO matrix is utilised for the categorisation of all fail-to-appear warrants, all of which are entered on to the PNC.
- A bail diary is used on the computerised in-house custody system to manage bail returns. A system is in place to remind officers and custody sergeants of bail-backs to ensure that all enquiries have been completed and to prevent inappropriate bail extensions. Where an alleged offender fails to answer his/her bail, the custody system automatically generates a follow-up enquiry.
- The force has embraced statutory charging and has introduced a number of measures to drive up performance through the PTPM meetings which are held monthly, the results of which are fed through to the divisional performance groups. A comprehensive document to identify performance issues is circulated on a monthly basis to divisional PTPM teams, using data collected from both the CPS (COMPASS) and police systems. The national charging team has highlighted the use of this document as good practice.
- Effective systems are in place to monitor compliance with pre-charge advice by both the police and the CPS. There is an agreed procedure under the pre-charge advice protocol for dealing with non-compliance. Systems are in place to cross-check outstanding work requests with the CPS. Non-compliance with PCA is discussed at the monthly PTPM meetings.
- During 2004/05, as a result of the force continually achieving the 80% target for timeliness and quality of files, it was agreed with the CPS to extend this target to 85%. The force consistently achieved this new target and, taking account of the significant additional work resulting from the statutory charging, it was agreed that joint performance monitoring would be suspended and dip-sampling introduced. A full sample for quality and timeliness is currently being undertaken.
- The force has established a joint No Witness, No Justice unit which manages all witness care issues for both magistrates' and crown courts. The unit is staffed jointly by police and CPS resources, together with additional members funded from the central project. The team is housed at CPS headquarters and fulfils the NWNJ and victims' code of practice requirements post-charge. There is a Witness Service representative within the unit on a limited basis.
- A clear force policy involving CSPs indicates the requirements and procedures to be adopted in relation to applications for ASBOs. The policy advocates a staged approach in dealing with anti-social behaviour.
- Case progression officers, a joint initiative with partners in the CPS and the courts, are now an integral part of criminal justice processes.

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- There are POCA champions within the CPS and the force has regular POCA meetings with the CPS and RART. Proactive asset recovery is conducted on level 2 targets and some BCU level 1 targets. Financial investigation is championed at a strategic level by a detective chief inspector from HQ CM&RD.
- Police officers attached to youth offending teams (YOTs) have had access to the PNC for some time and regularly access these terminals in police stations.
- There are excellent working relationships between the force and its criminal justice partners through joint objective-setting, joint implementation and joint monitoring processes.
- The multi-skilling of staff in the CJ unit enables flexible deployment to cover any build-up of work in the unit. The department has recently extended its flexible working hours to improve the work-life balance of staff. Joint training takes place with the courts and the CPS to ensure that appropriate training of the right quality is delivered.
- Following a review, the force is rationalising its custody facilities to six main suites and two secondary suites. Two new main custody suites have been built to the latest Home Office specification and further enhancements have been planned for the remaining primary suites. The force has prepared an action plan to monitor full implementation of the Safer Detention guidance. All custody suites are suitable for DNA testing and are equipped with alcohol breath-testing devices; three VIPER suites are strategically placed within the force. The force is ready to return to Livescan but, because of the roll-out programme, this will not occur until September 2006.

### **Work in Progress**

- The development of an audit facility for CJ issues will further improve the performance of the force in relation to OBTJ, reducing ineffective trials and increasing confidence.
- The Safer Detention action plan needs to be implemented to improve the way in which the force manages detainees.

### **Area for Improvement**

- A recent inspection of the Powys YOT revealed that it is failing in some important respects. It has had no strategic leadership since its inception in 1999 and has made no progress in the six years of its existence. The main issues identified are the lack of protocols/SLAs/policies and poor intelligence links between the police and the YOT. A new manager was appointed in August 2005 and there have been signs of improvement since then, but there remains an urgent need for strategic direction and leadership.

## 4 Promoting Safety (Domain 3)

### 4A Reducing Anti-Social Behaviour (ASB)

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Improved</b>

#### National Grade Distribution

Poor	Fair	Good	Excellent
0	8	35	0

#### Contextual Factors

Dyfed-Powys Police is committed to tackling anti-social behaviour and this is one of the key priorities set for the force by the police authority. It is also highlighted within the force control strategy.

Community safety ASB officers work within each BCU to enhance the multi-agency nature of this area of work, complementing the strong links that have been developed with the CSPs and other partners to combat anti-social behaviour.

#### Strengths

- The communities of Dyfed-Powys have a low level of fear of crime and concern about ASB. The British Crime Survey fear of crime indicators for January to December 2005 reveal that:
  - the percentage of people very worried about burglary was 5.2%, well below the MSF average of 8.7;
  - the figure for 'high level of worry about vehicle crime' was 4.9%, which is less than half of the MSF average (10.4%);
  - only 4.2% have a high level of worry about violent crime, less than half the MSF average (11.6%); and
  - the perception that anti-social behaviour is a problem was 7.7%, below the MSF average of 10.9%.
- The ACC is the ACPO lead on anti-social behaviour and ensures the force has an effective approach to dealing with the problem. ASB features in the force control strategy and it is an agenda item for the level 2 TTCG meeting.
- Tackling ASB is included in the force control strategy 2005/06 and in three of the four BCU control strategies. The latest force strategic assessment includes ASB under the heading of 'Significant and Emerging Issues' and the police authority has also included it as its local priority.

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- The force intelligence system has a free text search facility that can identify information/intelligence on ASB. Following the introduction of ASB-specific disposal codes on the command and control system as part of the National Standards for Incident Reporting (NSIR), work has been done by analysts and an inspector to draw up a list of incident classifications which would best represent ASB. These codes are used by corporate services department analysts to provide monthly data on ASB incidents to BCUs. This is then used to inform the level 1 TTCG meetings.
- There is evidence of good joint working to tackle anti-social behaviour. At force level, the ASB lead officer engages formally with the local authority ASB co-ordinators at the Four Counties ASB forum. This is held quarterly to address concerns and share good practice and is attended by inspectors from the four BCUs.
- The CSPs ASB co-ordinators work closely with the community safety officers in each of the BCUs, with further contact being made via local ASB action groups. Individual cases are discussed at case conferences called by the co-ordinators, where appropriate prevention and enforcement action is developed.
- The force crime reduction officer has delivered training to PCSOs on ASB and related issues, including their role within neighbourhood policing. Carmarthenshire (the pathfinder BCU) holds monthly meetings with communities to address their priorities for the coming month. Key stakeholders and community representatives are attending the meetings and priorities are then addressed by the community teams.
- A multi-agency ASB forum is chaired by the chief inspector (communities and partnerships). It has clearly defined terms of reference, one of which is to agree procedures on intelligence and data sharing. This facilitates the sharing of good practice and provides an overall profile of ASB for each CSP/BCU area. The joint ASBO policy and a CPS/police protocol relate to applications and procedures for securing ASBOs on conviction.
- The force has a protocol with the CPS on application procedure for ASBOs on conviction. The Chief Crown Prosecutor chairs a focus group with the police ASB lead and local authority representatives. There is a dedicated ASB CPS prosecutor who chairs a meeting held six-monthly with the force lead on ASB, the DSU sergeant and CPS lawyers to ensure a consistent approach and sharing of good practice.
- Joint training in problem solving and ASB is being delivered in Carmarthenshire to PCSOs, neighbourhood policing teams and local authority staff. Community safety officers have also delivered training to PCSOs and probationer constables in using the SARA (scanning, analysis, response, assessment) problem-solving model.
- PCSOs and Special Constables are tasked by the level 1 tasking meetings to carry out high-visibility patrols in town centres to identify and resolve disorderly conduct.
- The full range of powers is used to tackle ASB and these are published in the inter-agency protocol/policies. They identify a staged approach to warnings, acceptable behaviour contracts, fixed penalty notices and ASBOs. The force can demonstrate the use of these tactical options through the 'Anti-Social Behaviour ABC' booklet, which is used to track ASB. Records are maintained through the divisional intelligence units, the Central Ticket Office and details are recorded on STORM.
- Local authority ASB co-ordinators work closely with the BCU community safety officers. They attend the ASB action group made up of representatives from various

organisations within the community – eg, YOTs, local businesses and community councils.

- Training in policing anti-social behaviour problems is delivered to police officers as part of the IPLDP. Guidance relating to tackling ASB is available to officers via the online learning web page on the force intranet. Officers are also able to access the 'Police Visual Handbook Learning Page' via this site, which contains explanatory material relating to ASBOs and other ASB-related prevention and enforcement measures.
- Local authority ASB coordinators have provided ASB training to police officers at multi-agency training sessions, and police officers are aware of the availability of co-coordinators as sources of ASB-related information/guidance.

### **Work in Progress**

- The force is introducing an anti-social behaviour strategy that links with partner agencies in identifying priorities and tactical options. Work is being done in partnership with the local authorities to develop an overarching ASB policy. The intention is that this will be a partnership policy/protocol between the police and the four CSPs within the force area.
- A force ASB officer is in the process of being appointed and s/he will take on the role of the force specialist to offer advice and guidance to operational officers. The post holder will also be responsible for researching and collating information from the TOGETHER campaign and attending Together Academy action days.

### **Area for Improvement**

- There is no evidence of a force media strategy to publicise anti-social behaviour operations and provide feedback to the community on successful initiatives. This is being developed as part of the overarching multi-agency policy on tackling anti-social behaviour.

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**4B Protecting Vulnerable People**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
8	32	3	0

**National Position**

This framework replaces two frameworks used in 2005 – Reducing and Investigating Hate Crime, and Crimes against Vulnerable Victims – which covered hate crimes (predominantly racially motivated), domestic violence and child protection. Following consultation with practitioners and ACPO leads, a single framework was introduced for 2006 with four components: domestic violence; child protection; the management of dangerous and sex offenders; and vulnerable missing persons. Hate crime is captured in framework 1A. It is therefore inappropriate to compare this framework with last year's results; the direction of travel reflects HMIC's judgements about changes in domestic violence and child protection, and the work that forces could evidence in the other two areas, for example that they had improved their structures, processes and resources.

The four areas are discrete but share a common theme – they deal with vulnerable victims where there is a high risk that an incident can quickly become critical, and where a poor police response is both life-threatening and poses severe reputational risks for the force. For this reason, the grade is an overall grade capped at the level of the weakest area of performance. Aggregating four components to a Fair grade – which is defined as being an acceptable level of service – when HMIC (and in many cases forces themselves) recognises that at least one area merits a Poor would be unsafe.

This does not mean that other areas arouse similar concern; in the case of Dyfed Powys Police HMIC commends the efforts made to protect vulnerable people in each of the components of this framework.

Although an overall grade of *Good* has been awarded to this area of the assessment there are opportunities to improve the service provided. A large proportion of the time of some officers is taken up with administration, personal performance management could be improved and better advantage could be taken of the use of IT systems.

**Strengths****Child Abuse**

- The ACC has specific portfolio responsibility for the investigation of child abuse and is also a member of the Welsh Assembly Government's Children's Safeguarding Group, where he represents ACPO (Wales). The force public protection unit (PPU) has responsibility for implementing force policy and local protocols, engaging with partners, reviewing force performance and ensuring that the force responds to PPU matters in a corporate and consistent manner with sufficient priority being given to public protection issues.

- The All Wales Child Protection Policy, force PPU policy, role descriptions and the thresholds matrix for child abuse investigations are all consistent with the ACPO guidance.
- Quarterly PPU meetings for senior staff from BCU and HQ ensure corporacy across the force in the application of policy. Audits are conducted by HQ PPU staff to ensure that what happens in practice reflects force policy. The area child protection committee (ACPC) audit sub-group also looks at the way policy is applied in practice.
- The new PPU policy sets out the roles and responsibilities needed to ensure effective investigation, supervision, management, and resourcing in line with the NIM. Child abuse intelligence is filtered into the NIM process and children who are at significant risk are highlighted to front-line officers through the daily tasking process.
- The force has introduced the Child Abuse Tracking System (CATS) to record and manage child abuse investigations. All child abuse notifications, referrals and investigations are entered on to the CATS. This allows effective linking of abuse cases and supervision, where relevant endorsements/actions can be entered on to the system. All CATS users have been trained in minimum standards of inputting. Supervisors receive an enhanced course covering supervision issues and performance data collection.
- There are effective links and information-sharing between child abuse investigations, domestic abuse officers, sex offender management and adult abuse investigations, helped by the fact that specialist officers within each of these disciplines all sit within the PPU; in most BCUs they are in the same office.
- All child abuse investigators are jointly trained with social services staff, including 'achieving best evidence' (ABE) training. This training is undertaken with the support of the ACPCs as it forms part of the training strategy developed jointly with other relevant agencies. Designated detectives have been identified for training as tutors and they will act as mentors for both the ICIDP and the serious child abuse investigators development programme.
- The force public protection policy provides a clear written accountability framework for child abuse investigations. It explains the force's accountability structures in terms of PPU staff and the line management structure up to BCU commander and through to ACPO. The policy explains the role of PPU staff at both BCU and strategic level, and provides clear terms of reference regarding roles and responsibilities and the expected minimum levels of supervision. This policy has been well marketed to PPU staff to ensure effective implementation.
- Up-to-date guidance is contained within the All Wales Child Protection Procedures that include operational definitions. Additionally, the force has a threshold matrix agreed by all ACPCs as to when joint investigations need to be conducted.
- There is a sound rationale for staffing levels and supervision. PPU officers are supported by a pool of trained front-line uniformed and CID staff. These pool officers are trained to the same standards as dedicated staff within the PPU and are available within the areas of child abuse investigation and adult abuse investigation, thereby providing 24/7 provision of staff. Abstraction rates of staff are estimated to

be less than 5%, helped by the low number of major inquiries.

- Case conferences for child abuse inquiries are attended by a combination of inspector/sergeant/case officer depending on the seriousness and complexity of the case.
- Job descriptions for child abuse investigators were reviewed in 2005 and updated in accordance with the national competency framework.
- The PPU force policy defines minimum standards of supervision, audit and quality control of investigations. Dip-sampling has been replaced by a review process which audits all aspects of public protection. Audits of the quality of investigations are also undertaken at the ACPC quality audit sub-groups.
- The force has an active role in ACPCs. The operations superintendent in each BCU is a member of the ACPC, with PPU DIs and DSs being involved in associated sub-groups.
- The force has access to the IMPACT database situated within FIB, and searches are carried out on request. Authorisation has been given to train more officers and this will allow extended use of the database.

### **Domestic Violence**

- The domestic violence database, crime management system and the command and control system are linked and include a flagging system to highlight previous incidents of domestic violence.
- Auditing and quality control of investigations is managed as follows:
  - The first-line supervisor monitors the command and control system in relation to the initial response and investigation of domestic incidents.
  - The crime recording bureau monitors the recording and compliance with HOOCR standards.
  - Domestic incidents are supervised by PPU sergeants and inspectors.
  - The force audit team monitors data/arrest rates and repeat victims and highlights performance strengths and weaknesses.
  - Emerging trends in domestic violence are identified and monitored via the TT&CG process.
  - Visits to BCUs by HQ PPU staff ensures that policy is being implemented consistently across the force and to the required standard.
- Management information is reviewed to prompt operational efficiency - eg domestic abuse arrest rates and repeat victim data are reviewed to improve investigative standards/response to domestic abuse.
- The majority of front-line officers have been trained in accordance with the CENTREX model. Communications centre staff have also received training and a review is taking place to ensure that new staff receive the appropriate training as part of their induction to the service. Enhanced training has been provided to domestic violence officers via the CENTREX workbooks.
- The force has been the key stakeholder in driving a multi-agency response to domestic abuse via the multi-agency conference/consultation process. Guidance has been provided to agencies regarding domestic abuse risk assessment groups.

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Collectively, via the regional domestic abuse forum, agencies are working together towards achieving a reduction in the number of repeat victims, and making it a regional priority within the statutory and voluntary sector to provide a holistic response to high-risk victims of domestic abuse.

- Innovative activity within the area of domestic abuse includes:
  - a review of the force's procedures, policies and response to domestic abuse by an external organisation;
  - advertising domestic abuse help-line telephone numbers on car park tickets;
  - a media campaign to raise awareness of domestic abuse over the Christmas period (typically a peak time for abuse); and
  - links with local midwives regarding domestic abuse and child protection issues (this has resulted in local midwives asking the risk assessment questions contained in the force's risk assessment process to establish early intervention points for victims suffering domestic abuse).
- All domestic violence incidents are passed to the crime recording bureau, ensuring consistency in reporting and compliance with NCRS. Management information on domestic violence is collated on a quarterly basis to ensure compliance with statutory indicators. This is then made available to BCU management to monitor and improve performance.
- Every domestic incident is recorded on the force command and control system and supervised by the shift sergeant. When a crime report has been submitted, the lines of investigation are documented on an electronic form. The domestic violence risk assessment process provides clear guidance on categories of risk, actions to be taken and when reviews should be conducted. Domestic abuse officers and their supervisors monitor all domestic incidents and provide advice on whether appropriate action is being taken and whether all necessary enquiries have been completed.
- There are examples of multi-agency interventions to provide assistance to victims of domestic abuse – eg victims have been provided with assistance from the local authority housing department to relocate and some have been helped by mental health and substance misuse teams. Additionally, through well-established links with the probation service, there is now a structured referral system in place for perpetrators of domestic abuse.
- The force public protection policy provides a clear written accountability framework for domestic abuse investigations. It explains the force's accountability structures in terms of PPU staff and the line management structure up to BCU commander and through to ACPO. The policy explains the role of PPU staff at both BCU and strategic level, and provides clear terms of reference regarding the roles and responsibilities and the expected minimum levels of supervision. This policy has been fully marketed and explained to PPU staff to ensure effective implementation.
- Referrals are generated from domestic abuse incidents to child abuse officers with effective links with the health authority and social services regarding children present at domestic incidents.

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- Audit and quality control are built into the force's inspection process. The HQ PPU has undertaken inspection visits and has recently completed an audit of Carmarthenshire PPU. It is intended to inspect the remaining BCUs and then introduce this as an annual process.
- The ACC is the ACPO lead for public protection issues and he chairs the MAPPA strategic management board meetings. The force and the Probation Service jointly fund the appointment of two MAPPA administrators and a MAPPA co-ordinator to improve the management of sex/violent offenders.
- Risk Matrix 2000 is used to complement the Offender Risk Assessment System (OASys) in the risk assessment process and minimum standards of review have been implemented. Level 1 MAPPA are reviewed on a six-monthly basis, level 2 on a three-monthly basis and level 3 every six weeks. The MAPPA co-ordinator chairs all level 2 and advises on level 3 meetings, as outlined in the Dyfed-Powys protocol for MAPPA.
- All level 2 Multi Agency Risk Assessment Conferences (MARACs) are held on a monthly basis in the week prior to the BCU TTCG meeting, so that any resourcing demands can be met through the NIM process. The 'critical few' MAPPA level 3 offenders are discussed as a standing item on force TTCG meetings and, when appropriate, resources are allocated at these meetings to target high-risk sex offenders.
- Training in relation to ABE and PIP is being implemented by the force and a review of MAPPA training is being carried out. There is a training strategy that identifies minimum requirements for PPU staff and this is incorporated in the PPU policy.
- Regular and mandatory welfare checks have been introduced for PPU staff and this is monitored by the unit inspector. The IT system allows supervisors to review the workloads of officers to ensure that they are not being over-stretched.
- The force introduced ViSOR (a database management tool for violent and sex offenders) in October 2004 and all back-record conversion has been completed. It is still in the process of data cleansing and reassessing every MAPPA offender to ascertain whether they need to remain within the MAPPA process. A single point of contact for ViSOR has been appointed and is managed by the PPU chief inspector.
- Responsibility for attendance at each level of MAPPA is defined in the Dyfed-Powys local protocol for MAPPAs. The level 2 MARACs are chaired by BCU chief inspectors (soon to be chaired by the MAPPA co-ordinator) and level 3 meetings are chaired by the operations superintendent. Minutes and attendance records are kept for all meetings.
- All public protection policies are accessible through the force intranet on the PPU home page. The policy is up-to-date and sets out the terms of reference for PPU officers. It also provides access to guidance on investigating child abuse, adult abuse and sex and other dangerous offenders.
- When sex/other dangerous offenders are identified, the PPU inspector will contact other agencies and offer them the opportunity to contribute to the risk assessment process. A level 1 issue will be allocated to the section inspector for action. Other offenders are discussed at multi-agency meetings where decisions are made for an

appropriate response. Management plans agreed at MAPPA and MARAC meetings are monitored by the PPU inspector to ensure a timely and effective response. Any new intelligence is assessed to see what impact it will have on the assessment in place.

- Each BCU has access, via the PPU homepage, to a list of registered sex offenders in their area. Neighbourhood policing teams are encouraged to familiarise themselves with this so they are aware of the issues if they are called to incidents and can contribute intelligence on the individuals.

### **Missing Persons**

- A new missing persons policy has been implemented which conforms to Centrex 'Guidance on the Management, Recording and Investigation of Missing Persons, 2005' and has been developed in consultation with other forces and BCUs. The policy has been communicated through BCU management teams and is to be published on the force intranet.
- Training for officers in using the new missing persons risk assessment process is being designed to complement the introduction of the new policy. Officers attending acting inspector and acting sergeant courses receive training in line with the guidance. An All-Wales Child Rescue Alert policy is being developed to support the force policy on a national basis.
- BCU staff are responsible for the investigation of all missing persons, except in high-risk cases when an SIO will be appointed by HQ CMRD. Duty inspectors are accountable for ensuring the effective supervision of enquiries. The operations superintendent is responsible for ensuring that missing persons enquiries are reviewed in accordance with force policy.
- The missing persons policy defines roles and responsibilities to ensure effective investigation, supervision, management and resourcing of missing persons enquiries. The policy incorporates a risk assessment and a review process including referrals from BCU to HQ CMRD. The policy states the review dates for enquiries and, at 28 days, reports are forwarded to HQ CMRD.

### **Areas for Improvement**

- Although child abuse is specifically mentioned in the force policing priorities, it is subsumed in an overall objective to reduce violent crime.
- Management information is collated on a quarterly basis, but there is limited evidence of it being used to measure individual performance.
- The CATS database has been introduced to manage child abuse investigations, but it is not yet integrated with other force IT systems.
- There is insufficient administrative support in some of the PPU. As a consequence, some officers estimate that 70–80% of their time is spent on administration, and this is affecting the service they provide.
- The number of operational officers trained in ABE is not sufficient to meet demand. This results in PPU staff being abstracted to conduct video interviews with

victims/witnesses.

- There is no dedicated IT system to support missing persons investigations. They are, however, all recorded on the command and control system. The force is working with Gwent Police to identify a system suitable for managing this area of business.
- The force is not yet working with partners to identify ways of preventing/reducing the number of missing persons investigations.

## GOOD PRACTICE

### **TITLE: Multi-Agency Domestic Violence Risk Assessment Matrix**

#### **PROBLEM:**

In January 2006, the decision was taken to develop a risk assessment and management process for domestic abuse victims, building upon the pilot scheme in Pembrokeshire BCU. This process is now ready to go-live.

#### **SOLUTION:**

##### **Development of the Risk Assessment process**

The force has developed an IT solution to enable staff in the Crime Recording Bureau to input answers to key questions from front-line officers as part of the risk assessment. The IT solution provides an automatic initial risk assessment grading for the victim - low, medium or high risk. This information can be instantaneously e-mailed to domestic violence officers who can then build on the risk assessment and prioritise further action. It is believed that this is the first automated IT solution to this risk assessment process in the UK. The A239 Domestic Abuse Form has been redrafted to incorporate the risk assessment process, and also streamlined in other areas to make it more fit for purpose. These new forms have been circulated within the force.

##### **Operating Policy**

A policy has been written to govern the work of the Domestic Abuse Risk Assessment Group (DARAG) and will be incorporated into the existing force Domestic Abuse Policy.

##### **Consultation**

Extensive consultation has taken place within Pembrokeshire BCU to evaluate the pilot; two workshops were run for PPU DIs and DVOs at force Headquarters; finally, a seminar for multi-agency partners at force headquarters was very well attended and identified overwhelming support for the initiative.

##### **Internal Marketing**

Internal marketing of the new process has included:

- The development of an A5 aide-memoire for all front-line officers;
- A briefing pack for supervisors to aid briefing of staff;
- A CD-rom for DIs and DVOs;
- Publication on the intranet homepage;
- A series of 'all users' e-mails in the week leading up to the launch.

##### **Validation of Process**

Trinity College, Carmarthen has agreed to validate the risk assessment and

management process once it has been launched.

**Marketing Post-Launch**

Local media marketing – with reassurance and deterrent messages.

Item in Force Magazine

Possible item for Police Review to publicise externally the IT solution.

**OUTCOME(S)**

A number of risks to the successful implementation of this process were identified at an early stage based on the Pembrokeshire pilot. These have been considered and addressed during the development of this process to such an extent that staff who use the system, along with partners, are now extremely supportive of it. Risks included the number of cases that would fall within the DARAG process. This has been remedied by appropriate threshold levels being set and through careful wording within the policy. A further risk was the time taken to administer the process, and the drafting of minutes for each meeting. This has been remedied by a pro-forma minute sheet being developed for completion at the meetings. Other risks have also been reduced to ensure effective delivery of the process.

**FORCE CONTACT:** Detective Inspector Pam Kelly on 01267 226370

## 5 Providing Assistance (Domain 4)

### 5A Contact Management

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Stable</b>

#### National Grade Distribution

Poor	Fair	Good	Excellent
1	18	20	4

#### Contextual Factors

The hub of the force's approach to contact management is the new force communications centre which became fully operational in November 2005. This is a state-of-the-art facility which, in addition to housing control rooms for the Mid and West Wales Fire and Rescue and the Welsh Ambulance Services, also provides excellent accommodation for IS&T, occupational health and the police authority.

The new facility has allowed the force to migrate to fully centralised call and contact handling with the facility handling 999 and non-emergency calls 24 hours a day. The force's contact handling strategy drives activity in this arena and contains a review of key external drivers, the force vision, aims, principles and service standards together with challenging objectives.

The new facility is managed by the head of force communications, a recently civilianised police officer post, the post holder having a wealth of experience and expertise from the private sector. Driven by ACPO and the HQ operations senior management team, the force is actively embracing the NCHS, the national QoSC and the HMIC Report 'First Contact'—the current contact handling strategy providing absolute clarity in this regard. Service levels and performance have been impressive since the new facility opened, with call-answering performance that well exceeds the new national 40-second target.

#### Strengths

##### Customer

- The force enjoys a high level of public confidence and regards feedback from both customers and staff as vital components in designing and supplying an effective customer-focused service.
- The communications centre in conjunction with the corporate services department conduct quarterly surveys on customer satisfaction using citizen panels from across the force area. Contact satisfaction information is collated and produced for the communications centre management to review policy and procedures. Additional

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customer satisfaction data is obtained through the quarterly victim and crime-related surveys with specific reference to initial contact.

- In accordance with the national Quality of Service Commitment (QoSC) and the HMIC thematic report, 'First Contact', the force is developing a separate satisfaction survey for customer contact which is not incident-related. The profile of this type of caller is recorded on the command and control system and the information provides the communications centre with a wide range of customer feedback upon which to base policy and procedural development.
- Complaints are logged at point of contact and details kept of where and when they were sent out to departments or divisional managers. All contact handlers are empowered to deal with minor complaints from within the communications centre – eg call waiting in a queue. There is a set procedure for advisers to follow in respect of a complaint against the organisation or a member of staff/police officer.
- The communications centre is able to offer bilingual facilities (Welsh/English) and is working alongside the project team for neighbourhood policing to ensure the delivery of a service that meets the needs of the communities. The force has a central contract with Language Line to provide a linguistic service to non-Welsh/English speakers to ensure their contact with the police service is as open and accessible as possible. This is particularly relevant to an area of Llanelli where a new Polish community has developed through an influx of migrant workers who have taken up employment in the area.
- The communications centre is working with the local representative for the RNID to develop a text message service for the hearing-impaired community. Minicom facilities already exist with a dedicated number that is published in the policing charter.
- Information regarding customer access is available to the public in the local policing charter booklet, 'What you can expect from us'. Services and access routes are identified along with expectations about customer service and customer focus. Issues relating to call handling and performance are also communicated to the public through the local policing plan, local policing charter, Safer Communities publications, force annual and performance reports and the force website.

## **Culture**

- The ACC is the chief officer with the operations portfolio and is the champion for contact management and accessibility. Communications centre performance, contact management and public interface are agenda items at the chief officer group (COG) performance meetings. A departmental performance report is produced for presentation at these meetings which includes emergency and non-emergency call-handling information, qualitative data and contextual information. Call/incident-handling performance is also a standing agenda item at the quarterly corporate performance review board and at the corporate strategy board.
- The force is committed to implementation of the NCHS and national QoSC which are recognised drivers of improved quality of service in contact management. A departmental action plan for implementation of NCHS, national QoSC, and First Contact has been developed with identified ownership responsibilities and timescales. Progress of the action plan is monitored by the head of operations.

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- A communications standards forum is in place to highlight strategic issues and to provide staff from within the communications centre and working partners in divisions the opportunity to meet and discuss working practices and future developments. Staff are involved with quality of life working surveys and issues raised are action-planned for improvement through the HR manager and management team.
- Extensive work, including staff consultation, has been carried out by a management consultancy in relation to demand management and resource scheduling. A full post-implementation review was undertaken in respect of the pilot communications centre which influenced the design and working practices of the new facility.
- The communications centre has representatives assigned to each division, providing a personal contact with officers and staff at police stations. This assists in identifying performance issues and any cross-departmental business issues that may have an impact on service delivery.
- The head of force communications (police staff member) is supported by an operations manager and incident-handling inspectors. Improvements in performance have been achieved as a result of restructuring – changes to 999 call-handling practices have resulted in significant improvements to 999 call-handling performance. Sickness levels have also been reduced by over 65% on the same period last year.
- The communications centre has its own training officer with responsibility for planning and delivering training. There is an annual training plan which identifies the requirements for training new staff, refresher training and competency-related skills training. The new NCHS are being implemented through in-house awareness sessions and distribution of training booklets. The training officer is also involved in the development of new working processes and auditing for the performance management framework.

### **Strategy**

- The force has a contact-handling strategy that incorporates local and national objectives/targets. It is underpinned by the communications centre performance framework, 'Improving Quality', and links directly to NCHS, national (QoSC) and First Contact. There is a centralised contact-handling facility, which was purpose built and incorporates both the Fire and Ambulance control. Since its completion in November 2005 the force has migrated both non-emergency and emergency call handling into what is a combined contact- and incident-handling suite.
- The force follows national guidelines on incident recording from NSIR and NCRS and the force registrar ensures adherence to the national policies and guidelines. Calls are graded using the command and control system in conjunction with a FAQ database that assists contact handlers in the prioritisation of calls.
- Full training is provided on induction and also through updates and briefings to keep advisers up-to-date with changes in the standards. Incidents are recorded on the command and control system and, depending on category, are electronically transferred to the incident-handling section for immediate calls or to divisional HQs for delayed, scheduled and advice given. Policies for incident grading are publicised on the NSIR web pages of the force intranet.

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- In 2005 a demand profile was commissioned to evaluate staffing and overall demand for services at the new communications centre. The results were fed into the budget projections and resource bids for the next financial year. Models have been developed to quantify demand and staff availability and rota options, together with flexible working methods to ensure the best match of resources to demand within contact handling.
- The force has a combined disaster recovery plan to ensure contact and incident management is maintained. This can be activated remotely via the telephone or web interface. The telephony system used to deliver the SNEN has a built-in disaster recovery plan. The inbound call volumes from the SNEN can be diverted anywhere and in any combination within or outside the force area. The plan involves the re-routing of calls at network level from the central facility to divisional control rooms where they can be answered by divisional staff, supplemented by staff from the communications centre. The system has been tested during the migration of calls from the divisions into the central facility and during Airwave testing.
- Inclement weather plans are also in place which will deploy HQ-based staff and 4-wheel drive vehicles to ensure that communications centre staff are able to attend work even when snow makes driving conditions difficult. The plan was implemented in November 2005 following heavy snow, and the facility remained fully operational.

#### **Human Resource**

- The communications centre has a fully costed resource plan linked to the force strategy. The budget includes police officer and police staff posts combined for both contact handling and incident handling. A succession-planned career structure, unique within the organisation, allows police staff to enter at basic grade B and progress by completion of probation period, NVQ qualification and 12 months service to grade C.
- Additional training in incident handling is provided for staff who wish to progress to the next grade – level D in incident handling. In addition to this, those who demonstrate consistent levels of good performance and the relevant skills and abilities can undertake a core leadership development programme that will assist them to attain the first supervisory grade.
- The performance management framework sets staff organisational goals as well as individual goals within the PDR. Training needs are identified through the PDR process, prioritised by the department's HR manager and are included in the force training plan.
- Exit interviews are conducted with staff leaving the organisation to identify any learning, which is then fed back into the policy development process.

#### **Skills, Training and Education**

- New staff undergo an induction programme and are assessed for competence during the training period. On completion, they are mentored by their supervisor in the communications centre during their six-month probationary period. During this time, they will be continually assessed and action plans created for any identified areas for development. 'Buddy partners' are used to give new staff help with the transition from training to the live environment.

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- Communications centre staff are encouraged to obtain qualifications relating to their work and they are supported in doing this. Call-handling staff undertake NVQ level 2 in call handling, and incident-handling staff undertake level 3 in call handling – this incorporates an incident management module. Supervisors are completing the level 4 supervisory module.
- The communications centre has a dedicated live training suite where advisers can take their first live calls under close supervision without affecting the supervisory cover in the main suite.

### **Technology**

- Emergency calls are routed via BT operators into the server and either routed in the same way to advisers in call handling or overflow to dispatchers in incident handling. This provides maximum access capability as the 999 skill-set is identified as the highest priority and routes to the next available 999 skill-set in either section. The routing acts as a back-up system to the dedicated 999 log-ins and can reduce the effect of cluster calls.
- Real-time performance data, produced by Nortel's web client software, can monitor call flows, abandonment rates, adviser activity, and utilisation and wrap time. An electronic wallboard identifies inbound calls, waiting calls and abandonment rates to advisers in the contact and incident-handling sections. These measures all assist the supervisory team with performance management and efficiency.

### **Management Information**

- Performance data is collected daily and collated monthly into the performance report presented to the chief officer group. Emergency and non-emergency call-handling data is collected showing call volume, time to answer, abandonment rates, skill-set distribution, wrap time and agent utilisation rates. Data on call card quality is collected through a dip-sample audit of call cards created within the communications centre where correct grading category, corrections and volume of incidents per adviser are recorded for performance feedback to staff and supervisors. Real-time performance data is available to the contact-handling supervisory team showing call volume distribution, abandonment rates and adviser work rates.
- Divisional response times are collected daily and sent to divisional command teams for daily review of incidents not meeting the required response times.
- All performance data is collated in line with national standards, with emergency calls answered within 10 seconds and non-emergency calls to the one-stop-shop facility answered within 40 seconds. If no answer is provided within 40 seconds of non-emergency contact, an option for call back is presented. The performance framework, Improving Quality, provides the opportunity for supervisors to feed monthly performance data directly back to the individual adviser and develop action plans if required for improvement or share good practice with other team members.

### **Areas for Improvement**

- The contact centre has not yet implemented detailed customer satisfaction surveys that would offer a structured process to collect customer information at contact centre level, so that analysis can be conducted and used. However, the force has this under development, to help it improve its customer focus and tailor its service.

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- Demand management is being progressed; HMIC will observe the implementation of increased staffing levels and demand management to improve performance.
- The abandoned call rate currently stands at 7% and the force may wish to consider reduction as an area for improvement, as it directly affects customer accessibility and reassurance.
- Analytical work is undertaken by the head of force communications. However, a business case supporting the recruitment of an analyst has been prepared and presented to the chief officers for consideration. It is expected that a communications centre analyst will be in post in the near future.
- There is a plan to increase staffing levels and to improve demand management and performance. A procurement process has been commenced to purchase a resource management system, which will enable the force to forecast demand and make the most effective use of its resources.
- Text message services and web interfaces have been identified as work areas for the information strategy board to prioritise over the next 12 months.
- The force is considering the adoption of customer relations management software but it also needs to consider, with the other Welsh forces, the extent to which extensive investment is viable if there are moves to enhance collaboration/share services. The HMIC thematic inspection, First Contact, also urges caution in relation to the procurement of such applications.

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**5B Providing Specialist Operational Support**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	23	19	1

**Contextual Factors**

The provision of uniformed specialist support to the force is the responsibility of the headquarters-based operations department. Progress has been made in terms of workforce modernisation under the Police Reform Agenda and notable efficiency gains have also been realised. The force has an effective command structure in place for the management of firearms incidents which are responded to by a 24-hour operational firearms response throughout the force area.

Force policies are robust and Dyfed-Powys Police is able to evidence the provision of operational resources at both the regional and national level on a regular basis. While large-scale public disorder is not a common problem within the force, Dyfed-Powys police has effective resilience in place to deal with any such incidents that could arise. The operational and emergency planning unit coordinates all force-level major event planning and civil contingencies activity. The region's model in terms of the requirements under the Civil Contingencies Act (CCA) has been promulgated to other regions as good practice.

The force security group is the primary operational forum for addressing critical/emergency issues. It meets routinely on a monthly basis but is convened whenever a critical operational need arises. Following the London bombings in July 2005, Operation Theseus was established to monitor developments and keep communities informed of developments. Dyfed-Powys was one of few forces in the region to convene LRF First Responder update meetings, which met up to twice daily, to review the emerging situation.

**Strengths****Firearms**

- The force has a project manager (chief inspector) to ensure implementation of, and compliance with, the Home Office Code of Practice on the Police Use of Firearms and Less Lethal Weapons. An action plan, agreed with NCPE, incorporates monitoring and governance processes; the force has met the timescales so far and is working to achieve full compliance by November 2006.
- The force has a comprehensive strategic threat and risk assessment in relation to firearms, which provides clarity about the threats posed, the tactical training, the numbers of staff deployed and force working practices. It is regarded as a dynamic document and will be amended, if required, following reassessment after every force TTCG meeting/force security group meeting and/or review of any live intelligence.

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- The NIM is used to direct firearms resources to identified priorities. In a daily meeting of managers, the duty state for the previous 24 hours is reviewed and then linked with the daily tasking meetings in BCUs. The superintendent attends the level 2 TTCG meeting.
- The strategic threat and risk assessment identifies the rationale for the number and location of armed response vehicles (ARVs), the type of tactics that need to be practised as well as the weaponry available. It makes a direct link to the financial implications of the proposals on the force. Through the regional NCPE working group it has been distributed to other forces in the region as an example of good practice.
- The ACC is the ACPO lead for firearms and associated issues and he chairs the steering group responsible for ensuring the force is compliant with codes of practice. Other groups have been established which involve representatives from BCUs, specialist departments and the force lead on the National Police Firearms Training Curriculum. This ensures that milestones within the project are met and that key stakeholders act as change agents, thereby shaping policy and keeping their colleagues updated on progress towards code compliance. In addition, there are regular progress meetings chaired by the superintendent (operations), who has the operational portfolio for firearms.
- Firearms officers (practitioners) are involved in influencing policy and procedures. This usually follows debriefs of incidents but there are also informal discussions with supervisors and managers during which staff can develop ideas or raise issues.
- Each ARV is equipped with the full range of less lethal options, namely Taser X26, the L1A1 launcher and the attenuated energy projectile, Casco, and PAVA (incapacitant spray). In addition, the force has command and control (passive attack) dogs, firearms support and general purpose dogs. The force provides support to neighbouring forces with the provision of command and control dogs for spontaneous and pre-planned operations.
- The regional Police Use of Firearms forum, chaired by the ACC from North Wales Police, ensures that firearms features at ACPO level. Effective links are also in place with local authorities and other agencies – eg the health authority – which are kept informed of relevant developments when introducing new weapons systems or equipment.
- The force has sufficient firearms resources and is able to provide three double-crewed ARVs on a 24-hour basis to respond to any incident/threat. These officers are supported by authorised firearms officers (AFOs) from divisions and the HQ training team. Effective gold (ACPO and uniformed chief superintendents), silver (superintendent and chief inspector) and bronze (inspector and sergeant) command functions are in place, with gold- and silver-level commanders being either on duty or on call 24/7. Bronze commanders are available on duty on a 24/7 basis.
- The force uses comprehensive silver and gold logs and is now trialling the use of digital recording devices for gold/silver commanders for the management of incidents. They also maintain personal portfolios regarding their experience/training.
- The superintendent (HQ operations department) has responsibility for all specialist services (other than the marine unit) and actively drives and co-ordinates the support

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provided by the HQ operations department via the force TTCG meeting. He ensures that any operation taking place on a force basis is able to maximise the support available from specialists. In addition, he accompanies the ACC when carrying out reality checks during divisional visits. This assists in monitoring the effectiveness of specialist support to the force.

- A formal process exists for debriefing firearms incidents, whereby the silver commander is responsible for conducting debriefs and submitting a report to the central firearms unit. Any learning is disseminated to individuals, if appropriate, and incorporated into future training events.
- An IT database records firearms officer selection, training, refresher training and accreditation, including personal portfolios for each officer in line with the requirements of the codes of practice on police use of firearms. This information is stored on a secure shared site which is available to selected officers on a read-only basis, with administrators having amendment rights.

### **Public Order**

- There is a structured approach to community engagement through the ESDMG, chaired by the ACC with representation from the police authority and BCUs. This process allows community groups to raise issues directly with the police at the local and strategic levels. The community tension policy includes a template for community impact assessments, which are carried out on a weekly basis to identify risks, threats and triggers likely to increase public disorder.
- The level 2 TTCG meeting chaired by the ACC is responsible for assessing public order priorities and allocating resources. A tactical assessment is produced by the FIB analyst identifying emerging issues in accordance with control strategy priorities and this is used to inform the meeting and assist in the decision-making process.
- Examples were noted where the force has acted on intelligence to prevent potential public disorder – eg in the summer of 2005, intelligence was received by Carmarthen BCU that potential ‘cockle wars’ would break out in the area. A meeting with merchants, cockle pickers, the HSE, the police and other agencies was arranged prior to the opening of the cockle beds and a comprehensive action plan developed which prevented violent disorder.
- The ACPO manual of guidance, ‘Keeping the Peace’, is the overarching reference for the force in dealing with public disorder. The document is published in full on the force intranet so it is available to staff, and each public order commander is issued with a personal copy of the manual.
- There are instances of multi-agency working to prevent or deal with actual incidents of public disorder. As an example, the force has recently prepared a migrant worker (victimisation, exploitation and involvement in criminality) profile due to an increase in incidents involving foreign nationals. A meeting involving the police, the local authority and the employment agency was convened to develop a joint response to the emerging issue.
- The force has produced a community tension policy (CTP) which gives clear guidelines on how to engage with the communities and minority groups – eg travellers, migrant workers and people from under-represented groups. It emphasises the need to form links with key community and religious leaders and

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complements the force critical incident policy.

- Dyfed-Powys has a national mutual aid commitment to provide two police support units (PSUs). In order to resource this commitment and to maintain force resilience, four units are trained and equipped. There has been extensive investment in vehicles and new equipment over the last two years. In addition, selected police PSU officers are trained in CBRN and the force has a capability for providing two CBRN PSUs from the above resources.
- Each BCU is required to provide officers for PSUs. There are also six trained evidence-gathering teams, 13 medics, eight tactical advisers and bronze/silver-trained public order commanders. PSU officers are trained to level 2 and commanders are trained to the national standard in line with ACPO requirements. In addition, a shadowing programme is being initiated in liaison with South Wales Police so that commanders and PSU officers receive on-the-job experiential learning in public order techniques by attending football matches and other public events. There are regular regional exercises and commanders attend the South Wales command programme, where they are trained using the 'Minerva' suite.
- Each division has an agreed public order capability with trained and equipped staff. PSUs are trained to work with police dogs and mounted police and can deliver the tactics contained within the ACPO training manual on public order (utilising the conflict management model) and in line with ACPO manual on personal safety. The operational planning officer within the HQ operations department is the single point of contact for mutual aid resourcing and is also the regional co-ordinator for the Welsh forces.
- Mobilisation has been tested during G8 and G7 summits, mutual aid to South Wales Police for the England v. Wales football match, the opening of the National Assembly debating chamber and the haulage/fuel dispute. Periodic notional testing occurs to examine PSU capability during certain times of the day and there are formal agreements with neighbouring forces in relation to mutual aid provision.
- Systems are in place to audit training and deployment records of public order commanders and staff – the force personnel recording system (Delphi) is used to retain records of individuals trained in public order and CBRN support. The force dog section is run in accordance with the ACPO training care manual in respect of training, refresher training, reassessment/accreditation and deployment records. An independent lay visitor's scheme is in place to ensure compliance with the training /refresher training/animal welfare policies.

### **Civil Contingencies**

- The force has both an internal and external risk assessment strategy in line with the Civil Contingencies Act (CCA) requirements. Partner agencies, through the local resilience forum (LRF) risk assessment working group, have analysed hazards and threats that may affect the force in accordance with the risk assessment guidance in the CCA and produced/published a community risk register.
- The Chief Constable chairs the local resilience forum (LRF) and there is active participation from the DCC and ACC, the latter having ownership of the evacuation work stream.

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- There are protocols in place for the sharing of sensitive information. The force security review group ensures that there are appropriate links with other police forces, the British Transport Police (BTP), the Ministry of Defence (MOD), the military and, where appropriate, LRF partners, regarding threat assessment and planning arrangements.
- Security vetting of partners is being resolved through the Welsh Assembly. The force information security policy (based on the Government Protective Marking Scheme) and internet/email security policy are applied to sensitive information.
- The LRF media and communications group (police led) has developed a multi-agency media plan and co-ordinates the release of information to the public and media. Public access to information both prior to, during and after an incident will be available through the Wales resilience website and the force website. A protocol exists with the BBC in relation to emergency public broadcasts for immediate public warning, and arrangements have been put in place with local COMAH (control of major accident hazards) site operators to access this system.
- The Dyfed-Powys joint emergency services manual is the reference for dealing with critical/major incidents and has been developed jointly with other emergency services and local authorities. The force has recently reviewed its major incident plan and its major incident remit head management structure. The local risk assessment process identified the need for a multi-agency CBRN plan, which has been completed. Local avian flu pandemic working arrangements are now being developed. A multi-agency policy in relation to the care and treatment of survivors, evacuees, family and friends, has been agreed by the strategic emergency planning partnership.
- The force has good partnership arrangements with all category 1 and category 2 responders as defined in the CCA. Regular meetings take place with local authorities, military, the Welsh Assembly Government, HM Coastguard, the environment agency, local health boards, the National Public Health Service for Wales, BTP, ambulance, fire and utility agencies at the LRF. There are procedures in place to access the help of voluntary organisations in the event of a large-scale major incident.
- The LRF model structure has been agreed for partnership co-operation and information sharing within the Dyfed-Powys area. The Wales resilience communications network forms the basis for information sharing to and from LRFs and Wales regional teams. The Wales resilience website provides the focus for civil contingency and emergency planning information communication, which the public can access.
- The force has issued to all operational officers an emergency procedures aide-memoire which includes guidance on the actions of the first officer at the scene of incidents. This information is also reproduced in major event operational orders and on the force intranet. The force provides training on major incident response to probationers. Standard operating procedures (SOPs) are available on the STORM command and control system.
- A number of senior managers have attended the management of major incidents (MOMI) course. The force has a senior identification manager (SIM) and another will

be trained soon. Casualty bureau staff have recently been trained in accordance with HOLMES 2 capability and regional response requirements.

### **Work in Progress**

- Records for firearms training are maintained on an Excel database which has proved unreliable and records have been lost. This is recognised as a problem but the force deferred action during discussions on the proposed merger of Welsh forces. However, the NCPE holds the view that Dyfed-Powys Police, in having an IT-based system as required by the codes, is in a better position than many other forces nationally.
- An updated public order policy is currently being finalised which will include an amended mobilisation plan as well as training and resilience issues.
- The corporate risk management group has formulated an internal risk management strategy and is developing a corporate risk register, which will contain the key risks affecting the organisation as a whole.
- The director of finance and resources has strategic ownership of the force business continuity strategy. The force business continuity management plan and business continuity strategy are currently being finalised. Critical functions within the force and their dependencies have been identified.
- The force firing range facilities are adequate but the feasibility of developing a new facility is being actively pursued, pending consideration of a regional work stream.

### **Areas for Improvement**

- Although public order is discussed at level 2 TTCG meetings there is limited information and intelligence-collection capability in this area. There is minimal intelligence sharing with neighbouring forces but this is probably due to the low levels of disorder experienced by the force.
- Mutual aid can be supplied to and received from the other three Welsh forces but the formal protocol has not yet been signed off due to the uncertainty resulting from the force amalgamation proposals.

**5C Strategic Roads Policing**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

**National Grade Distribution**

<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Excellent</b>
<b>0</b>	<b>7</b>	<b>33</b>	<b>3</b>

**Contextual Factors**

Policing such a large geographical area (over 4,200 square miles and 8,514 miles of road network) will always be problematic, particularly for a force lacking the resources of its major metropolitan counterparts. The natural beauty of the area frequently compounds these problems, making it highly attractive to motorists (and in particular motor cyclists), greatly increasing the throughput of traffic and the potential for collisions.

The force operates a devolved model for roads policing, with divisions directing local operations and initiatives through local (and where appropriate) force tasking and co-ordination processes linked to the current control strategy. A clear and concise road policing strategy has been widely promulgated to management and staff and is available on the force intranet. This document is based upon the national ACPO and DfT strategy and takes cognisance of both the national roads policing and force annual strategic assessments.

The HQ operations department maintains a strategic overview of roads policing and also has a collision investigation and road safety section with responsibility for the investigation of known and potential fatal collisions and the co-ordination of national, regional and local campaigns and initiatives. The safety camera unit is also managed from within HQ operations, albeit there are close links and liaison with the regional partnership and administration of justice department.

**Strengths**

- In 2005/06, 90.2% of people surveyed who had been involved in a collision were satisfied with the quality of the investigation. This is above the MSF average of 83.4%.
- The roads policing strategy 2005/06 links with the force’s three-year corporate strategy, the safer communities strategy, the Government’s ten-year roads policing strategy, the ACPO/DfT roads policing strategy 2005–08, the force crime strategy, patrol strategy, intelligence/NIM strategy and the automatic number plate recognition (ANPR) strategy. Roads policing is incorporated within the force strategic assessment and is identified as a priority in the control strategy.
- Roads policing staff are deployed by BCUs to priorities identified at the level 1 TTCG meetings and in accordance with the National Roads Policing Intelligence Framework (NRPIF). A daily tasking page for each BCU on the

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intranet includes details of the criminal use of vehicles, and there is a link to the commercial vehicles intelligence database.

- The recruitment process for roads policing officers aims to ensure the right balance of skills and experience are available. An advanced driver qualification (grade 1 or 2) and tactical pursuit and containment (TPAC) training are pre-requisites for joining roads policing teams. The PDR process is used to identify personal objectives and targets and monitors individual performance.
- The force has recently invested in its ANPR capability and now provides 14 mobile ANPR units based at BCUs. The technology has been upgraded and the force is looking to introduce wireless connectivity to mobile ANPR units for instant uploading of information/intelligence and downloading of vehicle hits.
- The force is trialling the innovative use of ANPR with the air support unit and it is now possible to download ANPR data from the air support unit. The force is working on parameters to establish effective operating heights and it anticipates being able to deploy this capability in support of operations (particularly counter-terrorist activities) later in 2006.
- There is evidence of partnership working, particularly in respect of casualty reduction. Each year, four partnership enforcement campaigns are held which involve all Welsh forces, the Welsh Assembly Government, local authorities, other agencies and, occasionally, non-Welsh forces. Priorities are identified from consultation processes and roads policing units strategy meetings. The force also participates in UK- and European-wide operations in collaboration with outside agencies such as Trading Standards, the DfT, the DVLA, HM Customs, the Vehicle and Operator Services Agency (VOSA) and the Environment Agency.
- The force is compliant with all aspects of the ACPO road death investigation manual (RDIM). All uniformed inspectors are trained SIOs and are appointed to an investigation immediately a report is received of a fatal/serious injury collision. Specialist resources – collision investigation officers, scenes of crime officers and trained FLOs – all attend the scene of a fatal collision. There are 40 trained FLOs within the force; their details are available via the force intranet, together with their availability for deployment.
- The ACPO pursuit policy has been fully implemented by the force and it is reviewed daily by the head of roads policing (chief inspector). All incidents involving police pursuits are reviewed to establish compliance with force policy. Where breaches of force policy occur, driving permits are withdrawn and officers have to undergo refresher training.
- The Mid and South Wales safety camera partnership (which includes Dyfed-Powys) has carried out speed and red light camera operations under the DfT's national safety camera partnership programme for England and Wales since 2002. The partnership identifies appropriate speed and red light camera sites in accordance with the DfT *Handbook of Rules and Guidance*. The partnership operates to an enforcement strategy of 85% time spent at core sites and 15% time at exceptional sites (sites of community concern).
- The safety camera partnership carries out a variety of consultation exercises with community groups including:

- attendance at county council road safety meetings;
- involvement in road safety group initiatives – eg Powys Road Casualty Reduction Group, which includes the fire service;
- attendance at community council meetings; and
- engagement in educational/public events – this continues throughout the year and includes general road safety advice (particularly on speeding), speed camera operation advice and displays.

### **Areas for Improvement**

- Roads policing has been subject to a best value review, which is yet to report. The review is looking at the structure for roads policing teams, resource levels, management of information and ANPR support.
- Roads policing policy is owned by HQ operations but roads policing resources are located, deployed and managed on a day-to-day basis by BCU staff. The result is a lack of corporacy in respect of roads policing which the BVR should resolve.
- The force lacks an effective performance management framework for roads policing, although the BVR team is looking to develop a range of meaningful and realistic outcome-based roads policing measures.
- Uncertainty as to the arrangements for funding of the safety camera partnership from April 2007 is causing some anxiety for staff.
- Although there is a roads policing intelligence officer, there is no specific analytical capability within the roads policing function. Effective analysis of roads policing intelligence may help to provide more focus to roads policing.

## 6 Resource Use (Domain B)

### 6A Human Resource Management

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Improved</b>

#### National Grade Distribution

Poor	Fair	Good	Excellent
2	18	23	0

#### National Position

The PPAF indicators on sickness and medical retirement continue to be key quantitative measurements of human resource (HR) performance. Increasing significance is being given to the completion of performance development reviews (PDRs) within 60 days of due date. PDRs should be intelligence-driven and link to other HR processes such as promotion and career pathways.

While most forces have conducted some basic workforce planning, this has yet to be extended to all staff, ranks and grades. Workforce planning often concentrates on basic succession planning for key operational police officer posts. Most forces now have a full range of policies to support the work/life balance, often going beyond their legal obligations. The majority of forces need to develop an effective mechanism to manage demand, which ensures that they allocate resources to peak periods. There is limited evidence to show that supervisors and managers have been adequately trained in effective resource management.

Although annual staff satisfaction surveys are common, applying the learning from these surveys, and from employment tribunals, accidents, injuries, complaints and grievances, could be developed further. Much health and safety activity in forces is owned by a handful of key individuals and is rarely integrated fully into day-to-day activity, other than monitoring of accidents, injuries and near-misses. Few forces have accident/injury reduction targets or effective performance management of health and safety activity.

#### Contextual Factors

The force has made progress in the provision of HR services and continues to introduce initiatives that will have a positive impact on service delivery and performance. There is a determination to develop leadership ability among its supervisors and managers, and to improve the performance management processes throughout the organisation. The LAPD (Leadership, Accountability, Performance and Delivery) programme should be able to demonstrate improvements in the effectiveness and efficiency of supervisors and managers.

Concerns about the possible impact of force mergers could have led to a delay in the procurement of new HR systems. However, collaborative work with South Wales Police to identify and purchase a suitable duty rota system may ultimately deliver a fully integrated roster, payroll and HR system.

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Further collaborative work is currently being undertaken with South Wales Police to identify an HR system which will streamline the way in which data is collected, analysed and reported. The procurement process has been commenced and although this has led to a delay in implementation the extended benefits will be substantial.

There has been a successful implementation of IPLDP, which was praised during the recent quality assurance review of the process by Centrex. It identified the submission as evidence of good practice and placed it on the intranet site as guidance for other forces.

The force supports the strategy for a healthy police service and has initiatives in relation to contracting a physiotherapist, a health and well-being adviser, external counselling and cognitive behavioural therapy (CBT). The occupational health unit provides good support to staff and works with the HR department in arranging case conferences to review each area of staff absence, recuperative and restricted duty staff and any other issues.

### **Strengths**

- Police officer sickness has reduced by 14.95%, from 93.91 hours per officer per year in 2004/05 to 79.88 hours in 2005/06, but remains above the national average of 72.05 hours per officer.
- Police staff sickness reduced by 21.51% from 88.8 hours per member of staff per year in 2004/05 to 69.7 hours in 2005/06. Police staff sickness is now below the national average of 78.47 hours per member of staff.
- The DCC is the chief officer lead for HR overseeing strategy and the comprehensive, costed HR plan. The plan is agreed with the police authority and outlines how the activities, objectives and targets set in the local policing plan (LPP) and best value performance plan (BVPP) will be delivered through people.
- The police authority takes an active role in HR management; an HR portfolio lead attends meetings and acts as a critical friend. Reports are provided to the police authority to allow it to monitor delivery of the HR plan on a quarterly basis.
- HR management is devolved to BCU/department level and all BCUs are supported by qualified HR managers. The HR managers are part of the BCU command team and can influence policy and decision making.
- The force is one of the leaders in the development of the PDR process which is linked to the integrated competency framework and training needs analysis. The system is computerised and there is a 100% completion rate.
- The force has recruitment and selection processes in place which are based on the integrated competency framework. Structured interviews are used to evidence an individual's competence and suitability for a particular post. Future training and development is managed via the PDR process.
- The DCC is the chief officer lead for health and safety. The force has an annual health and safety plan which identifies priorities in co-ordinating improvement activity, identifying performance targets and standards and monitoring force performance. The plan is monitored and reviewed by the strategic health and safety management meetings.

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- The HR function is helping to drive organisational change by developing supervisors' skills and abilities. The LAPD programme is aimed at developing leadership skills and champions the importance of people delivering service and performance.
- The lessons learned from grievances and employment tribunals are circulated to section heads and HR managers by the head of HR, with the intention of preventing repeat grievances and improving performance.
- Dyfed-Powys Police first achieved liP status in December 2004; it elected for annual assessment and maintained the standard in December 2005. It also elected to be assessed under the liP leadership and management model and this was obtained for the first time in January 2006.
- Dyfed-Powys was one of the first forces in the country to develop a mediators' course, delivered and accredited by the Advisory, Conciliation and Arbitration Service (ACAS). In January 2005, 12 members of staff received mediation training. This is acknowledged good practice and other forces have asked for advice and copies of the guidance document.
- There is a process in place for reviewing HR policies and procedures – all HR policies have been reviewed and updated within the last two years and are published on the HR website.
- The head of HR attends the neighbourhood policing strategy group. There is a HR strategy for neighbourhood policing and HR staff have been involved in the establishment of neighbourhood policing teams.
- The HR function is adequately resourced with professionally qualified (Chartered Institute of Personnel and Development) staff able to meet the needs of the organisation centrally, in BCUs and departments.

### **Work in Progress**

- The force does not have a resource management system that aligns the availability of resources with peaks and troughs in demand. It has, however, engaged consultancy support to assist in identifying a suitable solution.

### **Areas for Improvement**

- Although the HR department provides comprehensive performance management reports to the chief officer group and to the police authority, there is no structured performance management process that measures the contribution that HR management is making to force performance.
- There is no formal succession planning process for key posts where the experience and specialist knowledge may be critical to the role and force's credibility.
- Although HR is devolved to BCU/department level, there is limited evidence of supervisors and managers having ownership of HR issues and using it to

improve performance. Supervisors and managers see the responsibility for HR management resting with the specialists.

- The force claims 100% completion rate for PDRs but the objectives and targets are not always linked to force priorities and improving force performance.
- There is no formal and structured process in place for identifying near misses in accordance with the Health & Safety at Work Act.

**6B Training, Development and Organisational Learning**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
3	11	27	2

**National Position**

Learning and development (L&D) is a key driver for forces to improve performance. The requirement is for the right staff to have the right skills in the right place and at the right time in order to achieve or support operational performance.

HMIC has awarded a Good grade where key criteria have been met. Notably, where there is a clear distinction between the role of contractor and client, with the full and sustained involvement of a chief officer and the Police Authority. There should be a single post with accountability for all L&D products and services. Another prerequisite is an L&D strategy which is fully compliant with Home Office guidance and supported by a business plan, an improvement plan and a fully costed 'planned' and 'actual' delivery plan. Finally, a Good grade reflects robust quality assurance and evaluation processes, with clear evidence that the force is engaged in collaborative activity.

**Contextual Factors**

This section summarises the results of improvement activities which have been undertaken since the last inspection. It facilitates an understanding of the context within which such activities have taken place, together with an understanding of the results.

The force was graded Fair during the 2005 Baseline process with a number of recommendations made for improvement.

The force training strategy is now compliant with Home Office guidance.

The costed training plan is now a standing agenda item on the training prioritisation group (TPG) meetings, and variations to the plan are recorded.

Performance measures have been developed, and delivery of the plan is the subject of monthly reports to the COG and of quarterly reports to the police authority.

The police authority has appointed one of its members to sit on the TPG to assist in the monitoring function.

The recommendation that the chair of the TPG be the ACPO lead on operational matters was considered by the COG, but not actioned.

The force learning manager has accountability for all training delivered in the force, irrespective of where in the force or by whom it is provided.

The force improvement plan was amended to include targets and milestones and is included as a standing agenda item on the TPG and is subject to monitoring. Recommendations from the baseline assessment are included in the plan.

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The force currently holds Centrex QA (quality assurance) for training delivered centrally. The next submission for QA approval will be extended to include training delivered throughout the force.

The appointment of a force evaluator has resulted in a robust evaluation function in the force. The evaluator reports directly to the head of HR, and monthly minuted meetings between the head of HR, the head of training and the evaluator discuss evaluation feedback and future evaluation programmes.

The curriculum design process for new training includes consideration of BV principles, and looks at options for training delivery using a choice of costed options available for inspection.

A programme of mapping all training programmes against the ICF is under way. All new programmes are mapped as a matter of course, eg IPLDP and others, on a rolling programme.

### **Strengths**

- The training department operates a true client/contractor relationship. The training plan is submitted following consultation with stakeholders, built on 100% PDR return, allowing accurate representation of the training needs of staff.
- The department conducts regular surveys of its staff and action plan feedback – eg, incorporating weekly team meetings that feed directly into management teams. The continuous professional development of staff is encouraged through conference attendance/developmental opportunities that meet individual and organisational needs.
- The department works closely to develop collaborative working agreements with other forces and training providers within/outside the public/private/voluntary sector.
- The training needs of all staff are analysed following the annual PDR process, and the costed plan used proactively to secure a budget that meets the identified needs of staff. Monthly meetings involving the head of HR, head of training and the force evaluator ensure that actions arising from course feedback are acted upon, and an agreed programme of evaluations made available.
- Customer surveys are held annually and feedback allows the department to gauge how training delivered has affected and improved operational performance.
- The department has achieved external recognition in assisting the force to achieve a number of external awards – eg Charter Mark, liP – and the department is recognised for the professionalism of its approach to training by, for example, Centrex QA and City & Guilds accredited centre.

**6C Race and Diversity**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	14	27	2

**Contextual Factors**

Dyfed-Powys Police is the largest geographical policing area in England and Wales but has one of the smallest ethnic minority communities, representing only 0.12% of population. The force currently has seven ethnic minority police officers (0.6%), two Special Constables (1%) and three police staff (0.5%).

The low ethnic population has created difficulties for the force in recruiting individuals from these minority groups. However, during the past 12 months, the force has established some strong links with these communities through the IPLDP process and through the introduction of a positive action officer as part of the recruitment team. Some of the work carried out by the positive action officer has encouraged and supported minority applicants through the recruitment process and, as a result, two ethnic minority applicants have been successful. Both these individuals are scheduled to join the force in December 2006, which will then increase the BME police officer establishment to 0.8%.

**Strengths**

- The DCC is the chief officer lead on HR and diversity issues and effectively drives forward diversity issues within the force. He chairs the ESDMG which includes representation from all divisions, departments and staff associations. A working group exists for each of the seven strands of diversity and all report to the DCC.
- The force Dignity programme incorporates the seven strands of diversity. Implementation of the diversity strategy is managed via the ESDMG which acts as an equality and confidence board. There is a consultation process in place for diversity policy development which includes staff associations and staff support groups.
- Employment monitoring is reported to and published by the police authority and in the force annual report. The force has been impact-assessing policies for the last two years and training has been provided to policy writers on equalities impact assessment.
- The force has a lawfully compliant race equality scheme with action plans for implementation and monitoring arrangements. The force is now working with the Welsh Assembly Government to consult on the disability equality scheme and gender equality schemes.

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- The force has implemented the Home Office guidance on the Disability Discrimination Act. It established a disability discrimination group to ensure good practice was identified and adopted in advance of the legislation. A launch of the commitment was attended by supervisors, managers and members of partner organisations. The estates department has developed a costed plan for ensuring disabled access to police premises.
- A Breaking Through action plan is aimed at increasing the number of female and ethnic minority recruits. A positive action officer has been appointed to raise the awareness and confidence in the police of all minority groups and encourage them to join the service. Awareness days have been arranged for staff from under-represented groups and the number of female inspectors in force has increased from two in 2003 to seven in 2005.
- Female applications have been consistently high over the past three years, with Dyfed-Powys Police having some of the highest percentage female intakes in the country. In 2005/06, 31% of probationers were female and this is expected to increase during the 2006/07 financial year.
- The force is committed to the development of all staff and has carried out positive action to promote the development of women within the service, including an initiative called Springboard. This helps women officers to decide what they want to do in their career and provides them with advice and information to achieve their career plan. The course has been extremely popular within force and, to date, approximately 250 female employees have attended. Many of the female officers following attendance have started studying for promotion or redirected their careers within specialist departments.
- There is a comprehensive range of fairness at work policies and strategies to promote understanding of race and diversity matters internally and externally. They are published on the force intranet and are easily accessible to all staff. There is also a communications strategy for diversity issues. Monitoring the effectiveness of policies and strategies is undertaken by the ESDMG but includes IAGs, staff associations and support networks.

### **Areas for Improvement**

- Although the police authority publishes employment monitoring data, it is not clear how it is used to inform decisions on recruitment, training, promotion, managing grievances and so on.
- BCUs have ESDMGs to ensure implementation of the diversity strategy but there is no evidence that divisional commanders/heads of department have diversity objectives, or that they are held accountable for performance.
- There is no indication of how positive action is used by the force to redress the balance of under-represented groups.
- The force has not yet introduced a structured training programme for all staff on the provisions and responsibilities associated with the Race Relations Amendment Act.

**6D Managing Financial and Physical Resources**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Excellent</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
1	11	24	7

**Contextual Factors**

This is a HMIC assessment of framework 6D. It is based largely on the self-assessment return and our own findings, supplemented by a consideration of the Police Use of Resources Evaluation (PURE) conducted by the Wales Audit Office's appointed auditor for Dyfed Powys Police Authority. Set out at the end of this report are the appointed auditor's summarised scores for each theme covered by PURE. Separate, more detailed reports on PURE have also been issued by the appointed auditor.

The proposed creation of an all-Wales strategic force led to a significant amount of work for all four forces; the director of finance played a significant and highly creditable role in the preparation of business cases.

**Strengths**

- The force has good budget-making processes, with zero-based budgeting undertaken every year and each line of expenditure mapped against local and national policies.
- The financial standing of the force is very robust with a good level of general reserves and working balances; general reserves are approximately 2.8% of net revenue expenditure.
- The force has good integrated business processes and was the first in the service to implement the 'Distinction' financial management information system, which has now been bought out by Agresso. This has positioned the force to benefit from development of the shared services proposals which are being examined in the South West and southern Wales.
- A well-developed structure of devolved financial management to BCUs and departments is aligned with robust monitoring exercised by HQ finance.
- Dyfed-Powys is a leading-edge force in its use of activity analysis, being one of the few forces that collect data electronically in real time through hand-held mobile data units. The Wales Audit Office rated activity analysis as Good for both data quality and management arrangements. Results are used to inform the resource allocation model and move resources accordingly and also to map its resource profile to the crime demand profile.

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- The force has an effective procurement service, with reliable compliance-monitoring procedures to ensure that budget-holders comply with procurement regulations. Value for money is obtained through appropriate use of regional procurement contracts.
- The fleet service operates effectively with a fully devolved transport budget, and work has been undertaken to assess the best use of the fleet and reallocate transport resources as and when required.
- Civilian drivers are used in rural areas to deliver and collect vehicles from transport workshops; this helps to release police officer time for front-line policing operations.

### Work in Progress

- The force is investigating the use of mobile data units in its vehicle fleet for crime-recording purposes. This has the potential to produce more efficiency savings and release more police officer time to the front line.
- Dyfed-Powys is exploring a shared service fleet arrangement with South Wales and Gwent Police to secure a more efficient service.

### Areas for Improvement

- There are sound risk management processes in place but local risk registers have yet to be developed.
- The force has developed some e-procurement operations but now needs to develop e-ordering processes.
- An energy strategy could help to generate further efficiency savings.

#### Wales Audit Office: Police Use of Resources Evaluation

Force and authority: Dyfed-Powys

Element	Assessment
Financial management	3
Financial standing	3
Internal control	3
Value for money	3

Key to grades

1. Below minimum requirements – inadequate performance
2. Only a minimum requirement – adequate performance
3. Constantly above minimum requirements – performing well
4. Well above minimum requirements – performing strongly

The judgements are made by auditors under the Code of Audit and Inspection Practice and in accordance with guidance issued by the Auditor General for Wales.

**6E Information Management**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
1	9	31	2

**National Position**

The convergence of information and technology streams, and in particular the developing role of the chief information officer, is focusing attention on how forces corporately govern information. The aim in this assessment is to differentiate between forces that are taking an information-based approach to delivery and those that are technology-driven. A raft of emerging standards – notably Management of Police Information (MoPI) – is defining metrics against which performance can be measured, and these will ease the challenge in future assessments. Equally, the need for forces to develop medium-term planning, to consider national strategy in their local planning, and to reflect the requirements of the information technology infrastructure library (ITIL) have all provided some clear measures of success.

It has been a particularly challenging 12 months for forces' information services, as much development work was postponed because of amalgamation proposals. This backlog will need to be addressed in 2006/07, together with work on shared approaches to bridge the level 2 shortfall. The challenge of providing information for the cross-regional information-sharing project (CRISP) and the emerging IMPACT system is considerable. This may require the development of 'confidential' networks and work to meet the requirements of the Unified Police Security Architecture (UPSA) as well as MoPI. These carry as yet unquantified but very considerable costs, as well as resulting in major business change. With constrained budgets and increasing demands, the future poses real challenges as to how forces will manage their information assets.

**Contextual Factors**

Dyfed-Powys Police has a good reputation for the development and implementation of technology systems to improve policing performance. The force is also recognised for its work in developing IT solutions that have been adopted by other forces, and some are to be adopted nationally.

During 2005/06 the IS&T development team's version of CRISP was selected by the Impact Programme as the version to be rolled out nationally to every force in the country. This is a critical piece of software that forms one of the mainstays of the response to the Bichard report. The IS&T department restructured during 2005/06 with the recruitment of an IT business manager, bringing a more customer-focused approach to IS&T.

**Strengths**

- A long-term costed programme of work has been produced in conjunction with the force's capital programme. It focuses on improvements to the infrastructure

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progressing the force towards ISS4PS (information systems strategy for the police service) and the ACPO community security policy.

- An information management (IM) strategy group (steering group) is chaired by the director of finance and resources and attended by the head of operations, the head of crime management and reduction department (CM&RD), all divisional commanders, the head of professional standards, the business change manager, the head of IS&T, a police authority representative and the head of HR. The purpose of the group is to ensure that ICT (information and communications technology) is business-led and that there is effective management of major projects.
- In addition to the IM strategy group, a sub-committee called the change advisory board (CAB) considers requests for change and prioritises the work streams of IS&T to ensure they are aligned with the business needs and decisions of the IM strategy group. The IS&T department uses a system of work requests to monitor major projects. These are prioritised by the CAB and are available to all members of the IM strategy group, via the intranet, who can monitor and comment on the progress of the work.
- The IS&T department introduced a performance management culture to ensure that the service provided meets the needs of the users and is provided in a timely manner. The department has been restructured and an IT business manager recruited to manage all customer-facing IT infrastructure library (ITIL) areas. SLA performance is closely managed and a performance report circulated to BCU commanders and heads of department on a monthly basis. In addition, the IT business manager meets with divisional and departmental management teams on a monthly basis.
- The force has a full suite of operational systems running on a stable IT infrastructure. The data network extends to all locations, giving all operational officers access to the systems and information they need. Most of the major applications have been written by the force's IT development team, based on the corporate database which has been in place since 1992. The ideas and structures developed in the corporate database were used to develop the CRISP data repository.
- Use of the corporate database ensures that there is a single point of data entry where possible. Even where third-party applications are involved, the force has taken steps to reduce double-keying, eg the crime system is able to extract information from STORM (command and control system) to populate the corporate database.
- The IS&T department provides the data required for the crime recording bureau (CRB) and the IMPACT (national intelligence search engine) nominal index (INI). The development section has produced an application that will gather the data and automatically email it to the INI. This can be done daily, weekly, monthly or on an ad hoc basis. There are no problems with the data quality of the interface and no records have been rejected.
- Dyfed-Powys is the principal development site for the CRISP. The force developed the extraction schemas used by the IMPACT programme. As part of the CRISP development, the force has written the extract routines for its systems, which satisfy the needs of IMPACT. Dyfed-Powys is one of the few forces with a functioning version of CRISP, which it plans to make available to

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crime analysts as soon as the current application stabilisation work is complete. Dyfed-Powys will be sharing data with Gwent Police as part of the IMPACT testing programme for the application.

- A senior computer support officer in the IS&T department has responsibility for the security of information systems and monitors usage to ensure the risk of security breaches are minimised. A number of penetration and vulnerability tests have been carried out, and another is scheduled for late 2006.

### **Areas for Improvement**

- The information security officer is charged with implementing the ACPO community security policy but this has been delayed due to the long-term illness of the post holder.
- Although the department publishes its performance against the SLA, work needs to be completed in developing a balanced scorecard to measure the performance of the IS&T function as a whole.
- Many ITIL procedures have been introduced which have resulted in major service improvements. The remaining ITIL procedures need to be implemented over the coming year.

## **GOOD PRACTICE**

### **TITLE: Cross Regional Information Sharing Project**

**ISSUE:** In February 2006 the Chief Constable reported to the Police Authority that the National IMPACT Board, which is implementing the Bichard Recommendations, had decided to adopt the Dyfed-Powys Cross-Regional Information-Sharing Project (CRISP) as the base for the national response to information sharing in the police service. CC Grange is a member of the IMPACT Board and thus well placed to lead this work.

### **SOLUTION:**

CRISP was conceived in Dyfed-Powys and created through the work of the IS&T Department. Over a number of years, staff in the department have worked tirelessly to develop this product, which will improve the sharing of information and provide a more robust approach to public safety - specifically safeguarding children - throughout England and Wales.

**OUTCOME(S):** CRISP is an innovative IT solution which:

- Collects information from a number of disparate systems that a force may be using.
- Effectively dumps this information into a 'bucket'.
- Police officers and other authorised persons have the capacity to search the 'buckets' of information from every force in England and Wales.
- Crime analysts can use this information to target resources, prepare intelligence packages and so on.
- Front line officers can use the tool to search their own and neighbouring forces'

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systems.

- This is an 'open' tool to allow third parties to link in when appropriate.
- The tool allows for easy working with outside companies' software, where there are interests in police specialist areas.

The development of the CRISP product and its subsequent adoption could not have been progressed without the foresight, innovation and determination to produce top quality information systems. Although it has taken more than a decade for the CRISP project to become the national standard, the benefits should be evident for some years to come.

**FORCE CONTACT:-** Further information on the development of the CRISP product and its adoption as the national solution can be obtained from Mr. Mike Stevenson, Head of IS&T, 01267 226405.

**6F National Intelligence Model**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Improved</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	19	22	2

**Contextual Factors**

The force achieved compliance with NIM minimum standards in 2004 and a number of processes adopted in force have been identified as good practice. A new intelligence policy has been written and a review of workloads has resulted in increased research and analytical capability. A substantial increase in outputs has also been reflected in target referrals for force tasking and regional tasking processes.

**Strengths**

- The ACC is the NIM champion and chairs the NCPE work stream group for NIM implementation. He also chairs the monthly level 2 TTCG meeting as well as leading the quarterly review of the strategic assessment and control strategy.
- The force strategic assessment informs the control strategy and is reviewed on a quarterly basis. A detailed network analysis underpins the process of target selection and also informs the regional strategic assessment. There is a target management policy that details the process from intelligence to operational activity, review and outcome analysis.
- The discharge of actions from level 2 TTCG meetings is managed by the intelligence co-ordinator, with the head of the BCU intelligence cell having responsibility for actions referred to level 1. There is an IT-based briefing system (Smart boards) used by BCUs to allocate specific actions to individuals/shifts. It also has an edit and audit facility so that individuals can be held accountable for actions.
- An intelligence user group, attended by force analysts, provides a forum for sharing good practice and experience. The principal analyst quality assures NIM products, acts as a mentor to BCU analysts and attends regional principal analyst forums.
- The force has established DSUs in each BCU. CHISs are recruited in areas identified within the control strategy priorities and are tasked via the TTCG meetings at levels 1 and 2.
- The force achieved NIM compliance with the minimum standards in 2004. It has received favourable feedback in this year's NCPE NIM compliance health

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checks, which identified issues for dissemination as good practice. These relate to knowledge assets on the force intranet and the NIM communication strategy. The force intelligence manager is the lead on NIM implementation and links directly with BCU intelligence managers.

- There has been a substantial increase in the number of referrals to the level 2 TTCG and regional tasking meetings. The force has a greater awareness of the impact of level 2 criminality compared with last year and has invested in improving the quality of referrals to level 2 and regional tasking.
- The force complies with the principles of the Government Protective Marking Scheme (GPMS). All intelligence and operations are managed on secure IT systems with restricted access where appropriate. CHIS and RIPA activity is managed on the CHARTER system.
- The BCU and force tactical assessments inform the TTCG process at levels 1 and 2. The introduction of a target management policy and a target management document is underpinned by a review process that tests tasking and co-ordinating. The same document includes ownership, finance, reviews, activity and outcome analysis and operational and intelligence debriefs. This process is then used to evaluate the TTCG decision-making process.
- The strategic assessment has been developed in consultation with a wide range of stakeholders and partners who have been involved in identifying the control strategy priorities. There is similar partnership involvement in problem profiles and environmental scanning, a good example of which is the latest problem profile on the exploitation of immigrant workers and their criminality. There are data-sharing protocols with Operation Tarian, the local authority and a number of other partners.
- The NIM business planning cycle creates the clear link between the strategic and tactical processes. The force has adopted national templates for NIM products and ensures the completion of these documents is standard across the force. There is considerable management buy-in to the completion and dissemination of NIM products.
- The force is represented at BCU and force level on the substance misuse action team (SMAT) and CSPs. Recommendations and key findings from problem profiles that are commissioned from the strategic assessment are fed back into the SMAT and CSPs for inclusion in their strategic planning processes.

### **Areas for Improvement**

- A DCI has line-management responsibility for the central detective unit, which provides an ethical firewall for RIPA authorities authorised by the director of intelligence. However, when the DCI is not available, these safeguards are not in place.
- The TTCG meetings at levels 1 and 2 do not have consistent representation from partner organisations, although the ACC is meeting with chief executives of local authorities to encourage attendance.

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- The force has identified a knowledge gap among officers in mid-service on the use of NIM. HQ CM&RD have engaged with the training department in order to resolve this issue.
- The force recognises the need to improve and formalise the process for collecting and managing community intelligence, to ensure that it makes an effective contribution to neighbourhood policing.
- The FIB now has fewer staff than BCU intelligence units. As a consequence, there is little resilience and researchers are inputting data rather than supporting analysts.
- The force can provide examples of good practice on NIM applications but it does not have a database on which to record and make them accessible for the benefit of the organisation.

## 7 Leadership and Direction

### 7A Leadership

<b>Grade</b>	<b>Direction of Travel</b>
<b>Good</b>	<b>Not Graded</b>

#### National Grade Distribution

Poor	Fair	Good	Excellent
0	4	35	4

#### Contextual Factors

The chief officer team has provided consistent and coherent leadership, evidenced most notably through commitment to the LAPD initiative. The Chief Constable has driven work to secure NCRS compliance over the past two years and alongside this has presided over a significant reduction in total recorded crime and one of the highest overall sanction detection rates in England and Wales. The force is the only organisation in the country to be recognised as corporate holders of Charter Mark accreditation, liP and the leadership and management model of liP.

#### Strengths

- The Chief Constable has over 35 years of police experience, serving at senior level in two large forces before moving to Dyfed-Powys. He has drawn on this experience to provide strong and effective leadership during a difficult period of work and debate around the possible creation of a Welsh strategic force. Throughout this period he has balanced the particular needs of Dyfed-Powys, and the desire to preserve what it is good at, with consideration of the 'greater good' for Wales.
- The current chief officer team has been in place for a considerable period of time, offering stability and direction to the force. To ensure that a fresh perspective is maintained in respect of both strategic and operational issues, the DCC and ACC exchanged portfolios in January 2006.
- All members of the chief officer team regularly attend seminars and development workshops. The ACC will be undertaking the Institute of Directors' formal examination later this year. There is an effective PDR programme in place as part of the organisation's own programme of staff development. The retention of liP and Charter Mark accreditation and the securing of the leadership and management model of liP illustrate the commitment to quality processes.
- The Chief Constable sits on the crime and finance and resources business areas of ACPO. He also holds the ACPO personal crime portfolio for ACPO Crime. As such, he has an overview of domestic violence, harassment, rape, homicide, combating child abuse on the internet as well as having child

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protection and the management of sex offenders as his own business areas. The national responsibilities held by the DCC include chair of the ACPO steering group on investigative interviewing, a member of the National Fingerprint Board (NFB), and chair of the NFB development group acting as lead for National Automated Fingerprint Identification System (NAFIS)/Ident 1 and Livescan fingerprint technologies, and ACPO project lead for forensic procurement.

- The force is consistently towards the top of its MSF group for the level of crime, detection rates and offences brought to justice. Levels of user satisfaction are also high, consistently placing the force in the top quartile. While major change programmes, such as the full adoption of NCRS, have had a short-term impact on performance, the force still performs at a high level, particularly in respect of volume crime.
- The force has introduced an innovative programme to raise the level of leadership ability and promote a performance culture. The LAPD initiative has been championed by the ACC and it has been independently audited as part of the liP (leadership and management model) assessment – this identified the force as a learning organisation.
- The force is regarded as a beacon to others in respect of the development of the IMPACT programme. The force's version of CRISP has been formally adopted as the national solution to the sharing of intelligence by the IMPACT programme board, meeting the recommendations identified in the Richard Report.
- Chief officers are keen to introduce innovative approaches to policing, the most recent example being the Post Office partnership. Recognising the difficulty of providing accessible services in the force's most rural communities, it was agreed to provide some police services in ten post offices in Powys and Ceredigion. This scheme has been formally evaluated by the Post Office and the Wales Audit Office and the results are shown to be positive in relation to the impact on local communities.
- The force has demonstrated its commitment to the police reform agenda through the appointment and successive increase in the number of PCSOs (and their incorporation in the neighbourhood policing programme), use of custody detention officers and adoption of the community safety accreditation scheme with VOSA.
- Under the Safeguarding Our Community strategy, the Chief Constable and his ACPO colleagues articulate a clear strategic vision for the organisation. This is communicated to staff personally during visits to BCUs/departments and through other media channels including publications and the online PDR process.
- Chief officers have provided direction and regular updates to staff in relation to the ongoing debate around force amalgamations and collaboration, and the uncertainty that this created. The ACC and the director of finance and resources are key members of the Wales project Ttam but have ensured that the focus in the force has remained on performance improvement.

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- The force and police authority have a joint community engagement and consultation strategy which identifies the broad range of consultation mechanisms that the force uses to engage the public and partners. Engagement is used to give stakeholders the opportunity to influence future policing priorities through a members' information pack and to ascertain satisfaction levels with regard to police services.
- Both police officer and police staff sickness have reduced in comparison with last year and levels of staff turnover are low.
- Staff surveys have been conducted in respect of the Gender Agenda, leadership styles within the organisation and quality of working life issues, the latter being conducted by leading consultants Robertson Cooper. These surveys have been influential in driving cultural change across the organisation, through the development of relevant action plans and the regular meeting of working groups.

#### **Areas for Improvement**

- The force does not have a demand management system to ensure that resources are available during peaks in demand.
- While accepting that the force has a small ethnic minority population, there is limited proactive work done to identify and encourage potential recruits from minority groups.
- The chief officer group does not use away-days to discuss force issues and plan for the future, preferring informal ways of talking things through rather than structured meetings. Nevertheless, there could be merit in using such opportunities both for team development and strategic policy formulation.
- The force needs to implement fully the latest phase of its diversity learning programme – some staff are overdue diversity training.

**7B Performance Management and Continuous Improvement**

<b>Grade</b>	<b>Direction of Travel</b>
<b>Fair</b>	<b>Stable</b>

**National Grade Distribution**

Poor	Fair	Good	Excellent
0	12	26	5

**Contextual Factors**

The force has invested significantly in improving performance management arrangements across the organisation. There is capacity to measure performance down to the individual level and correlate achievement with objectives as set out in the annual PDR process.

**Strengths**

- The force has entered into a detailed process of negotiated target setting with CSPs. Progress reports against these targets are provided to community safety officers in the four local authorities. The police authority is clear in its role as the monitoring and scrutiny body for the force and discharges this duty through the performance management and scrutiny committee. Responsibilities for individual and team performance are clearly articulated through the annual PDR process and the production and publication of divisional and departmental plans.
- The force has a detailed programme of internal inspection overseen by the force audit and review team. Historically, the focus has been on pre-BCU inspections, thematic inspections of areas such as lost property and stop/search records, and regular monitoring of NCRS compliance. The programme is being extended during 2006/07 to take account of future NSIR audit requirements and more specific crime and detections audits.
- The force has invested in corporate learning – take-up of the IPLDP is the highest in England and Wales. The organisation is a five-time holder of the Charter Mark standard, which is underpinned by continuous improvement focused upon the needs of the customer. The force has also been recognised with the award of the leadership and management model of liP, the assessor’s report commenting that Dyfed-Powys had become a learning organisation.
- Within the corporate services department, there is a cadre of performance analysts, one being allocated to each BCU and two others taking specific responsibility for corporate performance monitoring. Monthly electronic updates against local and national indicators are circulated and can be interrogated locally by divisional managers via the CORA tool. The performance-monitoring products are also circulated to members of the police authority and strategic partners.

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- Divisional and departmental managers are held accountable for performance at the corporate performance review board chaired by the Chief Constable. Following an overview of force performance provided interactively through iQuanta and the force's CORA system, BCU commanders and heads of department provide individual updates on any areas of underperformance.
- The finance and corporate services departments have jointly produced a detailed analysis of comparative costs using activity-analysis-derived ABC (activity-based costing) data. This compares performance in Dyfed-Powys Police with that across all other forces in England and Wales. The information has been presented to the finance and resources committee of the police authority and a number of areas have been targeted for further analysis.
- Historical trend data and comparative information from iQuanta are used to analyse and monitor force performance through the TTCG meetings, corporate performance review board, monthly chief officer group meetings and divisional performance meetings. An identical analysis is presented to the authority performance management and scrutiny committee. The latter forum has sought presentations from BCU commanders on specific areas of performance, with lessons learnt being cascaded to other BCUs.
- A members' information pack is produced annually by the corporate services department for the police authority and this is reviewed at a members' seminar. It is supplemented by presentations from key staff including the principal analyst. The pack contains detailed information on all force and authority consultation exercises, performance data, information on local and thematic inspections and results from the strategic assessment process. This ensures that authority members take full cognisance of the views of the public, performance trends and information identified through the strategic assessment process when setting their priorities, thus promoting consistency between the force's control strategy priorities and those set out in the local policing plan and avoiding potential conflicts with national priorities.
- The police authority fully supports force initiatives to improve services and challenge traditional approaches to policing. An example of this is the Post Office partnership, which has seen the provision of limited police services at ten rural post offices across the Powys and Ceredigion divisions. This challenges the preconception that services must be delivered at a police site, by police officers and has provided mutual benefits to participating organisations.

### **Work in Progress**

- The PAT has not yet been fully implemented throughout the force. Divisional commanders have access to it but it is not available to supervisors/managers to assist in managing individual performance.
- Further developments are planned for the CORA system which will provide additional information on provisional crime figures within 24 hours of the end of the calendar month.

### **Areas for Improvement**

- There could be better integration of performance management arrangements with the NIM. While some non-operational departments adopt the NIM principles, this is not consistent across the force.
- Senior managers are held to account for performance at the force corporate performance review board which is chaired by the Chief Constable. This is not seen as a particularly challenging process but one that focuses on policy development.
- The force is considering a balanced scorecard approach to develop a suite of meaningful and robust performance indicators that cover all the activities of support departments in headquarters.

## Appendix 1: Glossary of Terms and Abbreviations

### A

ABC	activity-based costing
ABE	achieving best evidence
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

### B

BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BTP	British Transport Police
BVPP	Best Value Performance Plan
BVR	best value review

### C

C&E	Confidence and Equality (programme)
CAB	change advisory board
CATS	child abuse tracking system
CBRN	chemical, biological, radiological and nuclear
CBT	cognitive behavioural therapy
CCA	Civil Contingencies Act

CDO	custody detention officer
CDRP	crime and disorder reduction partnership
CHARTER	IT solution for managing RIPA applications
CHIS	covert human intelligence source
CIPD	Chartered Institute of Personnel and Development
CIS	Criminal Intelligence System
CJ	criminal justice
CMRD/CM&RD	crime management and reduction department
CMU	crime management unit
COG	chief officer group
COMAH	control of major accident hazards
COMPASS	Crown Prosecution Service database
CORA	crime overview results analysis
CPS	Crown Prosecution Service
CRB	crime recording bureau
CRE	Commission for Racial Equality
CRISP	Cross-Regional Information Sharing Project
CROP	covert rural observation post
CSI	crime scene investigator
CSP	community safety partnership
CTP	community tension policy
<b>D</b>	
DCC	deputy chief constable
DDA	Disability Discrimination Act
DfT	Department for Transport
DSU	dedicated source unit
DVLA	Driver and Vehicle Licensing Agency

**E**

EFQM	European Foundation for Quality Management
ESDG	equality of service delivery group
ESDMG	equality of service delivery management group
ETMP	effective trial management programme

**F**

FIB	force intelligence bureau
FIU	financial investigation unit
FLO	family liaison officer

**G**

GPMS	Government Protective Marking Scheme
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**H**

HMRC	Her Majesty's Revenue & Customs
HO CR	Home Office crime recording
HOLMES 2	Home Office Large Major Enquiry System (updated version)
HR	human resource
HSE	Health and Safety Executive

**I**

IAG	independent advisory group
ICF	integrated competency framework
ICIDP	initial crime investigators' development programme
ICT	information and communications technology
lIP	Investors in People
IM	information management
IMPACT	national intelligence search engine
INI	IMPACT nominal index

IPLDP	Initial Police Learning and Development Programme
iQuanta	a web-based tool for policing performance information and analysis, developed by the police and crime standards directorate (PCSD) of the Home Office
IS&T	information services and technology
ISO	International Standards Organisation
ISS4PS	Information Systems Strategy for the Police Service
ITIL	information technology infrastructure library
<b>K</b>	
KIN	key individual network
<b>L</b>	
L&D	learning and development
LAPD	Leadership, Accountability, Performance and Delivery (programme)
LCJB	local criminal justice board
LGBT	lesbian, gay, bisexual and transgender
LPP	local policing plan
LRF	local resilience forum
<b>M</b>	
MAPPA	multi-agency public protection arrangements
MARAC	multi-agency risk assessment conference
MATRIX	scoring system to define priorities
MIRSAP	major incident room standardised administrative procedures
MOD	Ministry of Defence
MOMI	Management of Major Incidents (course)
MSF	most similar force
<b>N</b>	
NAFIS	National Automated Fingerprint Identification System

NCHS	national call-handling standards
NCPE	National Centre for Policing Excellence
NCRS	National Crime Recording Standard
NFB	National Fingerprint Board
NIM	National Intelligence Model
NPT	neighbourhood policing team
NRPIF	National Roads Policing Intelligence Framework
NSIR	National Standards for Incident Reporting
NWNJ	No Witness, No Justice
<b>O</b>	
OASys	Offender Risk Assessment System
OBTJ	offenders brought to justice
Osman	Osman v UK (1999) 1 FLR 193, where the court established that in certain circumstances the state has a positive obligation to take preventive measures to protect an individual who is at risk from the criminal activities of others
<b>P</b>	
PAT	professional assistance template
PAVA	incapacitant spray
PCSD	Police and Crime Standards Directorate
PCSO	police community support officer
PDR	performance development review
PIP	professionalising the investigative process
PNC	Police National Computer
POCA	Proceeds of Crime Act
POP	problem-orientated policing
PPAF	policing performance assessment framework
PPO	prolific and priority offender
PPU	public protection unit

PSD	professional standards department
PSU	police support unit
PTPM	prosecution team performance management
PURE	Police Use of Resources Evaluation
PYO	prolific young offender
<b>Q</b>	
QA	quality assurance
QoSC	quality of service commitment
<b>R</b>	
RART	regional asset recovery team
RDIM	(ACPO) road death investigation manual
RES	race equality scheme
RIC	regional intelligence cell
RIG	review implementation group
RIPA	Regulation of Investigatory Powers Act
RRAA	Race Relations Amendment Act
<b>S</b>	
SAR	suspicious activity report
SARA	scanning, analysis, response, assessment
SB	Special Branch
SIM	senior identification manager
SIO	senior investigating officer
SLA	service level agreement
SMAT	substance misuse action team
SNEN	single non-emergency number
SOCA	Serious Organised Crime Agency
SOCPA	Serious Organised Crime and Police Act 2005

SOP	standard operating procedure
SPOC	single point of contact
SPP	special priority payments
SSO	scientific support officer
SSU	scientific support unit
STORM	system for task and operational resource management
SWIM	Scientific Work Improvement Methodology
<b>T</b>	
TPAC	tactical pursuit and containment
TPG	training prioritisation group
TTCG	tactical tasking and co-ordination group
<b>U</b>	
UKIS	United Kingdom Immigration Service
<b>V</b>	
VIPER	video identification parade electronic recording
ViSOR	violent and sex offenders' register
VOSA	Vehicle and Operator Services Agency
<b>W</b>	
WCU	witness care unit
<b>Y</b>	
YOT	youth offending team