

PEEL: Police effectiveness 2015

An inspection of Dyfed-Powys Police



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Overview – How effective is the force at keeping people safe and reducing crime?

Overall judgment¹



Requires improvement

Overall Dyfed-Powys Police is judged to require improvement at keeping people safe and reducing crime. The force is considered to be good at preventing crime and anti-social behaviour. However, in terms of investigations suitably trained investigators are not always available. The force strives to protect the vulnerable but the risks faced by emergency and non-emergency callers are not always understood by call-handlers. There are good arrangements in place to tackle serious and organised crime. This is the first year HMIC has graded forces on their overall effectiveness so comparison of their year-on-year effectiveness is not possible.

Summary

The priority to prevent crime, anti-social behaviour and to keep people safe is commonly understood across the whole force. The force can demonstrate that it works effectively with partners in achieving these aims; joint working with Barnardo's to support runaway children is a good example.

Dyfed-Powys Police's approach to investigating crimes has some shortcomings. The allocation of individual crimes to investigators is based on the type of offence that has been alleged and insufficient attention is paid to the vulnerability of the victim. This means that victims may not receive the service they need.

Additionally, the availability of experienced detectives lacks resilience. A lack of coverage out of hours potentially means that vulnerable victims are not being provided with full support and the necessary expertise.

Dyfed-Powys Police has a strong ethic to protect the vulnerable. However, this is overshadowed by difficulties that call-handlers have in identifying vulnerability at the first point of contact. Additionally, the service to some domestic abuse victims falls short of acceptable standards.

More positively, the force has three integrated offender management (IOM) units. HMIC found these to be well managed and their staff are highly motivated and their systems and ways of working are effective at curbing the offending behaviour of the most prolific offenders in Dyfed-Powys.

¹ Outstanding, Good, Requires improvement or Inadequate – see Annex A for definitions.

The force's response to serious and organised crime is characterised by a good understanding of organised crime groups operating in Dyfed Powys. These groups are mapped and scored in accordance with best practice; when operational interventions have been completed, organised crime groups are re-scored to reflect the threat that they continue to pose to communities. However, the force could work more closely with partner organisations to develop a joint response to this type of offending.

The force is assessed to be in a good state of readiness to counter the national threats articulated in *The Strategic Policing Requirement*.²

How effective is the force at preventing crime and anti-social behaviour, and keeping people safe?



Good

Dyfed-Powys Police is good at preventing crime, anti-social behaviour and keeping people safe. Through the use of effective tasking and co-ordination groups, daily management meetings and an IT demand management tool the force is adept at aligning resources with these priorities.

Inspectors found evidence of a well-motivated and experienced workforce working with partners to prevent crime and promote community safety. For example, joint work with the community mental health team means that those suffering from mental health have direct access to treatment pathways; this avoids them being detained in police cells while awaiting

How effective is the force at investigating crime and managing offenders?



Requires improvement

Dyfed-Powys Police's approach to investigating crimes requires improvement.

The workforce undeniably shows a commitment to victims, however, in the areas of the identification of vulnerability and the allocation of crime for investigation improvements are needed.

The identification of vulnerability at the first point of contact with the force is not assured. Furthermore, there is no systematic policy to allocate crime based on the vulnerability of the victim. These shortcomings may mean that the response to victims is not adequately prioritised and the service to them falls short of required standards.

² *Strategic Policing Requirement*, Home Office, March 2015. Available from: www.gov.uk/government/uploads/system/uploads/attachment_data/file/417116/The_Strategic_Policin_g_Requirement.pdf

medical assessment.

HMIC found examples of 'evidence-based policing', an assurance that police tactics have been evaluated as being effective. For example, following spikes in crime and incidents in hospitals, police patrols have now been extended into NHS facilities. Analysis of their impact shows that they have a positive deterrent effect.

While there are a few areas where the force could do more, including how the force shares best practice and promotes 'what works' among the workforce, the public can be confident that the force is working well to prevent crime and anti-social behaviour.

Most crime is well investigated and properly supervised; nevertheless, some complex crimes and sexual offences are being investigated by officers without the requisite training. Typically this occurs when complex crimes are investigated by neighbourhood or response officers because detectives are not available. A similar concern arises when victims of sexual offences or high-risk domestic abuse are assigned to investigators who do not have specialist training. When this occurs, a detective is allocated to the case but they are not equipped with the enhanced skills and expertise specific to these types of crime.

HMIC also found that some frontline officers lack confidence in their proficiency to retrieve forensic evidence at crime scenes. This may mean that forensic opportunities are being lost to the detriment of prosecutions.

How effective is the force at protecting from harm those who are vulnerable, and supporting victims?



Requires improvement

Dyfed-Powys Police has a strong ethic to protect the vulnerable. It is being driven by a hands-on approach from the top of the organisation and with good support from partners.

However, areas for improvement have been identified in 999 or 101 call-handling procedures and a lack of professional expertise in the investigation of some domestic abuse cases. For these reasons, the force's performance is judged to require improvement.

The force needs to review recent training of call-handlers to understand why staff are not using new procedures to identify risk at the first point of contact with the force.

The force is investing more in specialist investigators. It envisages that its accredited detectives will be able to provide a service to more vulnerable victims than is currently the case.

In a wider context, the force has made sustainable improvements. Notably, risk assessments completed by emergency response officers are now more consistent and a greater force focus on

How effective is the force at tackling serious and organised crime, including its arrangements for fulfilling its national policing responsibilities?



Good

This is the first year HMIC has graded forces on their effectiveness at tackling serious and organised crime, including a force's arrangements for fulfilling its national policing responsibilities, so no year-on-year comparison is possible. Nevertheless, Dyfed-Powys Police is currently judged to be good at tackling serious and organised crime.

The force effectively assesses the threat which organised crime groups present; they are mapped in accordance with national standards and the force retains a serious and organised crime team to combat them. The force recognises it has more work to do to use information held by partner organisations to deepen its understanding of serious and organised crime.

The serious and organised crime team has historically focused on drug-related crime and it is encouraging that operations are now being re-prioritised to represent a wider spectrum of offending in Dyfed-Powys. The force engages well with local communities about serious and organised crime, which helps it to understand the problem from the public's

offenders has led to more perpetrators being prosecuted.

The force subscribes to 'All Wales' protocols for standards of investigations in relations to missing children and those who are susceptible to child sexual abuse. Dyfed-Powys Police works in a strong alliance with Barnardo's and other partner organisations to ensure that effective safeguarding measures are put in place for the most vulnerable.

perspective and the effectiveness of operations to tackle organised criminal groups.

The force works closely with local journalists and uses a range of social media to raise awareness of this type of offending; it also publicises successful prosecutions of prominent criminals.

The force is assessed to be in a good state of readiness to fulfil its national policing responsibilities.

Force in numbers



Calls for assistance

Calls for assistance per 1,000 population 12 months to 31 March 2015

Dyfed-Powys Police

England and Wales

285

350



Crime

Crimes recorded (excluding fraud) per 1,000 population 12 months to 30 June 2015

Dyfed-Powys Police

England and Wales

38.1

63.0

Crimes recorded (excluding fraud) per 1,000 population 12 months to 30 June 2014

Dyfed-Powys Police

England and Wales

35.6

60.3

Changes in recorded crime (excluding fraud) 12 months to 30 June 2014 against 12 months to 30 June 2015

Dyfed-Powys Police

England and Wales

+7.0%

+4.5%

Changes in recorded crime (excluding fraud) 12 months to 30 June 2010 against 12 months to 30 June 2015

Dyfed-Powys Police

England and Wales

-8.7%

-12.6%



Charge rate

Charge rate as a percentage of all crimes recorded (excluding fraud) 12 months to 30 June 2015

Dyfed-Powys Police

England and Wales

22.4%

16.0%



Anti-social behaviour

Anti-social behaviour incidents per 1,000 population 12 months to 30 June 2015

Dyfed-Powys Police England and Wales

33.2

32.9

Anti-social behaviour incidents per 1,000 population 12 months to 30 June 2014

Dyfed-Powys Police England and Wales

39.8

36.2



Domestic abuse

Domestic abuse as a percentage of all recorded crime (excluding fraud) 12 months to 31 March 2015

Dyfed-Powys Police England and Wales

9.1%

10.0%

Domestic abuse as a percentage of all recorded crime (excluding fraud) 12 months to 31 March 2014

Dyfed-Powys Police England and Wales

8.0%

8.5%



Organised crime groups

Organised crime groups per million population as at 30 June 2015

Dyfed-Powys Police England and Wales

44.5

74.7



Victim satisfaction rate

Victim satisfaction rate 12 months to 31 March 2015

Dyfed-Powys Police England and Wales

87.4%

83.8%

Introduction

The public expects their local police force to:

- Prevent crime and anti-social behaviour and, when crime occurs, to investigate it properly and provide support to victims.
- Use appropriately-trained officers and staff and approved practice when investigating crime, gathering evidence and building cases to ensure offenders are brought to justice.
- Support victims of crime by responding to calls for service, identifying and putting in place the right help at the first point of contact, keeping them informed and consulting them about the possible outcomes of their case.
- Ensure that vulnerable people who might not have been a victim of crime are identified and given appropriate support, for example people at risk of domestic abuse, children at risk of sexual exploitation and missing or absent children.
- Understand and be prepared to respond to threats beyond their own force boundaries, including national threats such as terrorism, serious and organised crime and cyber-crime.
- Work effectively with local partner organisations and other bodies to prevent all types of crime and re-offending and to protect the public.

HMIC's annual inspections into police effectiveness, efficiency and legitimacy (PEEL) consider whether forces keep people safe and reduce crime (how effective a force is), whether these activities are being carried out at the most appropriate cost (how efficient a force is), and how forces are ensuring they have the confidence of their communities (the public legitimacy of a force).

All forces are subject to significant cost reductions; this is reflected in our efficiency reports published in October 2015. The judgments we are making in this effectiveness report are made understanding the financial challenges forces are facing. Reports on Dyfed-Powys Police efficiency and legitimacy inspections are available from the HMIC website (www.justiceinspectrates.gov.uk/hmic/).

HMIC's effectiveness inspections make an assessment of how well forces are preventing and investigating crime and anti-social behaviour; tackling serious and organised crime; and protecting victims and those who are vulnerable. These are the most important responsibilities for a police force, and are the principal measures by which the public will judge the performance of their force and policing as a whole.

Our effectiveness inspection focused on the overall question: “How effective is the force at keeping people safe and reducing crime?”

To answer this question we looked at four in-depth questions, three of which are discussed in more detail within this report:³

1. How effective is the force at preventing crime and anti-social behaviour, and keeping people safe?
2. How effective is the force at investigating crime and managing offenders?
3. How effective is the force at protecting those who are vulnerable from harm, and supporting victims?
4. How effective is the force at tackling serious and organised crime, including its arrangements for fulfilling its national policing responsibilities?

During our inspection we collected data from forces, reviewed case files and surveyed the public to seek their views on the effectiveness of the force. We also surveyed and interviewed representatives from partner organisations to gather evidence about the effectiveness of their working relationships with the force. We interviewed chief constables and chief officers and held focus groups of officers and staff at all grades and ranks. We also made numerous unannounced visits to police stations to talk to frontline officers and staff about their work. This report sets out the findings from this wide-ranging inspection of Dyfed-Powys Police.

³ HMIC inspected forces on questions 1, 2 and 4 between September and November 2015. Question 3 was inspected between June and August 2015, and a separate report was published in December 2015 (available from: www.justiceinspectors.gov.uk/hmic/publications/police-effectiveness-vulnerability-2015-dyfed-powys/). In 2014, in preparation for the PEEL programme, forces were inspected to assess how effective they are at cutting crime (available from: www.justiceinspectors.gov.uk/hmic/publications/crime-inspection-force-reports/).

How effective is the force at preventing crime and anti-social behaviour, and keeping people safe?

The police's ability to prevent crime and anti-social behaviour and to keep people safe is a principal measure of its effectiveness. Crime prevention can be cheaper and more effective than investigating crime, and it makes society a safer place. The police cannot prevent crime on their own; other statutory and non-statutory bodies have a vital role to play. Police effectiveness in this matter is therefore dependent on their ability to work closely with other partner organisations to understand local problems and have access to a wide range of evidence-based interventions to resolve them.

How much crime and anti-social behaviour is there in Dyfed-Powys?

Although police recorded crime is by no means a complete measure of the totality of demand for calls on its service that a force faces, it does provide a comparable indication of performance across all forces. Crime rates are reported as a number of crimes per 1,000 population in each force area to enable comparison between areas. Total recorded crime is made up of victim-based crime (e.g. theft) and non victim-based crime (e.g. possession of drugs). More than two-thirds of forces showed an annual increase in total police recorded crime (excluding fraud) in the 12 months to 30 June 2015. This increase in police recorded crime may have been affected by the renewed focus on the quality and compliance of crime recording since HMIC's national inspection of crime data in 2014.

In 2010 the Home Secretary set a clear priority for the police service to cut crime. When compared with the 12 months to 30 June 2010, police recorded crime (excluding fraud) for the 12 months to 30 June 2015 fell by 9 percent in Dyfed-Powys compared with a reduction of 13 percent across all forces in England and Wales.

Over this same period, victim-based crime (i.e. crimes where there is a direct victim such as an individual, a group, or an organisation) decreased by 8 percent in Dyfed-Powys, compared with a reduction of 12 percent across England and Wales.

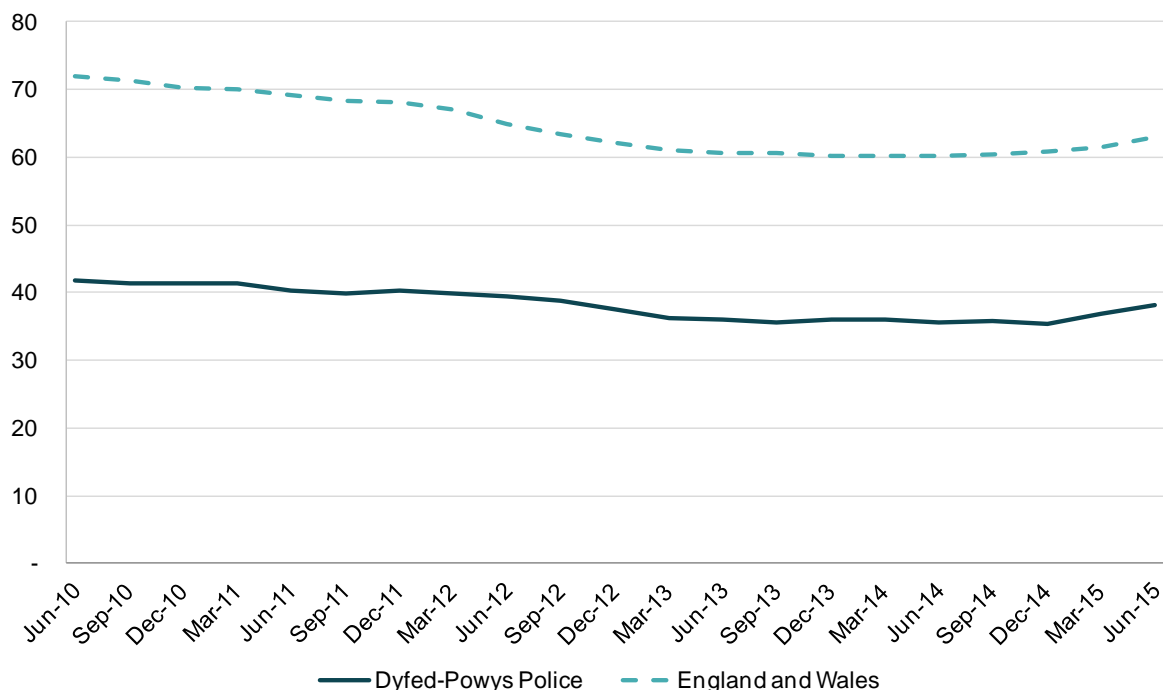
When compared with the previous year, police recorded crime (excluding fraud) in Dyfed-Powys increased by 7 percent for the 12 months to 30 June 2015. This is compared with an increase of 4 percent across England and Wales over the same period.

Dyfed-Powys Police has attributed this increase in recorded crime to its continuous improvement programme, an important part of which is a drive to accurately record all crimes. In general, the level of overall incidents which are recorded when people contact the force has remained the same. However, the proportion of these incidents

which are subsequently recorded as crime has increased. This is not because more crime is committed but because historical practices meant that some of the incidents which should have been recorded as crime were not. This has now been rectified. Ethical crime recording is a top priority for the force; this should reassure communities in Dyfed-Powys that they can have confidence in the force's crime statistics.

National crime recording standard compliance audits have validated the improvement in the way that the force records crime.

Figure 1: Police recorded crime rates (per 1,000 population) for the five-year period to 30 June 2015



Source: Home Office data

The volume of police recorded crimes and incidents of anti-social behaviour per head of population indicates how safe it is for the public in that police area. Figure 2 shows crime and anti-social behaviour rates in Dyfed-Powys (per 1,000 population) compared with England and Wales.

Figure 2: Police recorded crime rates (per 1,000 population) for the 12 months to 30 June 2015

Rates per 1,000 population	Dyfed-Powys Police	England and Wales
Recorded crime (excluding fraud)	38.1	63.0
Victim-based crime	30.4	56.0
Sexual offences	1.6	1.6
Assault with injury	4.7	6.3
Burglary in a dwelling*	2.5	8.4
Anti-social behaviour incidents*	33.2	32.9

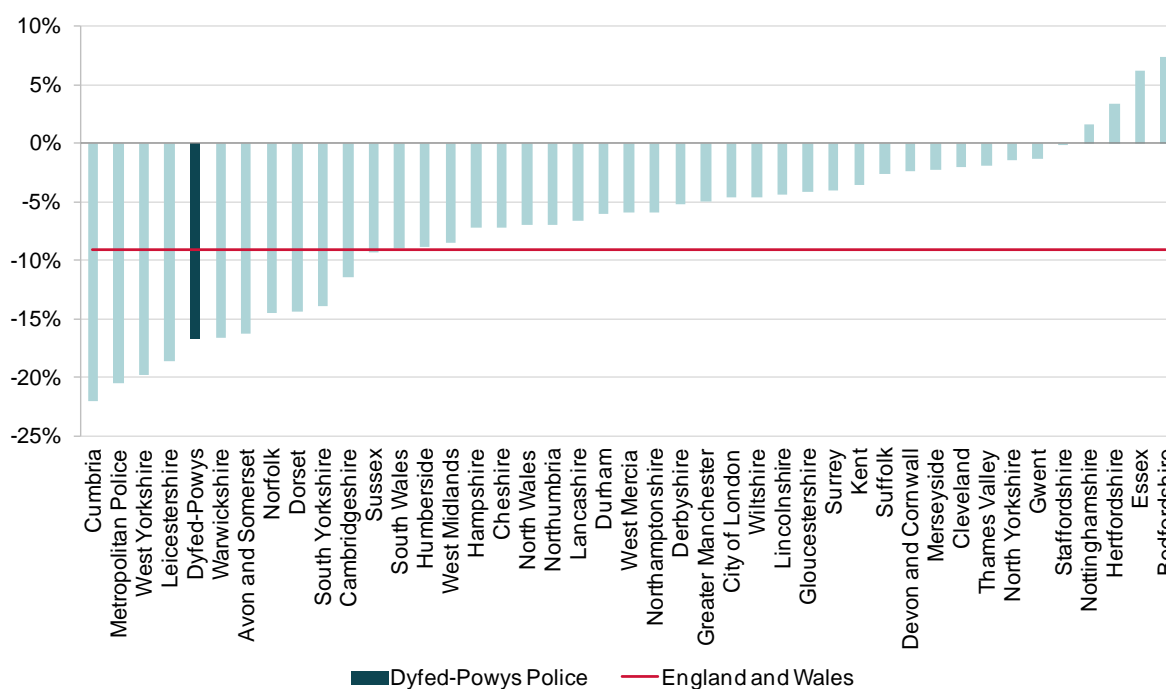
Source: Home Office data, HMIC data return

*Anti-social behaviour data is from the force's data return and the rate for burglary in a dwelling is the rate per 1,000 households, not population.

HMIC has chosen these types of crime to indicate offending levels in the force area. We are not judging the effectiveness of the force on police recorded crime rates only.

In the 12 months to 30 June 2015, Dyfed-Powys Police recorded 17,130 incidents of anti-social behaviour. This is 17 percent fewer incidents than the force recorded during the previous 12 months. When considering all forces across England and Wales, there were 9 percent fewer incidents in the 12 months to 30 June 2015, than recorded during the previous 12 months.

Figure 3: Percentage change in the volume of anti-social behaviour incidents, by force, comparing the 12 months to 30 June 2015 with the 12 months to 30 June 2014



Source: HMIC data collection

How well does the force work to prevent crime and anti-social behaviour, and keep people safe?

How well is the force prioritising the prevention of crime and anti-social behaviour?

Reducing crime, anti-social behaviour and keeping people safe are strategic priorities for Dyfed-Powys Police. There is a strong message from the top of the organisation that these priorities should be delivered alongside partner service providers and be developed by listening to people through community-based projects. The workforce demonstrates a commitment towards the importance placed on prevention activity by the force. 'Doing the right thing by communities', a primary message from the chief officer team, resonated among staff we spoke to and was evident in briefings to frontline officers when they start a tour of duty.

To reinforce this commitment, the force assigns a superintendent and two chief inspectors on a full-time basis to develop strategic partnerships. The role of these senior managers is to work with heads of service in partner organisations to agree frameworks in which local schemes can thrive.

Despite these commitments, HMIC has some reservations about whether preventative activity is routinely translated into operational activity. Neighbourhood officers mentioned the force's philosophy on crime 'One crime prevented represents one less victim of crime and one less investigation for the force to have to invest scarce resource time towards'. However, this reference was in the context of some frustration that officers could not give a 100 percent commitment to preventative activity as sometimes they were removed from their communities at short notice for other duties. Emergency response officers are of the view that 999 response policing does not afford them the time or opportunity to be involved in prevention activity due to the spontaneous nature of their role. Regular abstractions from neighbourhoods and a mind-set of being too busy for preventative activity is likely to create a vacuum in the force's capacity to prevent crime.

HMIC concluded that the force needs to do more work to instil in all staff their individual responsibilities in relation to crime prevention. This should include resolving the tension between the 999 emergency response and neighbourhood policing function. The understanding of prevention as a force priority is clear, however, more needs to be done to ensure that the force has a realistic grasp of what can be achieved within its existing resources.

How well are resources allocated to prevent crime and anti-social behaviour?

In general the force is organised well to prevent crime and anti-social behaviour and keep people safe. The force currently comprises four territorial policing divisions aligned to county boundaries. In each division, the principal delivery arm for preventative activity is a neighbourhood policing team which is led by an inspector.

This provides a firm platform to engage with communities and other service providers to design interventions to reduce crime and promote community safety.

A good example is the Pembrokeshire anti-social behaviour problem solving group. This is a monthly forum chaired by the neighbourhood policing team sergeant who is adept at co-ordinating a range of enforcement tactics to tackle anti-social behaviour. These include council enforcement legislation, revocation of housing tenancies as well as the use of criminal law to tackle those who cause harm and nuisance in communities.

There is an effective mechanism in place to understand emerging patterns of offending and to align resources to them. At a force-wide and divisional level, regular tactical tasking and co-ordination meetings prioritise policing activity to address spikes in crime and anti-social behaviour. On a day-to-day basis, management meetings review current intelligence and trends in crime. These meetings are chaired by senior officers who are empowered to deploy resources to any area of need. Additionally, HMIC observed close attention being focused on local active criminals and measures put in place to deter them from offending.

Understanding both longer-term and day-to-day risks is a strength for the force; this is supported by an agile mechanism to allocate resources to disrupt criminal activity, reduce crime and protect communities.

How well is the force using a broad range of effective tactics to prevent crime and anti-social behaviour?

Dyfed-Powys Police is using a broad range of effective tactics to prevent crime and anti-social behaviour. The force has an IT-based demand management tool that is constantly updated and populated with live data that enables a detailed understanding of crime trends, patterns, threats and risks. The information produced is analysed and is used to facilitate the identification of policing requirements; these include tactics to prevent crime and anti-social behaviour. This process ensures a flexible, agile alignment of resources to areas of demand.

A good example relates to a recent increase of reported incidents occurring inside hospitals. The nature of these incidents and the drain that they place on Dyfed-Powys Police's resources was analysed. As a result the force has worked with NHS representatives to develop plans for police patrols to take place within health care establishments. This, it is envisaged, will stem the spike in calls for police assistance. A formal evaluation will take place on conclusion of the operation.

A broader understanding of 'what works' and the means to disseminate best practice are areas where the force could do more. The lack of a shared database means that officers do not have a repository of problem-solving solutions to draw upon. This leads to a tendency to 'reinvent the wheel' rather than learning from the evidence of past successes.

HMIC considers that the force should introduce measures to maximise the opportunity to improve and share organisational learning through structured evaluation.

In terms of a comprehensive understanding of what really matters to local people, the force uses a broad range of effective engagement with communities. These include Police and Community Together (PACT) meetings, 'Coffee with a Copper', the Rate Your Local Police online feedback forum, digital access to Neighbourhood Watch through OWL (online watch link) and by maintaining a visible presence in the community.

Overall Dyfed-Powys Police engages well with communities; this reveals what really matters to them and the force has a range of tactics to respond to their concerns.

How well does the force work with partners to prevent crime and anti-social behaviour, and keep people safe?

How committed is the force to working with partner organisations?

The force can demonstrate that it works effectively with partners towards preventing crime, anti-social behaviour and keeping people safe. This is evidenced not only by the problem-solving activities the force undertakes with partner organisations, but also by examples of how the force co-locates staff with other service providers to ensure effective joint working.

A good example is the joint venture between the force and community mental health teams in the establishment of a mental health triage service. Mental health practitioners deploy alongside police officers when the force is called to people suffering from mental health. This means that direct access to immediate care pathways is now available for these vulnerable people; this has also dramatically reduced the occasions that they are confined in police cells awaiting a psychiatric assessment. This project has been evaluated by NHS Wales and has been positively recognised by the receipt of an award for innovation.

Another example that is equally as innovative is the provision of confidential referral helpdesks in Dyfed-Powys Police's custody suites. These provide detainees who have complex social needs with a facility to improve their lifestyles. They have direct access to specialist service providers to help them with drugs and alcohol dependency or other service provision. Detainees in custody centres are frequently among the most vulnerable groups in society. Providing them with the opportunity to turn their lives around reflects well on Dyfed-Powys Police's commitment to work with others for the public good.

These findings are consistent with the outcomes of HMIC's inspection of legitimacy in 2015; the force's determination to work with others to find alternative solutions to protect the vulnerable was the subject of positive comment in that report.

How well does the force share and use information with partners to prevent crime and anti-social behaviour?

The force is unlike many others in that it does not share databases with other public sector service providers. Nevertheless Dyfed-Powys Police has effective information exchange arrangements with other organisations to prevent crime and anti-social behaviour. The legal basis for these arrangements are based in the Crime and Disorder Act 1998 as well as the Welsh Accord on the Sharing of Personal Information.

These tried and tested arrangements are effective on a force-wide basis, at county level as well as in individual neighbourhoods. For example, the IOM programme is supported by the co-location of Dyfed-Powys Police with other service providers who have a structured approach to sharing information; on a daily basis intelligence is shared to manage criminals who persistently re-offend or who are likely to cause the most harm in society.

HMIC also observed partnership committees known as multi-agency risk assessment conferences (MARACs)⁴ in Dyfed-Powys. These fora draw together social services, housing authorities, drugs and alcohol treatment providers, NHS Wales, education and the probation services to consider the needs of high-risk victims. Their needs are considered following a detailed collection of information held by all parties and care plans developed accordingly. This means that the best possible care for victims who are extremely vulnerable is made available.

At a more local level, the record management system for anti-social behaviour intelligence (ASBIS) forms the basis of case management discussions with other service providers. ASBIS records can be readily cross-referenced to other databases in the force and are used by community safety partnerships to prioritise cases for interventions.

How well is the force working with partner organisations to keep people safe and tackle anti-social behaviour in local neighbourhoods?

Dyfed-Powys Police is working well with partner organisations to keep people safe and tackle anti-social behaviour in local neighbourhoods.

The force is a significant contributor to the Dyfed-Powys anti-social behaviour steering group. A dedicated anti-social behaviour intelligence analyst from the force plays a vital role in providing senior partners with an understanding of emerging trends across the whole force area. This provides an important link with the

⁴ MARACs are regular local meetings where information about high risk domestic abuse victims (those at risk of murder or serious harm) is shared between local agencies. By bringing all agencies together at a MARAC, a risk focused, co-ordinated safety plan can be drawn up to support the victim.

community safety partnerships in the rest of Dyfed-Powys to give strategic direction in how anti-social behaviour is addressed.

In individual counties, community safety partnerships are well-established, council-led executive bodies which deliver joint interventions to address crime and anti-social behaviour. Nevertheless, officers expressed some concern about their lack of analytical capability since the beginning of the spending review period.

In recognition of the fact that a significant amount of anti-social behaviour incidents have their origin in neighbourhood disputes, the police and crime commissioner has commissioned services from a local social housing provider, Gwalia, to provide a mediation service. HMIC inspectors saw examples of where interventions had been successful; as yet the fuller impact of the programme is to be evaluated.

A reliance on partner organisations and a multi-tiered approach of joint service delivery at all levels of policing is a key characteristic in the prevention of crime and anti-social behaviour in Dyfed-Powys.

Summary of findings



Dyfed-Powys Police is good at preventing crime anti-social behaviour, and keeping people safe. Through the use of effective tasking and co-ordination groups, daily management meetings and an IT demand management tool the force is adept at aligning resources to these priorities.

Inspectors found evidence of a well-motivated and experienced workforce working with partners to prevent crime and promote community safety. For example, joint work with the community mental health team means that those suffering from mental health have direct access to treatment pathways; this avoids them being detained in police cells while awaiting medical assessment.

HMIC found examples of 'evidence-based policing', an assurance that police tactics have been evaluated as being effective. For example, following spikes in crime and incidents in hospitals, police patrols have now been extended into NHS facilities. Analysis of their impact shows that they have a positive deterrent effect.

While there are a few areas where the force could do more, including how the force shares best practice and promotes 'what works' among the workforce, the public can be confident that the force is working well to prevent crime and anti-social behaviour.

How effective is the force at investigating crime and managing offenders?

When a crime occurs, the public must have confidence that the police will investigate it effectively, take their concerns as victims seriously, and bring offenders to justice. To be effective, investigations should be well planned and supervised, based on approved practice, and carried out by appropriately trained staff. The risk posed by those who are identified as being the most prolific or dangerous offenders must also be properly managed (in partnership with other organisations), to minimise the chances of continued harm to individuals and communities.

HMIC referred to national standards and best practice in examining how well the force allocates and investigates both complex and non-complex (e.g. burglary, robbery and assault) crime, including the full range of ways police officers and staff can gather evidence to support investigations (these include the more traditional forensics, such as taking fingerprints, as well as digital sweeps to find evidence of online abuse, for instance).

We also looked at how well the force works with partners to identify vulnerable offenders and prevent them from re-offending, and how well it identifies and manages repeat, and dangerous and sexual offenders.

How well does the force bring offenders to justice?

Since April 2014, police forces in England and Wales have been required to record how investigations are concluded in a new way, known as 'outcomes'. Replacing what was known as 'sanction detections', the new outcomes framework gives a fuller picture of the work the police do to investigate and resolve crime. The new broader framework (now containing twenty different types of outcomes) is designed to support police officers in using their professional judgment to ensure a just and timely resolution. The resolution should reflect the harm caused to the victim, the seriousness of the offending behaviour, the impact on the community and deter future offending.

Given the work involved in amending police force crime-recording systems to accommodate fully the new outcomes framework, two forces have not yet been able to provide a full year of data for all new outcomes types. Dyfed-Powys Police, however, has been providing the Home Office with full data since May 2014. The complete range of new outcome types will be used in future HMIC inspections, once all forces have provided a full year of data. Figure 4 shows only those outcome types for which full data is available for all forces in England and Wales.

Figure 4: Outcomes recorded in the 12 months to 30 June 2015 for all police recorded crime (excluding fraud)^{5 6 7}

Outcome type/group	Dyfed-Powys Police Number of outcomes	Rate	England and Wales Number of outcomes	Rate
Charged/Summonsed	4,405	22.4	577,678	16.0
Taken into consideration	68	0.3	21,318	0.6
Out-of-court (formal)	1,790	9.1	165,384	4.6
Caution - youths	178	0.9	19,703	0.5
Caution - adults	1,293	6.6	115,000	3.2
Penalty Notices for Disorder	319	1.6	30,681	0.8
Out-of-court (informal)	1,622	8.2	159,915	4.4
Cannabis/Khat warning	818	4.2	41,964	1.2
Community resolution	804	4.1	117,951	3.3

Source: Home Office crime outcomes data

Outcomes are likely to differ from force to force for a number of reasons. Certain offences are more likely to be concluded without offenders being prosecuted, typically including types of crime such as cannabis misuse. If this type of crime is particularly prevalent in a force then it is likely that the level of 'cannabis/khat⁸ warning' outcomes would be greater.

The frequency of outcomes may also reflect the force's policing priorities. For example, some forces work hard with partners to ensure that first time and low-level offenders are channelled away from the criminal justice system. In these areas, locally-based community resolutions are likely to be more prevalent than elsewhere. Dyfed-Powys Police has one of the highest rates for 'charged/summonsed', 'cannabis/khat warning' and 'caution - adults', of all forces in England and Wales.

⁵ Rate based on number of outcomes recorded in 12 months to 30 June 2015 divided by number of offences recorded in 12 months to 30 June 2015.

⁶ For a full commentary and explanation of outcome types please see *Crime Outcomes in England and Wales 2014/15*, Home Office, London, July 2015. Available from: www.gov.uk/government/uploads/system/uploads/attachment_data/file/445753/hosb0115.pdf

⁷ Community resolutions are an out-of-court disposal the police can use to deal with anti-social behaviour and low-level crime. *Taken into consideration* is when an offender admits the commission of other offences in the course of sentencing proceedings and requests those other offences to be taken into consideration.

⁸ A plant native to Africa and the Arabian Peninsula, the leaves of which are frequently chewed as a stimulant; the possession and supply of khat became a criminal offence in England and Wales in 2014.

How well does the force investigate crime and keep victims safe and informed?

How well does the force initially investigate and allocate cases?

It is important that when the police are called to an incident they respond in a timely manner, with officers or staff who are trained and competent to keep people safe, and who can take steps to apprehend offenders and investigate the circumstances if a crime has occurred. An effective initial response by the police increases the likelihood of a successful outcome for both the victim and the criminal justice system. Subsequent investigation by detectives and other specialist police staff also needs to be well managed and resourced.

Dyfed-Powys recognises the importance of these principles; nevertheless, there are areas for improvement in this area. HMIC's inspection of vulnerability in 2015 highlighted shortcomings in the identification of vulnerability when callers first make contact with the force. Secondly, insufficient attention is paid to the vulnerability of the victim when crimes are allocated for investigation.

Reports of crimes are received in the Force Communication Centre (FCC) and the accurate identification of vulnerability at this point is important. It determines the level of response that the caller needs and it signals the extent to which the caller may need support from other service providers, and it sets the direction for how the investigation is to be conducted.

There are a number of factors which stand in the way of Dyfed-Powys Police being successful in this regard. Call-handlers create an incident record on software known as System for Tasking and Operational Resource Management (STORM). The FCC staff then use their judgment to assess the seriousness of the incident; it is then graded as high, medium or low and this determines the degree of urgency of the police response.

HMIC's first concern is in the judgments made by call centre staff. Previously, call-handlers have been reliant on a series of set questions to enable them to determine the level of risk. This is no longer used and the force now relies on a decision-making model known as THRIVE.⁹ In HMIC's inspection of vulnerability in 2015, HMIC concluded that THRIVE was not systematically understood and accepted by all as an assured process to give an accurate picture of the victim's needs.

⁹ The THRIVE concept assesses threat, harm, risk, investigation opportunities, the vulnerability of the victim and the engagement level required to resolve the incident.

Secondly, HMIC's crime inspection in 2014 found that not all of the force's databases are automatically checked to identify vulnerability. This is compounded by the fact that the call-handlers who receive the initial calls do not have access to the databases.

Finally, HMIC has also previously remarked that there is currently no facility to add a digital file record or 'marker' to STORM to notify FCC staff if an address is associated with a particular vulnerable person. Markers are used regularly to identify addresses which feature regularly in calls to the FCC but calls from, or about, the same individual are not necessarily linked.

Collectively these concerns mean that the opportunities to identify vulnerability at the first point of contact with the force cannot be guaranteed. This could undermine the quality of initial investigations and may mean that they are not progressed with sufficient urgency.

HMIC also found that insufficient attention is paid to the vulnerability of the victim or the likelihood of their exposure to further harm when crimes are initially allocated for investigation. This could mean that there are delays in victims receiving the service that they need and that investigators without the requisite skills and experience are allocated to the case.

For Dyfed-Powys Police to succeed in this area, the force needs to be able to accurately identify vulnerability at the first point of contact. Thereafter the allocation of crime for investigation must ensure that the skills and experience of investigators are well matched to the needs of the victims.

How well does the force investigate different types of crime?

The force has a team of well-motivated and experienced specialist crime officers who investigate complex crime. However, on occasions, it is possible that officers with less specialist skills undertake complex investigative work that is beyond their level of competence.

Dyfed-Powys Police operates a policy of attending the scene of every crime that has been committed. This is seen by the force and partners as being important to maintain the confidence of victims in isolated rural communities.

There is a flexible policy in place to allocate crimes to investigators based on categories of severity. The more serious crimes are generally allocated to detectives. Within this categorisation, high-risk domestic abuse and sexual offences are allocated to specialist detectives in the force's public protection unit (PPU).

However HMIC found that, on occasions, shortfalls in resourcing levels mean that emergency response officers could be called upon to investigate more serious crimes.

These officers are accredited to a lesser level; as a consequence, it is possible that investigations will fall short of the required standard and that victims may not receive the service they need.

Those crimes that are assessed as non-complex are assigned to emergency response or neighbourhood constables. HMIC examined a small sample of such crime reports and found them to be well documented with personalised investigation plans created and supervisory oversight was clearly demonstrated. HMIC also reviewed training materials that had been delivered to front-line sergeants. They gave a comprehensive account of the standards required for this level of investigation; this included responsibilities to victims mandated in the Code of Practice for Victims of Crime.¹⁰

It was not clear to HMIC whether neighbourhood and emergency response constables had benefitted from the same training. It would be advisable for the force to reassure itself of the level of understanding of standards among this group of officers.

There are signs that officers in the force's public protection unit (PPU) – which is responsible for the investigation of high-risk domestic and sexual offences – have an excessive workload. As well as being accredited detectives, these officers are trained in enhanced investigation techniques. Officers described to HMIC occasions when sexual offences are investigated by detectives without the required level of training. They cited the reasons for this as being the distance involved in travelling across Dyfed-Powys' four counties and the fact that there are insufficient detectives to sustain a 24-hour roster. A lack of resilience in the support provided to vulnerable victims is likely to lead to a shortfall in investigative standards and undermine confidence in the force.

Dyfed-Powys Police has some shortcomings in the arrangements for the recovery of forensic evidence at crime scenes. All frontline officers are trained to recover fingerprints and forensically package exhibits when conducting initial investigations. In most forces these responsibilities are undertaken by specialist crime scene investigators. We consider that the force's efforts to make the most of the opportunity of securing forensic evidence by training frontline officers is progressive and innovative. However, some officers expressed concerns about their proficiency to carry out these tasks and lacked the confidence to do so.

As a consequence HMIC considers that the force should re-evaluate its expectations of frontline officers to conduct effective crime scene examinations. Assurance is

¹⁰ The Code of Practice for Victims of Crime places obligations on all organisations involved in the criminal justice system, including the police, to identify and address the needs of victims. *Code of Practice for Victims of Crime*, Ministry of Justice, October 2015. Available from: www.gov.uk/government/uploads/system/uploads/attachment_data/file/254459/code-of-practice-victims-of-crime.pdf

needed that opportunities to identify offenders through forensic science are not being lost.

How well does the force gather digital evidence?

Increasingly, crime in England and Wales is committed online and through the use of digital devices such as tablets, computers or mobile phones. All forces have to retrieve data from these devices and examine them for evidence; staff, in what may be known as high tech crime units (HTCU), carry out these examinations.

Dyfed-Powys Police has very effective mechanisms in place to gather digital evidence in order to support investigations. The force has established a digital communications and cyber-crime unit headed up by a permanent manager and one co-ordinator. The unit has three mobile phone investigators, two network investigators, three digital media crime investigators and five high-tech criminal investigators. Investment in these specialist areas will address the new demand that is being placed on the force as a result of digital communications and online crime.

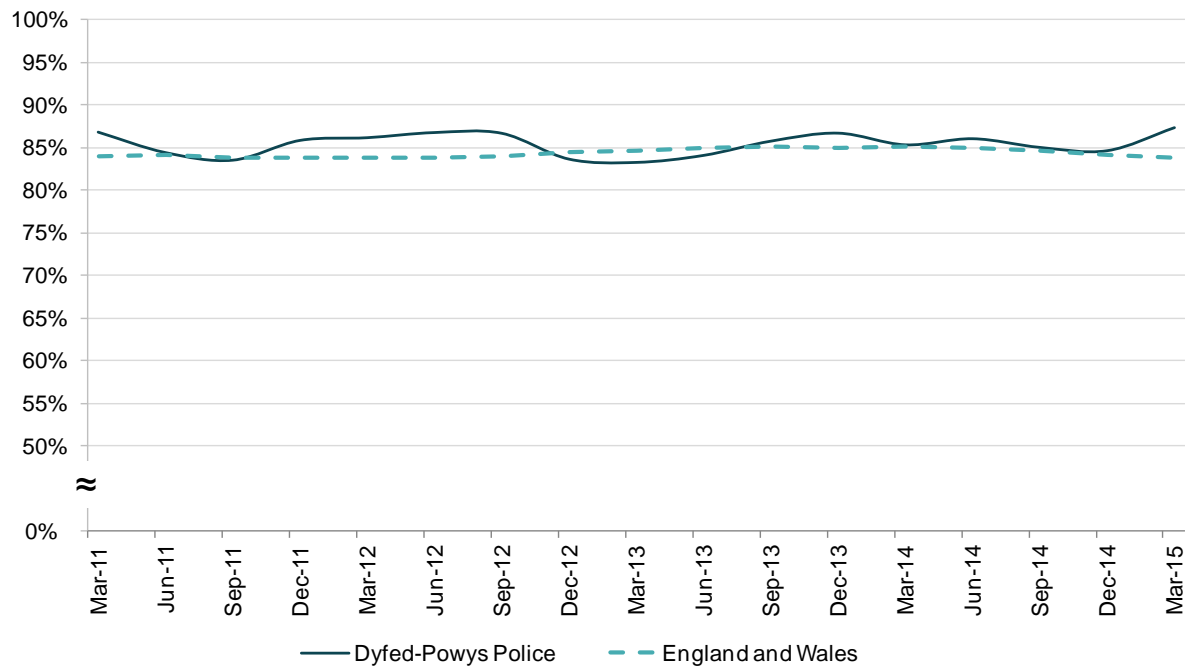
Effective triage procedures are also in place to ensure that examinations are prioritised in accordance with the severity and complexity of the investigation. Delays of six to eight weeks in examination are considered to be manageable and further opportunities through outsourcing and sharing regional resources are being explored. Measures are also in place for local officers to recover digital evidence from mobile phones in non-complex investigations. Collectively this ensures that examinations of digital devices are effectively prioritised and delays in investigations are minimised.

How satisfied are victims of crime with the service provided by the force?

Of those who have been the victim of a crime in Dyfed-Powys in the 12 months to 31 March 2015, 87.4 percent were satisfied with their whole experience with the police. This is higher than the national victim satisfaction rate of 83.8 percent over the same time period. The victim satisfaction rate in Dyfed-Powys for the 12 months to 31 March 2015 is broadly in line with both the previous year's rate and the rate for the 12 months to 31 March 2011.

It is encouraging for Dyfed-Powys Police that a relatively high proportion of victims are satisfied with the service they receive.

Figure 5: Percentage of victims satisfied with the overall service provided by the police, for the four year period to 31 March 2015



Source: Home Office data provided by forces

How well does the force identify and manage offenders to prevent re-offending?

How well does the force divert offenders away from crime?

Dyfed-Powys Police uses a range of alternative methods to divert offenders from the criminal justice system. The force has invested heavily in strong partnership arrangements to curb the offending behaviour of the most prolific offenders and those who expose the public to the most harm.

The force has three integrated offender management (IOM) units in the force area. These IOM units bring together the work of the police, the probation service, the Department for Work and Pensions and housing providers to divert offenders away from crime and support them in re-building their lives. The IOM units have two principal client bases: firstly the long-term management of offenders who are assessed as likely to re-offend on their release from prison and secondly those who, because of the frequency of their offending, pose the highest risk to the community.

HMIC visited the IOM unit based at Haverford-West which is situated in a probation service building. HMIC found the Haverford-West team to be well managed, highly motivated and working to high levels of service provision. The combination of different service providers with shared values and common objectives is a successful formula for integrated offender management in Dyfed-Powys. Of particular note was the professional balance the unit drew between IOM Cymru-recognised practice

methods and innovative programmes to help people turn away from crime. These included fitness programmes and involvement in furniture restoration projects which are being added to the individualised management plans of offenders.

How well does the force deal with repeat offenders?

The force has effective ways of identifying and managing repeat offenders. There is a well-established and mature relationship with partners. This involves adapting and broadening the IOM principles and applying them to more mainstream policing. This ensures that offender management is a recurring theme in preventing crime at all levels of operational activity.

The force has an established procedure to identify the most active criminals on a month-to-month basis; it refers to them as 'target nominals'. The force has a dedicated analytical capability in which a scoring process is used to propose each month's target nominal cohort. A selection panel then finalises this assessment process and a management action plan for each target nominal is presented to an assistant chief constable for sign off.

The implementation of each action plan is generally the responsibility of neighbourhood policing teams. Target nominals who do not comply with action plans become the focus of intensified policing activity. This can include home visits and ensuring that the conditions of bail curfews – periods of the day when offenders awaiting trial are not allowed to leave their homes – are rigorously monitored.

Support is also on hand for those offenders who wish to engage in turning their lives around and avoid further crime. The community safety partnerships at neighbourhood level are an effective means of gaining support to help these people re-build their lives.

How well does the force deal with sexual and other dangerous offenders?

The force has well-established procedures for dealing with dangerous criminals and sexual predators. The multi-agency public protection procedures (MAPPAs)¹¹ are firmly understood and accepted by all and there are clear and well-understood overlaps between MAPPAs and IOM. Outside those working in specialist areas, the understanding of MAPPAs was limited. However, it is clear that the presence of registered sex offenders and other MAPPAs subjects is known to local officers at neighbourhood levels. Briefing packages are used to update neighbourhood officers when a MAPPAs subject is being supervised in a local community. Periodically they are also asked to undertake tasks which form part of their management plans, for example, visiting the offenders' homes.

¹¹ Multi-agency public protection arrangements is the name given to arrangements in England and Wales for the 'responsible authorities' given the task of the management of registered sex offenders, violent and other types of sexual offenders, and offenders who pose a serious risk of harm to the public.

The force reported monitoring nearly 500 sex offenders of which 15 are considered to be very high risk and nearly 100 high risk. It is encouraging that specialist units and neighbourhood teams work closely together to monitor dangerous offenders. The combination of subject matter expertise and local knowledge serve Dyfed-Powys Police well in keeping communities safe.

Summary of findings



Requires improvement

The workforce undeniably shows a commitment to victims, however, in the areas of the identification of vulnerability and the allocation of crime for investigation improvements are needed.

The identification of vulnerability at the first point of contact with the force is not assured. Furthermore, there is no systematic policy to allocate crime based on the vulnerability of the victim. These shortcomings may mean that the response to victims is not adequately prioritised and the service to them falls short of required standards.

Most crime is well investigated and properly supervised; nevertheless, some complex crimes and sexual offences are being investigated by officers without the requisite level of training. Typically this occurs when complex crimes are investigated by neighbourhood or response officers because detectives are not available. A similar concern arises when victims of sexual offences or high-risk domestic abuse are assigned to investigators who do not have specialist training. When this occurs, a detective is allocated to the case but they are not equipped with the enhanced skills and expertise specific to these types of crime.

HMIC also found that some frontline officers lack confidence in their proficiency to retrieve forensic evidence at crime scenes. This may mean that forensic opportunities are being lost to the detriment of prosecutions.

Areas for improvement

- The force should ensure that all crimes are allocated to investigators with the appropriate skills, accreditation and experience to investigate them to a high standard.
- The force should take steps to ensure that all available evidence is recorded at scenes of crime.

How effective is the force at protecting from harm those who are vulnerable, and supporting victims?

This question was inspected between June and August 2015, and the full report was published in December 2015.¹² The following is a summary of the findings.

Summary of findings



Requires improvement

Dyfed-Powys Police's approach to protecting from harm those who are vulnerable and supporting victims requires improvement.

Dyfed-Powys Police has a good understanding of its crime trends and patterns and has made progress in the identification of vulnerable victims. The force has established processes to support the vulnerable and is working well with partners to ensure that victims are protected.

The force has a team of well-motivated and experienced staff who answer 999 and 101 (non-emergency) calls in the force contact centre. However, new procedures to understand the vulnerability of callers are not being consistently applied, although the needs of the victim are a clear priority.

We found a common understanding that the force has moved away from a service preoccupied solely with preventing crime and prosecuting offenders to one that focuses on the victim. Officers and staff to whom we spoke had a caring attitude towards victims, with a genuine desire to do the best they could for the vulnerable.

Dyfed-Powys Police works with external partners and shares information to provide an effective, integrated safeguarding¹³ response to victims. The force has invested in increasing the number of specialist staff available to work with partner agencies to increase support to vulnerable people.

HMIC noted that the force has responded positively to the previous inspection of domestic abuse and had made good progress in implementing change. However, when investigating offences, the force could do more to ensure that domestic abuse victims receive a service from officers with the rights skills and experience.

¹² *PEEL: Police effectiveness 2015 (Vulnerability)* – Dyfed-Powys Police, HMIC, December 2015. Available from: www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/police-effectiveness-vulnerability-2015-dyfed-powys.pdf

¹³ The term safeguarding means providing protection and support to ensure the safety of a vulnerable person and prevent further harm.

The force has a comprehensive missing persons policy which draws on national police and Home Office guidance. The policy is further strengthened by the 'All Wales' child protection procedures and missing persons protocol.

The force's protection of vulnerable people and the support it provides for victims are improving. However, it needs to do more to ensure a consistent approach at the first point of contact with the public, and to make better use of its investigative resources to support domestic abuse victims.

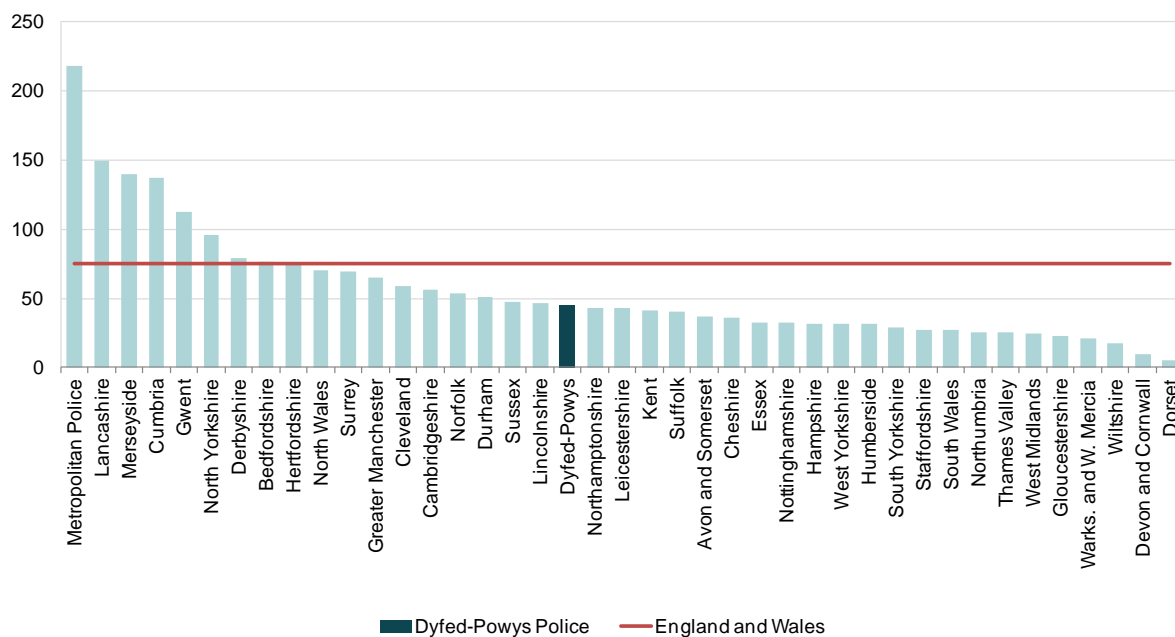
How effective is the force at tackling serious and organised crime, including its arrangements for fulfilling its national policing responsibilities?

Serious and organised crime poses a threat to the public across the whole of the UK and beyond. Its damaging effects are felt by individuals, communities and businesses. Police forces play a critical role in tackling serious and organised crime alongside regional organised crime units (ROCU), the National Crime Agency (NCA) and other partner organisations.

Police forces that are effective tackle serious and organised crime not just by prosecuting offenders, but by disrupting and preventing organised criminality at a local level. They also use specialist capabilities (for example surveillance and undercover policing) where appropriate in order to protect the public from highly sophisticated and rapidly changing organised criminal threats. Specialist capabilities are often shared by a number of forces within a regional area as this provides better value for money and is a more efficient way of working.

As at 30 June 2015, Dyfed-Powys Police was actively disrupting, investigating or monitoring 23 organised crime groups (OCGs). This represents 45 OCGs per one million of the population.

Figure 6: Organised crime groups per one million population, by force, as at 30 June 2015^{14 15}



Source: HMIC data collection

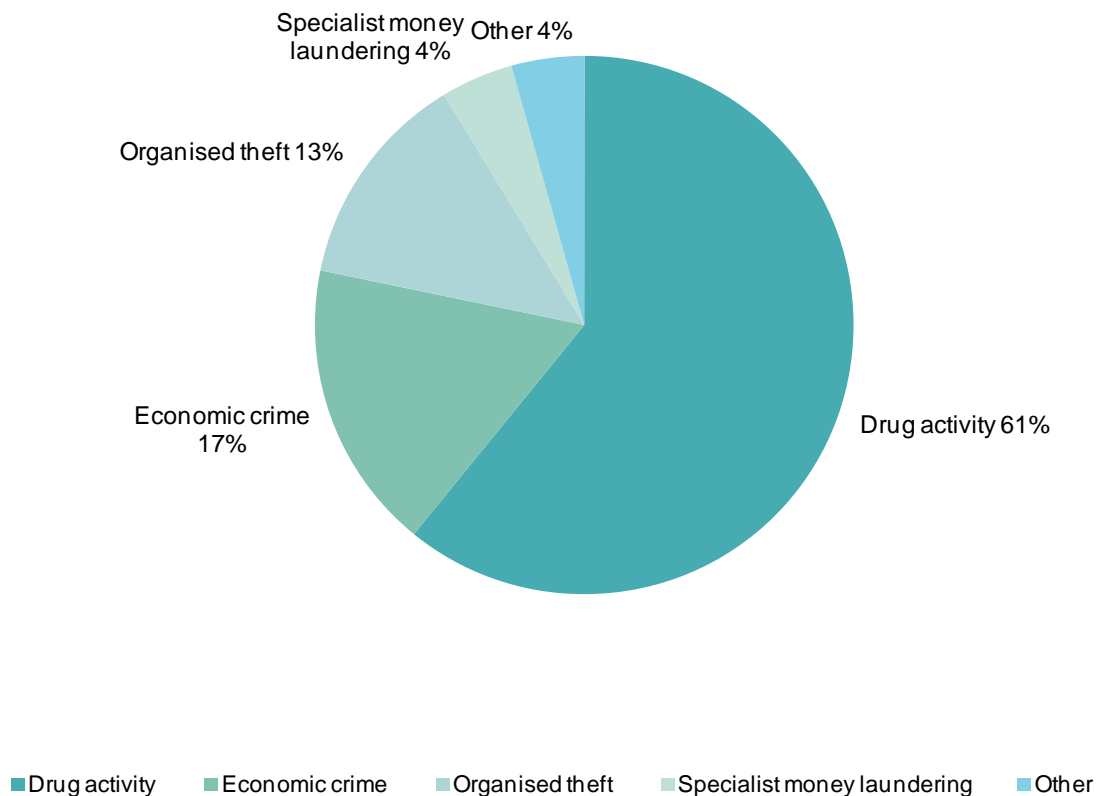
Forces categorise OCGs by the predominant form of criminal activity in which the group is involved. Although OCGs are likely to be involved in multiple forms of criminality, this indicates their most common characteristic. 'Drug activity' was the predominant crime type (61 percent) of the OCGs managed by Dyfed-Powys Police as at 30 June 2015. 'Drug activity' was also the most common predominant crime type recorded by all forces in England and Wales,¹⁶ with 64 percent of all OCGs classified in this way.

¹⁴ City of London Police data has been removed from the chart as its OCG data is not comparable with other forces due to size and its wider national remit. The number of OCGs in the Warwickshire Police and West Mercia Police force areas is a combined total of OCGs for the two force areas. The OCGs per one million population rate is based upon their areas combined population figures.

¹⁵ The number of OCGs in the Warwickshire Police and West Mercia Police force areas is a combined total of OCGs for the two force areas. The OCGs per one million population rate is based upon their areas' combined population figures.

¹⁶ The Metropolitan Police Service is not included in the England and Wales figure because it does not categorise in the same way as other forces; by the predominant form of criminal activity.

Figure 7: Force organised crime groups by the predominant crime type, as at 30 June 2015¹⁷



Source: HMIC data collection

Serious and organised crime is one of six national threats specified within *The Strategic Policing Requirement*.¹⁸ These include terrorism, serious cyber-crime incidents and child sexual abuse. These are complex threats which means that forces must work together to respond to them effectively. It is beyond the scope of this inspection to assess in detail whether forces are capable of responding to these national threats. Instead, HMIC has checked whether forces have the necessary arrangements in place to test their own preparedness for dealing with these threats, should they materialise.

¹⁷ Figures may not sum to 100 percent, due to rounding.

¹⁸ The Strategic Policing Requirement, Home Office, March 2015. Available from: www.gov.uk/government/uploads/system/uploads/attachment_data/file/417116/The_Strategic_Policing_Requirement.pdf

How well does the force understand the threat and risk posed by serious and organised crime?

Dyfed-Powys Police has effective ways to assess the threat and risk from serious and organised crime; however, more needs to be done to use information held by partner organisations to develop this understanding. Dyfed-Powys Police is working with its partners to address this.

In November 2014, central government guidance was issued in relation to the introduction of serious and organised crime local profiles. These are designed to help forces and partner organisations develop a shared understanding of the threat from serious and organised crime. The force has established local profiles for each of the local authority areas. As the next stage it is envisaged that these will be developed with local authorities. This will give the force and its partners a deeper understanding of serious and organised crime in Dyfed-Powys.

Dyfed-Powys Police makes good use of intelligence held by government departments to develop its understanding of serious and organised crime. Detectives use the Government Agency Intelligence Network (GAIN) to support their efforts to disrupt, deter and convict criminals. The GAIN facilitates the sharing of intelligence with partner organisations and co-operation for a number of objectives for the public benefit. This includes joint effort to tackle active criminals. Participating organisations include HM Revenue and Customs and Action Fraud.

How effectively does the force respond to serious and organised crime?

The force has a dedicated serious and organised crime team (SOCT) that is responsible for spearheading its response to this type of offending. This resource is in addition to the contribution the force makes to the regional organised crime unit (ROCU) that operates under the name of Operation Tarian. The SOCT has a dual investigative and proactive policing capability; the team is ultimately responsible to the deputy chief constable who determines priorities and sets the strategic direction for operational activity.

Historically, the majority of the SOCT's enforcement activity in Dyfed-Powys has been focused on drug-related crime. The force has 23 OCGs currently mapped using the national scoring method; many of these are directly or indirectly linked with drug misuse. However, it is encouraging that a re-prioritisation of the operational focus of the SOCT means that a broader spectrum of criminality is being addressed; this is more reflective of the level of harm that exists in communities.

To identify groups of individuals whom it suspects may be involved in organised crime, forces goes through a nationally standardised mapping procedure. This involves entering details of the group's known and suspected activity, associates and

capability into a computer system, which assigns a numerical score to each OCG. It also places each OCG into one of several 'bands' which reflect the range and severity of crime in which a group is involved as well as its level of capability and sophistication. Police forces, ROCUs, the NCA and a number of non-police organisations such as Border Force use OCG mapping.

Despite the use of standard software and methods, forces carry out OCG mapping inconsistently and there is significant variation in the number of mapped OCGs per head of population across England and Wales. This inconsistency is partly due to the unavoidably subjective nature of some aspects of the mapping procedure, which relies on human judgment as well as computer algorithms. Sometimes, groups exhibiting similar characteristics are scored in different ways, and forces do not always use the full range of information available to generate OCG scores, which can compromise their accuracy and usefulness. For these reasons, HMIC has recommended that ROCUs assume responsibility for OCG mapping on behalf of their constituent forces.¹⁹

Dyfed-Powys Police could do more to exploit its established partnerships in the drive to tackle serious and organised crime. Similar to the contribution made by the GAIN partners, local service providers such as councils hold information and have enforcement powers that could also contribute to a more concerted effort against OCGs.

The force has a good track record of working with partner organisations to tackle day-to-day crime and anti-social behaviour. All of those partnerships have a valuable contribution to make in relation to serious and organised crime. The challenge now is to build on these relationships and extend the benefits into the domain of serious and organised crime.

The force is also good at assessing the impact of its efforts to address serious and organised crime. Frequent interventions such as intelligence gathering or tactics to disrupt OCG activity are routinely completed; once these interventions have occurred, OCGs are subsequently re-scored in line with the residual threat they present.

¹⁹ *Regional Organised Crime Units: A Review of Capability and Effectiveness*, HMIC, December 2015. Available from: www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/regional-organised-crime-units.pdf

How effectively is the force working with partners to prevent serious and organised crime?

Effective working with partner organisations to prevent serious and organised crime has been slow to develop but is gaining momentum. Part of the reforms under way to gain a deeper understanding of the nature and scale of serious crime involve structured partner engagement. A serious and organised crime board includes heads of service from all of the force's main partners and now constitutes a development programme to enhance the force's capability in this area.

The fact that local profiles are still in development does not imply that operational activity to deter organised crime is not taking place routinely. The force is of the view that serious crime is on a spectrum of offending and that preventative work throughout the force contributes to the containment of serious crime. Examples include police community support officers working within community safety partnerships on drugs awareness campaigns.

The force has also developed a network of 'trusted partners' that include commercial organisations within Dyfed-Powys. This network has been productive in providing logistical support to the SOCT on a number of occasions.

The force uses a range of social media facilities and engages well with local journalists to publicise the success of its operations against OCGs. Film crews are sometimes invited to accompany officers when arrests are made. Furthermore, at the conclusion of investigations, the force consults intensively in communities to gauge the impact of its operations from the public's perspective.

How effective are the arrangements in place to ensure that the force can fulfil its national policing responsibilities?

It is beyond the scope of this inspection to assess in detail whether forces are capable of responding to these national threats. Instead, HMIC has checked whether forces have the necessary arrangements in place to test their own preparedness for dealing with these threats, should they materialise.

The Strategic Policing Requirement (SPR) lead in the force is the assistant chief constable who manages the portfolio in conjunction with the head of serious and organised crime. A quarterly programme board assesses the high-level threats in the SPR and these are also subject to scrutiny at six-monthly reviews by the police and crime commissioner.

One of the strands of these governance arrangements is to examine the force's state of readiness in relation to the SPR threats. The force has developed an exercise regime to test contingencies. The emergency response procedures of both the force and other emergency services are tested in a range of simulated incidents that

require a large-scale response to the Milford Haven refinery. As part of the exercise regime, the force also tests its crisis management capabilities in a joint command facility known as the strategic command centre. The centre has joint conferencing and communication facilities for emergency services, charity and humanitarian organisations that contribute to the management of major events and catastrophes.

All forces have a standing commitment to mobilise officers for deployments in the event of major incidents or events that are beyond the capacity of a local force. Dyfed-Powys Police has effective measures in place to test these mobilisation arrangements. Additionally the force has tried and tested procedures to assist South Wales Police at major events. Typically this involves providing specialist officers, for example dog-handlers and officers trained in public order tactics, for duties at the Millennium Stadium.

Summary of findings



This is the first year HMIC has graded forces on their effectiveness at tackling serious and organised crime, including a force's arrangements for ensuring that it can fulfil its national policing responsibilities, so no year-on-year comparison is possible. Nevertheless, Dyfed-Powys Police is currently judged to be good at tackling serious and organised crime.

The force effectively assesses the threat which organised crime groups present; they are mapped in accordance with national standards and the force retains a serious and organised crime team to combat them. The force recognises it has more work to do to use information held by partner organisations to deepen its understanding of serious and organised crime.

The serious and organised crime team has historically focused on drug-related crime and it is encouraging that operations are now being re-prioritised to represent a wider spectrum of offending in Dyfed-Powys. The force engages well with local communities about serious and organised crime; this helps it to understand the problem from the public's perspective and the effectiveness of operations to tackle organised criminal groups.

The force works closely with local journalists and uses a range of social media to raise awareness of this type of offending, it also publicises successful prosecutions of prominent criminals.

The force is assessed to be in a good state of readiness to fulfil its national policing responsibilities.

Areas for improvement

- The force should add relevant data from partner agencies to its serious and organised crime local profile, and engage routinely with partner organisations in order to increase its ability to disrupt and investigate serious and organised crime.

Annex A – HMIC judgments

Our judgments

The judgment categories are:

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

Judgment is made against how effective the force is at keeping people safe and reducing crime; it is not an assessment of the overall effectiveness of policing. In applying the categories HMIC considers whether:

- the effectiveness the force is achieving is good, or exceeds this standard sufficiently to be judged as outstanding;
- the effectiveness of the force requires improvement, and/or there are some weaknesses; or
- the effectiveness of the force is inadequate because it is considerably lower than is expected.