

Awdurdod Heddlu Dyfed-Powys
Dyfed-Powys Police Authority

Cynllun Plismona
Local Policing Plan

Cynllun Arbedion
Efficiency Plan

Best Value Performance Plan
Cynllun Perfformiad Gwerth Gorau

2007/08

Local Policing Plan 2007/08

Foreword

In the foreword to the 2006/07 Policing Plan, we highlighted the Government's ambitious restructuring programme for the police service in England and Wales that seemed likely to see the creation of an all Wales Force from April 1st 2007. For a number of reasons however, including difficulties in equalising council tax precept levels across the country, the proposals were withdrawn late in 2006.

In the absence of this wholesale change, the four Welsh forces have been encouraged to collaborate more closely on a range of issues, most significantly those involving protective services such as tackling serious and organised crime, counter terrorism and so on. In fact, the perceived failings of the police service nationally in just such areas were the catalyst for the restructuring debate in the first place.

Encouraging progress has been made in a number of areas already and the four Police Authorities in Wales have signed up to a shared vision ensuring that:

'The police services of Wales will work with our communities to deliver a safer Wales, treating our residents and visitors with courtesy and respect.'

To support these wider developments, Dyfed-Powys Police staged a seminar for senior managers in November 2006. As a result a strategy has been developed which sets out three major objectives for the Force over the next three years, these being to:

- Deliver Neighbourhood Policing
- Enhance our capability to deliver more effective protective services
- Improve our arrangements for corporate governance

The rollout of Neighbourhood Policing is a key commitment. You may have seen media coverage highlighting a reduction in the number of Police Community Support Officers being funded across England and Wales. The impact for our Force is significant, reducing the number of PCSOs we should have had in place by April 2008 from 157 to just 74. As a result we have had to revisit our plans to deliver Neighbourhood Policing across the Force, but we remain committed to ensuring that you have a named, dedicated and responsive team in your local area by April next year.

In the face of these challenges, our Force remains one of the highest performers in the country. In the past year, we have staged and managed a major counter terrorism exercise that has been praised by central government whilst maintaining staffing levels in the face of significant financial pressures. Our commitment remains to provide a high quality policing service that reflects the diverse communities across the Dyfed-Powys area.

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Police Authority Responsibility

The Police Act 1996 and the subsequent Police and Justice Act of 2006 require the Police Authority to:

- ◆ Ensure that Dyfed-Powys Police is an efficient and effective force
- ◆ Secure arrangements for the Force to co-operate with other forces where it is in the interests of efficiency or effectiveness
- ◆ Set the annual budget to provide a police service within the cash limits set by central Government and any capping limits imposed by the Welsh Assembly Government
- ◆ Publish an Annual Policing Plan in partnership with the Chief Constable, jointly agreeing on local priorities and appropriate targets
- ◆ Foster consultation with the public
- ◆ Make all appointments of Assistant, Deputy and Chief Constable ranks
- ◆ Deal with complaints against senior officers and monitor the processing of complaints against police officers
- ◆ To monitor Force compliance with the Human Rights Act and promote and monitor diversity within the Force and Authority

The Role of the Police Authority

The Dyfed-Powys Police Authority has 19 members – 10 Councillors, 3 Magistrates and 6 independent members, although the separation between Magistrate and Independent members will be removed in 2008 under the provisions of the Police and Justice Act.

The Authority has a duty to ensure that the people of the area receive an efficient and effective police service, recognising that the Chief Constable has responsibility for operational matters in the Force. The setting of the Force budget is another key Authority function, balancing the requirements of the Force to meet increasing operational demands with the demands of government and the public to minimise increases in Council Tax precepts.

Following a two-day seminar involving all Force senior managers in November 2006, a revised Force strategy, 'Building on Strong Foundations' has been developed. This will be reviewed late in 2007 in the run up to the publication of the Authority's first three-year rolling policing plan, a further requirement under the Police and Justice Act. As a result, this represents the last one year Policing Plan produced by the Authority before the new arrangements are introduced, setting out arrangements for policing the area during 2007/08 and containing the following elements:

- ◆ The Best Value Performance Plan – highlighting how the force has performed during the past year and how it aims to improve on that in the coming 12 months
- ◆ National Priorities – determined by the Home Secretary and articulated in the National Community Safety Plan, laid before Parliament annually in November

- ◆ Local Policing Priorities – determined by the Authority following rigorous consultation and supported by relevant objectives, measures and targets
- ◆ Performance Targets – to allow the Authority to measure the success of the Force in relation to national and local performance measures
- ◆ Financial Resources – the amount of money available to deliver policing services and how it has been allocated
- ◆ Community Safety Accreditation Schemes – information on whether a Community Safety Accreditation Scheme is currently being run for the police area, or whether there are any plans to introduce one

There are a number of other areas that the Authority also includes within the plan, such as results of consultation with the public, progress in relation to equality, race and diversity issues, a summary of the Force efficiency plan and a summary of the Force Human Resources and Training Plans. Authorities with significant rural populations as is the case in Dyfed-Powys also report on how Rural Response Initiative funding has been spent on policing these communities, how access to police services has been improved and what steps have been taken to enhance reassurance and visibility. It is important to note, however, that this funding has remained static in recent years, not taking account of inflationary rises and so has reduced in real terms.

The Police Authority has been proactive over the past 12 months in seeking to identify areas where collaboration could be achieved with all or some of the other Welsh authorities across a range of functions. With the abandonment of the forced merger programme in the autumn of 2006, this is seen as essential if the challenges posed by the changing face of criminality in the 21st century are to be effectively met.

The Planning Framework

This plan is one of a series of strategic documents produced by the Force and Authority in response to priorities set in the National Community Safety Plan, published in November 2006. National demands have been addressed in the Force Strategy developed following the seminar involving senior managers last November, this plan and other documents produced to support the strategic, tactical and operational effectiveness of the Force. The key documents directing service delivery are:

Joint Corporate Strategy – The Corporate Strategy jointly produced by the Force and Authority, ‘Working for Safer Counties’ runs until March 2008. This reflects aims set out in successive National Policing Plans and is supported by the Force strategy ‘Building on Strong Foundations’. The Authority Performance Management and Scrutiny Committee and the Force Corporate Performance Board monitor progress against objectives set in the Strategy on a quarterly basis. A revised three year rolling plan will be published in 2008 (to run along Community Safety Partnership plans) to reflect provisions made in the 2006 Police and Justice Act.

Building on Strong Foundations – This strategic document outlines three key priority areas for the Force (as outlined on page 2) in the context of pan Wales collaborative activity. This document will be revisited late in 2007 in the context of the new planning requirements outlined above.

Community Safety Strategies – The most recent strategies were published in 2005 following detailed crime audits in which the Force was heavily involved. They remain current until March 2008, when revised documents will be produced. Force staff will engage closely with CSP partners across the Force in the period leading up to these being produced. Partnership working is likely to be enhanced further with the establishment of Local Service Boards as part of the Welsh Assembly Government’s making the Connections agenda.

Local Policing Plan – The Authority’s Local Policing Plan focuses on the objectives and targets set by the Authority for the year ahead. These objectives are determined as a result of wide-ranging direct consultation with the public, local councils, Consultative Forums and Equality of Service Delivery Groups, as well as taking account of the results of the Strategic Assessments conducted under the National Intelligence Model. The Plan also sets out the Authority’s response to the new National priorities imposed by the Home Secretary in his latest National Community Safety Plan.

Efficiency Plan – Forces have been required to make annual efficiency gains of 3% of their revenue budget annually (half of which must be cashable) from 2005-06 onwards. This work is driven locally through the Efficiency and Planning Group (with Force and Authority membership) and a summary of this year’s plan is set out later in this document. Indications from the Treasury are that the levels of gains required from the police service across England and Wales are likely to increase in the coming years.

Basic Command Unit and Departmental Plans – These plans outline how our four BCUs and Headquarters Departments will respond to National and Police Authority

priorities, whilst setting local priorities that will improve the overall performance of the Force.

Delivering Strategic Objectives

The contents of this Plan are significantly influenced by the National Community Safety Plan, the 'Building on Strong Foundations' strategy developed by the Force at the end of 2006 and the Community Safety Strategies delivered alongside our community safety partners.

The Community Safety Strategies are informed by detailed crime audits, which highlight key issues in relation to crime, fear of crime and anti-social behaviour. Although led by the relevant county councils, the Force continues to play a key role in delivering the medium to long-term objectives laid down in these strategies. The key areas for action identified in the current Community Safety Strategies are:

- ❖ Violent crime (including domestic violence, racist and homophobic crime)
- ❖ Burglary/theft
- ❖ Substance abuse (drugs and alcohol)
- ❖ Anti-Social Behaviour
- ❖ Speeding and road safety
- ❖ Abandoned vehicles and vehicle crime
- ❖ Criminal Damage
- ❖ Vandalism and graffiti
- ❖ Dog fouling
- ❖ Fly tipping

The Joint Corporate Strategy, 'Working for Safer Counties' was developed around three key principles set out in the National Policing Plan 2005/08, these being:

- Delivering the Government's Key Priorities
- Actively Managing Performance
- Maximising Available Resources

These overarching objectives are being delivered through the 'Building on Strong Foundations' strategy driven by the delivery of Neighbourhood Policing in Force, the enhancement of our capability to deal with protective services and improvements to the way we manage and deliver business internally.

This Local Policing Plan closely reflects the national priorities set out by the Home Secretary, medium term strategic priorities set out in Force strategic documents and the contents of the Community Safety Strategies. In addition, the Force and Authority have taken full account of your views to ensure that this plan is meaningful and deals with the issues that affect the quality of life in your local area.

Consultation

Consulting with the public and other key stakeholders is a key element in the setting of local policing priorities for the Force and Authority. During the summer of 2006, the Force engaged in a wide ranging survey of public perceptions in relation to crime and disorder issues. Researchers visited supermarkets across the Dyfed-Powys area and completed nearly 530 face-to-face interviews with randomly identified members of the public. These sought to identify what people think about policing services and crime levels in this area, how their views have changed from the previous year and what they felt Force priorities should be for 2007/08. The results of this and other consultation activity undertaken by both the Force and Authority, have been used by the Authority, alongside issues raised in the National Community Safety Plan and local strategic assessments, to set priorities for the coming year. These local priorities are supported by specific measures and targets so that Forces across England and Wales can be compared in relation to issues for action identified by local people. This is part of the ongoing development of the Policing Performance Assessment Framework (PPAF), which will migrate to the Assessment of Policing and Community Safety (APACS) from April 2008.

The key messages to emerge from the programme of face-to-face interviews were:

- 68% of respondents felt that crime and disorder levels in the Force were lower or much lower than the UK average. Only 3% of respondents felt that crime levels were much higher in this Force area
- 46% of respondents felt that crime levels were about the same as 12 months ago. 26% of people felt there was a little more crime and 16% perceived there to have been a lot more crime. In fact, during 2005/06, recorded crime in the Dyfed-Powys police area fell by 7%
- Nearly two thirds of respondents (65%) said that they feel safe or very safe when walking around at night
- 90% of people interviewed said that the police in their area were doing an excellent, good or fair job
- Just over 28% of those interviewed were satisfied with the levels of foot patrol undertaken in their area. However, this rose significantly to 46% in relation to levels of vehicle patrol. These responses highlight the challenges posed in delivering a visible and accessible service across two thirds of the landmass of Wales. Nevertheless, the Force and Authority are seeking to address these issues through the rollout of Neighbourhood Policing Teams.

The public's key policing priorities, as identified through the survey, were:

1. Anti-social behaviour
2. Drug/alcohol misuse
3. More visible and accessible police

When asked about which issues they believed to be a significant problem in their local areas, respondents were split. 63% felt people using or dealing drugs were a very or fairly big problem, with similar levels of concern being expressed regarding people being drunk

or rowdy in public places and teenagers hanging around on the streets. The results would tend to suggest that low level anti-social behaviour causes people as much concern as more serious crime. However, respondents continue to overestimate their chances of becoming victims of crime. Nearly half were very or fairly worried about having their home broken into, yet the number of burglaries in the home fell by 23% in 2005/06, with just over two such offences being committed across the length and breadth of the Force area every day.

The results of the interview programme broadly reflect those from the most recent British Crime Survey results (September 2006), which provides comparative data on a national basis. The key findings in relation to Dyfed-Powys Police were:

- People surveyed in the Dyfed-Powys area feel that they are at the lowest risk of becoming a victim of crime in comparison to the whole of England and Wales
- Of those interviewed, 6% felt at high risk of being a victim of burglary and 6% at high risk of being a victim of car crime. These levels are the lowest recorded in England and Wales but remain unrepresentative of actual crime levels in our area. This is further reflected in the public's perceptions of anti-social behaviour, where 10% of respondents felt that levels in the Force area were high, lower than anywhere else in the country
- Only 2.5% of people felt they were at risk from becoming a victim of personal crime, again a level lower than anywhere else in England and Wales

These major consultation exercises have been supplemented with mandated consultation, whereby more than 6,000 surveys have been sent to specific customer groups. This process was audited locally during 2005 by the Wales Audit Office in December 2006 as part of their data quality assurance programme and their report is awaited. During the past year, the survey schedule has been extended to include victims of anti-social behaviour, adding to the victim of crime and road traffic collision categories previously being surveyed. The views of these service users are gained in relation to a number of issues, mainly their:

- ◆ Satisfaction with the ease of contacting the police
- ◆ Satisfaction with the time taken to arrive at a scene
- ◆ Satisfaction with the actions taken by the police
- ◆ Satisfaction with how well they were kept informed by the police
- ◆ Satisfaction with how well they were treated overall
- ◆ Satisfaction with the experience as a whole
- ◆ Views on policing priorities

During 2006/07, surveys were distributed to victims of racist incidents, violent crime, vehicle crime and burglary and those involved in road traffic collisions, as well as people reporting incidents of anti-social behaviour. Anyone involved in a particularly sensitive incident would be 'screened out' and excluded from the survey process. This approach allows for officers involved in each case or incident to be highlighted, so that exceptionally high levels of service, or examples where service quality have fallen short

of commitments set out in the Force's Local Policing Charter, can be forwarded to local managers for action.

Taken together, these surveys produced an overall satisfaction rate with the whole experience (as of the end of September 2006) of 79.2%. Levels of satisfaction ranged from 97.9% (in relation to how people felt they were treated) down to 71.1% (in relation to how people felt they were kept informed). This latter figure may appear low, but is amongst the highest in England and Wales, the Force having been visited by the Office for Criminal Justice Reform in relation to its work on keeping people informed.

A similar approach was undertaken by the Police Authority through a survey of the 344 town and community councils in Dyfed and Powys. They were asked to highlight their four key priorities for the coming year, the key areas for attention being:

1. Increased police presence/more PCSOs
2. Anti-social behaviour/vandalism
3. Speed enforcement
4. Tackling drugs and alcohol

The Force's Divisional Equality of Service Delivery forums have continued to get important feedback from minority groups within our local communities. The views of these groups are fed directly into the Force's Equality of Service Delivery Management Group, chaired by the Deputy Chief Constable, so that force wide matters can be addressed. These groups allow Community Safety Officers, senior managers and Authority members to meet regularly with representatives of groups who tend to be overlooked through traditional consultation mechanisms, such as young people, people with disabilities, people who are gay, lesbian, bi-sexual or transgender and people from visible minority ethnic communities. Representatives from other organisations such as Victim Support, Women's Aid and unitary authorities also attend.

The most recent rounds of Under Represented Groups have tackled topics including linguistic diversity and the development of a one stop shop for migrant workers, hate crime and sexuality and gender issues. The groups have also focused on disability issues and race and religion.

For the first time in 2006, the Force utilised its on-line Virtual Focus Group to secure views on fear of crime and policing priorities. The opinions expressed by participants largely reflected those identified through other consultation exercises, their three priority areas being highlighted as:

- Anti-social behaviour
- Drug and alcohol misuse
- Increasing visible and accessible policing

Establishing Citizens Panels throughout the Force has been a key objective for the Force and Authority. Panels are now operating effectively in Carmarthenshire, Pembrokeshire

and Powys and survey a demographically representative body of the local population throughout the year.

Participants have volunteered to partake in consultation on a range of topics, with results being fed back to the bodies funding the Panel (Dyfed-Powys Police and Police Authority, unitary authorities, Local Health Boards and NHS Trusts) to inform decision-making. Issues that the Force and Authority have consulted on through the Panels during 2006/07 included:

- ❖ Student Officer Training
- ❖ Race and Diversity Training
- ❖ Your Police – Your Views
- ❖ Neighbourhood Policing Teams
- ❖ Police Authority
- ❖ Policing in your Community
- ❖ Communications Centre

Panel members receive regular updates on the results of consultation undertaken and panels are ‘refreshed’ annually so that consultation fatigue is avoided.

Discussions are continuing with public service partners in Ceredigion to establish whether funding can be made available to support the creation of a similar mechanism for the county.

Consultation During 2007/08

The programme of face-to-face interviews at supermarkets was successful and attracted a more representative sample of interviewees than through previous consultations at shows around the Force area. Plans are currently being finalised to consolidate this programme in 2007, possibly in partnership with neighbouring forces.

The gathering of user satisfaction data continues to develop nationally. From April 2007, all forces were required to undertake these surveys over the telephone (most outsourcing the work to private sector companies). However, the Police Authority felt the cost of this (more than £40,000) was too great when taken against the current financial position facing forces and as such user satisfaction will continue to be measured through postal surveys. A letter explaining the rationale behind this has been sent to the Police Minister.

The value of advanced technology in terms of consultation is now being recognised and positive use is now being made of the Force’s Virtual Focus Group. This is now being expanded to ascertain the views and opinions of secondary school children across the Force. Head teachers have been contacted and asked whether their Schools Councils could be consulted around 3 times a year on a range of policing and community safety issues. The response to this has been extremely positive and the first consultation is due to take place imminently.

This innovative use of Internet and email technologies is still being applied in an ongoing Survey of Secondary Schoolchildren across the Force. Following on from work undertaken in Carmarthenshire and Powys, the Force has been commissioned by the Substance Misuse Action Teams (SMATs) in Ceredigion and Pembrokeshire to look at young people's habits in terms of drug and alcohol use and smoking.

If you are interested in taking part in any consultation work run by the Force, please get in touch with the Corporate Services Department by 'phone, email or in writing, providing your contact details and the type of consultation you are interested in. The views that you provide will influence the way that we do business and the quality of service we deliver. Your opinions count so for more information or to register your interest in being involved in our consultation work, please contact:

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National Priorities 2006/07

For 2006/07, the Home Secretary set all Police Authorities five priorities, which were outlined in the National Community Safety Plan. The Force's progress against these is outlined below.

National Priority 1 – Reduce overall crime by 15% by 2007/08 and more in high crime areas

Between April and December 2006, the Force consolidated the excellent crime reduction performance achieved within the previous financial year. During 2005/06, a 7% reduction in total crime was achieved and by the end of 2006, a further 0.4% (or just over 100 offences) reduction had been achieved. This performance should be put into context in that the Dyfed-Powys Force area suffers amongst the lowest levels of crime throughout England and Wales. Nevertheless, major progress has been achieved in reducing crime levels still further, providing greater reassurance for anyone living, working in or visiting our Force area.

National Priority 2 – Bring more offences to justice in line with the Government's PSA

The Force and Authority have recognised that bringing more offences to justice is crucial to enhancing overall trust and confidence within criminal justice services locally. Consequently, performance in this area has improved to such an extent that the latest data indicates the Force is 24% ahead of its target for bringing offences to justice. At the end of 2001/02, a baseline target of 11,068 offences per annum was set and by the end of November 2006, the annual figure stood at 13,706 offences. The proportion of offences brought to justice in the Dyfed-Powys area stands at 45%, significantly higher than any other Force within our MSF family (Suffolk being the nearest at 33%).

National Priority 3 – Provide every area in England and Wales with dedicated, visible, accessible and responsive neighbourhood policing teams; and reduce public perception of anti-social behaviour

Early in 2007, Home Office reduced its national target for PCSO numbers from 24,000 to 16,000 and initially it was suggested that Dyfed-Powys Police would only have 62 of these officers centrally funded. However, following strong representations from senior officers and the Authority, the Police Minister accepted that Dyfed-Powys Police had presented a special case and agreed that a further 12 would be funded centrally. However, this final number of 74 is still significantly fewer than the 157 originally promised. Nevertheless, the Force has continued to roll out Neighbourhood Policing, building on the structures and practices developed within Carmarthenshire as the pathfinder BCU. By the end of April 2007, all areas within the Force were covered by Neighbourhood teams, whose remit is to engage with local people and groups to actively reduce incidents of low level crime and anti-social behaviour. BCU Commanders are proactively seeking funding from other bodies to engage more PCSOs in support of this work, with matched funding for these posts being made available by the Authority.

National Priority 4 – Tackle serious and organised crime including through improved intelligence and information sharing between partners

By March 31st 2006, all forces were required to have met Phase 1 of the minimum standards of the Code of Practice on Police Information arising from recommendations 8-11 of the Bichard Inquiry arising from the Soham murders. New requirements are now being placed upon forces in relation to the Management of Police Information (MOPI) and as a result, resources have been identified to fund two posts to take forward this vital work. The work of Operation Tarian goes from strength to strength with some notable operational successes being delivered during the course of the year. This collaborative initiative with the South Wales and Gwent forces is making major inroads into drugs markets along the M4 corridor and has achieved other notable successes in relation to organised criminality. The financial support of the Welsh Assembly Government has now been frozen at £640,000 per annum, but the three Forces have committed to filling this funding shortfall. Tarian is seen as one of the key means by which the 'protective services gap' across southern Wales can be bridged. In terms of seizures, between April and December 2006, assets worth nearly £218,000 were taken from criminals by officers from the Dyfed-Powys force.

National Priority 5 – Protect the country from both terrorism and domestic extremism

Late in 2006, the Force hosted and led the largest counter-terrorism exercise ever held in Wales, Exercise Oystercatcher. This three-day exercise was based around a series of scenarios across South Wales and involved personnel from various police forces, armed services, special services and local authority partners. Overall, the exercise was deemed to be an outstanding success in testing the capability of all agencies for any large scale terrorist activity. The exercise was formally de-briefed at the end of March 2007 and lessons learned are being shared widely. Other smaller scale exercises will continue to be held to ensure that the Force is as fully prepared as possible to deal with major unforeseen events. At the domestic level, Force activities have centred on protests against the Liquefied Natural Gas (LNG) terminal at Milford and its associated pipeline that is running across three BCUs in the Force. The approach taken by the Force has been effective, culminating in an operation against protestors in Milford Haven in February 2007.

National Priorities 2007/08

The National Community Safety Plan 2006-09 update published in November 2006, set out five revised priorities for the service in England and Wales. These cover the whole range of policing activity from dealing with the low level anti-social behaviour that can blight the quality of life of communities to tackling the threat of international terrorism and domestic extremism and dealing with serious and organised crime. The Force's response to these is outlined below.

National Priority 1 – Reduce overall crime in line with the national PSA target, including by focusing on more serious violent crime, drug related crime and alcohol related crime and disorder

The Force remains committed to reducing the already low levels of crime experienced within the Dyfed-Powys area in line with national requirements. One initiative being piloted in this respect is the establishment within the Powys BCU of a Customer Service Unit. Trained officers are able to speak directly with those reporting crimes or incidents to try and resolve their inquiry without the need for police officer attendance. This is dealing efficiently and effectively with low level crime and disorder issues, releasing officer time to deal with more serious issues and devote more resources to the development of Neighbourhood Policing. Initial evaluation of this project suggests that a reduction in demand of about 30% has been achieved from minor matters, diverting officer time to more serious offences and this has had a positive impact on sanction detection rates. If the six month pilot is found to be a success, it will be incrementally rolled out across the Force. The importance afforded to tackling drug supply and violent crime is highlighted by the fact that they are included within the local priorities set by the Authority. Local initiatives aimed at addressing alcohol related violence and drug crime are outlined in the BCU plans elsewhere in this document.

National Priority 2 – Enable people to feel safer in their communities by embedding a dedicated, visible, responsive and accountable neighbourhood policing team in every area by April 2008; working in close collaboration with local government and other community safety partners; and reducing the public perception of anti-social behaviour

By April 2007, all communities across the Force will be covered by identified Neighbourhood Policing Teams. The reduced allocation of PCSOs to the Force has resulted in additional work revisiting neighbourhood boundaries and in terms of the number of PCSOs stationed within each BCU. However, the success of Neighbourhood Policing within Carmarthenshire has confirmed the Force and Authority's commitment to making the initiative succeed across the Force. Efforts are being made to secure additional funding from local government and other partners to further increase the number of PCSOs available for deployment. Some notable successes have already been achieved in this respect, notably in the Elan Valley where a jointly funded PCSO has been in place since January 2007. The work of Neighbourhood Teams will be supplemented by other initiatives, such as the Post office Partnership which has now been extended and sees some police services delivered from Post Offices in Ceredigion, Pembrokeshire and Powys. Another area that the Force is seeking to develop is around Community Safety Accreditation Schemes, one already being in place with VOSA (the Vehicle and Operator Services Agency). A positive response has been received from Carmarthenshire County Council and they are in the process of identifying individuals to be trained in June, based on a package developed by Centrex. Once Carmarthenshire are on board it is hoped that they may be the catalysts for the other authorities.

National Priority 3 – Continue to bring offences to justice in partnership with other Criminal Justice agencies in line with the Government PSA target through

improved performance on sanction detections, especially in relation to more serious crime

To build upon the strong performance achieved in this area to date, the Authority has set a challenging target of 45% of offences being brought to justice by the end of 2007/08. This should be seen against a current MSF average of 31%. This clearly indicates the Force's significant contribution to achieving national objectives in relation to the number of offences that are brought to justice. Similarly, in relation to sanction detections the latest available data reveals Force performance standing at 41.6% compared to an MSF average of 29.8%. Over the coming 12 months, efforts will be targeted towards serious violent crime, and more serious drug supply offences in an effort to further enhance detection performance.

National Priority 4 – Strengthen public protection by increasing capacity and capability for dealing with widespread threats, and in particular by tackling serious and organised crime

Bridging the 'level 2 gap' in terms of protective services has been identified as a key objective by all the forces in Wales. A great deal of work has taken place under the auspices of the Chiefs and Chairs Programme Board to establish just how capacity can be increased on a pan-Wales basis. Plans are currently being put together to strengthen the capacity of Operation Tarian. The Police Minister recently visited Tarian along with a number of Assembly Members and they were impressed by the work that the unit had undertaken.

National Priority 5 – Protect the country from both terrorism and extremism

As previously outlined, late in 2006, the Force hosted and took the lead in planning for Exercise Oystercatcher. Involving other forces and partner agencies, the exercise involved a number of different scenarios at a variety of locations and tested the capacity of all agencies in responding to a terrorist incident. The Force continues to work closely to ensure that all possible precautions are taken and preparations are made in the event of any domestic or international threat. Whilst a national and regional issue, this agenda is clearly linked to Neighbourhood Policing and development by local teams of neighbourhood intelligence to counteract any terrorist or extremist threat.

Dyfed-Powys Police Authority Priorities

Having considered the range of views expressed by the public through a variety of consultation exercises, the Police Authority have identified four priority areas for the Force to tackle in 2007/08. This process has again been informed by Strategic Assessments carried out in our four BCUs as part of the National Intelligence Model (NIM) and further strengthened through a Strategic Assessment workshop chaired by the ACC (Operations). Once again the Authority has highlighted priority areas for inclusion within the Local Policing Domain of the Policing Performance Assessment Framework. These are underpinned by relevant objectives, measures and targets so that Force progress over time and against peers can be measured. Of the four priority areas identified by the Authority for the coming year, three are included within the Local

Policing Domain, as outlined below. The supporting measures and targets in relation to these are outlined in Appendix A.

1. Drugs - To proactively target and disrupt drug supply and distribution networks across and beyond the Force area

Drugs and more particularly Class A drugs are included as priorities within the policing plans for all our four BCUs. The links between drug use and other crime, particularly acquisitive crime have been well proved and efforts will continue on BCUs, within Headquarters departments and on a regional level to disrupt and dismantle drug supply networks. The number of Class A drug offenders charged with trafficking in the first nine months of 2006/07 rose by 13%, with notable increases achieved in Carmarthenshire and Ceredigion. This work will intensify during 2007/08, maximising the use of ANPR and other technologies to target known offenders and identify others.

2. Violent Crime (including Public Protection) - To reduce levels of violent crime, particularly that which is directed towards children and young people and vulnerable adults within our society, whilst seeking to increase detection rates in this area and enhancing protection offered to the public

The protection of vulnerable persons remains one of the key priorities for Dyfed-Powys Police. Public Protection Units are now well established within the Force and located within each BCU. These units are led by a Detective Inspector who manages a team of specialist officers responsible for child and adult abuse investigations, domestic abuse, and the management of sex and violent offenders. Domestic Abuse is a crime that will not be tolerated by Dyfed-Powys Police. The Force's priorities in responding to domestic abuse are to protect the lives of both adults and children who are at risk, to investigate all reports of domestic abuse, and to take positive effective action against offenders so that they can be held accountable through the criminal justice system. To reduce repeat incidents, the Force has taken an active lead in developing a multi-agency domestic abuse risk assessment process. This process aims to identify those persons who are most at risk of abuse and allows risk reduction measures to be implemented. The Force is also working closely with both statutory and voluntary local agencies to develop a Sexual Assault Referral Centre (SARC) in Carmarthen. This is the first of its kind in Dyfed-Powys and is designed to be a one-stop-shop for both adult and child victims of rape and other serious sexual offences providing an enhanced service to victims of those crimes. Additionally, a Multi-Agency Public Protection Arrangements (MAPPA) unit is being set-up at Police Headquarters, jointly funded with the Probation Service. Staff within the unit will take responsibility for the convening and administration of MAPPA meetings within the Force and will further professionalise the management of Sex and Violent Offenders living within our communities. The Force recognises the importance of working closely with partner agencies at a strategic and local level in all aspects of this work and is committed to maximising the potential for joint collaboration.

3. Anti-Social Behaviour – To proactively tackle anti-social behaviour in conjunction with partners, providing greater reassurance to the public

Whenever we consult with the public, two key issues are invariably raised as being the most important for the Force to tackle – visible, accessible policing and reducing anti-social behaviour. Whilst the roll out of Neighbourhood Policing will seek to address the former, the Authority recognises the impact that anti-social behaviour and nuisance can have on the lives of so many people. The approach of the Force will blend preventative techniques, including school liaison and diversion activities in the community, with formal enforcement actions including the use of dispersal orders, acceptable behaviour contracts and ultimately anti-social behaviour orders. This work will be undertaken in close liaison with partner agencies. The impact that the Force’s work has in this key area will be continually monitored through our ongoing consultation with the public.

4. Terrorism and Domestic Extremism – To support the wider national endeavour in protecting the country from terrorism and domestic extremism – in line with the four pillars of the UK Government counter-terrorism strategy: prevent, prepare, protect, pursue

The Force’s commitment to supporting national efforts in countering terrorism and domestic extremism has been outlined previously.

It is worth noting that all of the above are to some extent or another, underpinned by the Force Roads Policing Strategy and the rollout of Neighbourhood Policing. Whilst the fourth area will be a priority for the Force, it will not feature within the Local Policing Domain as this is recognised as a national issue and there are no recognised performance measure to assess progress in relation to terrorism and extremism. The other major issue identified through the strategic assessment process was immigration crime and the impact of economic migrants in our local communities. This has been noted as an emerging issue within the Force Control Strategy and will be monitored accordingly throughout the coming year.

Divisional Priorities

To deliver national and Police Authority priorities, local commanders in our four BCUs have developed their own divisional plans. These build on and develop the priorities set by the Home Secretary and the Authority, as well as utilising the results of local consultation work undertaken with the public and strategic partners.

This work is underpinned by the consistent application of the National Intelligence Model. This requires the completion of bi-annual strategic assessments in each BCU, highlighting key priorities for policing in each area. These are then addressed through the BCU control strategy, which has formed the basis for the 2007/08 Divisional Policing Plans. The contribution that Headquarters departments make through the Building on Strong Foundations strategy in achieving identified priorities is outlined later in this Plan.

Collaborative Activity

When the Government formally withdrew its proposals for the forced amalgamations of forces late in 2006, there was widespread recognition amongst the four forces in Wales that there was an imperative for us all to work more closely together. As a result, the All Wales Project Team set up to respond to the initial call for an all Wales Force, has continued to operate and investigate areas for collaboration.

Based in our Powys Divisional Headquarters at Brecon, the team has focused on areas including protective services (highlighted as an area of key concern in the O'Connor report that sparked the amalgamation debate) and so called 'back office' functions. The latter, which incorporate fleet services, estates, HR, finance and others, are being led on a pan Wales basis by the Force's Director of Finance and Resources and reports are currently being prepared for the Chief Constables and Chairs of the four Welsh Authorities and Forces, presenting options for future collaboration and in some cases, shared services.

This appetite for collaboration builds on the success of Operation Tarian, the all Wales initiative aimed at tackling serious and organised crime and in particular, Class A drug supply. This joint operation has been an outstanding success and was recently visited by the Police Minister, who was clearly impressed by what had been achieved. Plans are being prepared for Tarian to be consolidated and expanded as part of the region's response to the challenge to improve our protective services capability. A timetable to drive this agenda forward was recently set out in a letter to Chief Constables and authority Chairs by the Police Minister.

It is important to emphasise, however, that this is just one of a number of areas in which the Force is looking to collaborate to improve effectiveness and generate efficiencies. Our approach to procurement has become increasingly sophisticated and is generating real savings. We are part of a number of groups including the South West Regional Consortium, Value Wales and the Blue Light initiative, all of which provide framework arrangements to secure the best possible value in relation to procurement arrangements.

Similarly, arrangements have been made with other forces and service providers to undertake collaborative work in the fields of research, public consultation, operational support and mutual aid with a view to maximising the resources available to us.

This ongoing work is running parallel to the 'Making the Connections' initiative being driven across public sector bodies in Wales by the Welsh Assembly Government. During the early part of the 2007/08 financial year, the Force will be subjected to a review of its progress against the Making the Connections by the Wales Audit Office. The work outlined above and a host of other initiatives being jointly progressed with other bodies will be provided in evidence to suggest that Dyfed-Powys Police has made significant progress around collaborative activity and is seeking to make its services ever more geared towards the needs of the customer and not the convenience of the organisation.

Funding settlements for the rest of the Comprehensive Spending Review 2007 period mean that joint work with others to secure efficiencies will be more crucial than ever.

Resources

The financial settlement for Dyfed-Powys Police for 2007/08 has presented major challenges for the Authority as it seeks to improve levels of protective services and deliver effective Neighbourhood Policing as required by Government. The Welsh Assembly Government has also suggested that they would use their powers to 'cap' any Authority imposing a Council Tax precept increase of more than 5%.

Central funding from Government has increased by 3.6% in comparison with 2006/07. However, this has to be seen in the context of a number of major Government driven requirements, such as enhanced protective services delivery and the rollout of neighbourhood Policing to all areas of the Force by March 31st 2008. In reality, this means that the amount of extra money available to the Authority is below the rate of inflation, a picture that is only likely to worsen if current Home Office predictions are accurate.

Simply meeting the Home Office target for having 16,000 Police Community Support Officers in place by April 2008 (a target reduced from the original 24,000) has required a 3.7% increase in the Force budget. This, in line with other major cost pressures, means that funding for improved services has to be identified in other ways.

As in previous years, Force and Authority staff have identified efficiency savings to minimise the overall increase in the Council Tax precept. In effect, efficiency savings of at least 3% must be secured annually, half of these being cash releasing, and these savings are then utilised to fund service developments. Indications are that all 3% of these efficiencies will have to be cash releasing in the near future, due to increasing pressures on the Home Office budget, notably the Prison Service and the Immigration and Nationality Directorate.

The Chief Constable and Authority have reiterated their commitment to resource Operation Tarian, the joint initiative with the South Wales and Gwent forces aimed at tackling serious and organised criminality and more particularly, Class A drug trafficking. As Welsh Assembly funding has been frozen at 2005/06 levels, this has required an increase in Force contributions to meet inflationary pressures. Other developments agreed by the Authority for the Force for 2007/08 include:

- ◆ Neighbourhood Policing – To support the provision of dedicated, visible and accessible Neighbourhood Policing Teams across the Force, the Authority will have 74 centrally funded PCSOs in place as of April 1st 2007. Ongoing efforts are being made to secure part funding from other partners to engage further PCSOs across the Force
- ◆ Level 2 Criminality – A further 14.5 police officer and police staff posts have been established to improve resilience and capability in protective services areas including serious and organised crime and public protection

- ◆ Management of Police Information – To comply with the national requirements in relation to Management of Police Information (MOPI) as a direct result of the Bichard Enquiry that followed the Soham murders

The increase in the police precept for 2007/08 will be 4.97% - in cash terms (for a Band D property) this is an increase of £7.11 or less than 14p per week. Keeping the rise under 5% to avoid potential capping by the Welsh Assembly Government whilst funding essential service developments has required all departments and divisions to identify significant efficiencies.

The Government recognises the major challenges posed in policing the largest geographical Force area in England and Wales, £2.63 million in rural funding being provided to enhance accessibility and policing in rural areas. It must be emphasised, however, that this sum has not been uplifted to reflect inflationary pressures and is not new money for the Force to utilise.

Prior to setting the 2007/08 budget, the Authority consulted widely with members of the public and the four unitary authorities across the Force, as well as drawing issues to the attention of MPs and Assembly Members. The Force and Authority have used public meetings to reiterate to local Council Tax payers the pressures being brought to bear on Force budgets by the ongoing reductions in central government funding and the growing burden being placed upon the local people as a result.

The Authority robustly monitors Force performance in all areas and aims to identify efficiency savings wherever possible. During 2006/07, the Authority secured efficiency gains of £4.1 (or 5.1% of the annual budget), all of which were channelled back into front line policing.

The five-year financial strategy devised by the Force anticipates increases in expenditure and additional demands being placed upon the service. Major resource pressures such as police pensions, the Neighbourhood Policing initiative, enhancing our protective services capability and major capital projects must all be considered. Major capital projects scheduled for 2007/08 include:

- The purchase of land to build a new station for Cardigan
- A new custody suite and Divisional Support Unit facilities in Newtown
- Ongoing works to comply with Disability Discrimination Act requirements
- A programme of refurbishment for a number of stations
- Over £1 million on new and replacement vehicles, many to support the effective rollout of Neighbourhood Policing

The budget settlement for the Force is currently produced on a two-year basis with the five-year strategy being revisited annually in the light of this.

Major Financial Pressures

Within the projected expenditure for the Force for 2007/08 (£83.636 million), a number of significant and unavoidable pressures have been identified and included within the budget, namely

- ◆ **Pay and Price Inflation** – This has added £1.48 million to the Authority budget for the coming year and must be regarded as an ‘unavoidable cost’
- ◆ **Pensions** – An increase in the rate employers have to pay in respect of pensions from 11.3% to 13.5% has had to be budgeted for
- ◆ **Police Reform** – Home Office amendments to Police Regulations determining the remuneration of police officers and [pay increments for police officers and staff have added £650,000 to the 2007/08 budget
- ◆ **Bank Holidays** – On average, each Bank Holiday costs the Force £70,000 in policing terms. During 2007/08 there are 10 Bank Holidays (compared to 8 in the previous year) so a sum of £140,000 has had to be set aside
- ◆ **PCSOs** – In support of the rollout of Neighbourhood Policing, the Force recruited 74 PCSOs by the end of March 2007, but after the first year, only 75% of the cost of each PCSO is met by Government, the remainder having to be met by the Council Tax. This adds £290,000 to the budget for 2007/08
- ◆ **Essential Growth** – A number of new posts and additional work demands have been driven by national developments and the Authority has agreed to fund these. This results in an additional cost of £204,000

Original Revenue Budget 2007/08

Revenue Budget 2007/08	Original Budget 2006/07 £'000	Original Budget 2007/08 £'000
Police Authority		
Staff Costs	201	208
Running Expenses	537	592
Police Force		
<u>Employee Costs</u>		
Police Officers	48,230	49,461
Support Staff	17,179	20,519
Police Pensions	11,077	11,386
Indirect Employee Costs	802	827
Premises	2,546	2,717
Transport	2,205	2,286
Supplies and Services	6,792	7,552
Agency and Contracted	1,504	1,597
Capital Financing	1,805	1,505
Income	-12,723	-14,775
Net Revenue Requirement	80,155	83,875
Use of Reserves	-262	-239
Net Expenditure – Grant and Precept	79,893	83,636
Financing		
Police Grant	-32,690	-34,169
National Non Domestic Rates	-12,599	-13,663
Revenue Support Grant	-4,743	-4,001
Council Tax Requirement	-29,861	-31,803
Sub Total	-79,892,793	-83,636
Council Tax Base (Band D Equivalent)	198,794	201,693
Council Tax Level (£)	150.21	157.68
Expenditure Increase		4.69%
Council Tax Increase		4.97%

These costs reflect total costs for employment, including employer contributions to National Insurance and pension. Consequently, figures may not tally with totals in the Human Resources Plan.

The expenditure increase reflects the change in the amount the Authority is spending in 2007/08, while the Council Tax increase reflects the increase in the amount payable by the Council Tax payer.

Capital Budget 2006/07 and 2007/08

Capital Budget 2006/07 and 2007/08	2006/07 £,000	2007/08 £,000
Building Schemes	2,569	2,031
Vehicles	824	1,089
Furniture and Equipment	100	100
Airwave and IT Schemes	2,790	830
Contingency (Inflation)	181	191
Total Capital	6,464	4,241
New Borrowing	-520	-520
Capital Grants	-832	-661
Capital Receipts	-675	-450
Capital Reserves and Revenue Contributions	-4,437	-2610
Total Resources Available	-6,464	-4,241

Allocation of Resources 2007/08

Division/Department	Pay Budgets		Local Budgets	Central Budgets	Total Budget
	Police Officers	Police Staff			
	£'000	£'000	£'000	£'000	£'000
- <u>Police Authority</u>					
	0	208	592	0	800
<u>ACPO</u>	818	243	771	0	1,832
<u>Operational</u>					
- <u>Divisions</u>					
Carmarthenshire	15,458	2,485	822	-586	18,179
Ceredigion	6,977	1,167	511	-189	8,466
Pembrokeshire	11,031	1,772	696	-408	13,091
Powys	12,036	1,771	900	-351	14,356
Total Divisions	45,502	7,195	2,929	-1,534	54,092
Operations Department	2,345	2,956	206	0	5,507
Operations Room/ Communications Department	0	0	0	0	0
Crime Support	4,130	1,525	1,915	0	7,570
Communities and Partnerships	214	274	5	-22	471
Administration of Justice	264	1,264	529	0	2,057
Total Operational	52,455	13,214	5,584	-1,556	69,697
<u>Operational Support</u>					
- Human Resource Management	78	571	122	0	771
Occupational Health	0	202	172	0	374
Development Services	725	424	551	0	1,700
Health and Safety	0	66	32	0	98

IS&T	0	1,206	2,235	0	3,441
FOI	0	195	8	0	203
Business Change	125	16	8	0	149
Professional Standards	469	174	90	0	733
Total Operational Support	1,397	2,854	3,218	0	7,469
<u>Finance and Resources</u>					
Finance	0	537	131	0	668
Commercial Services	0	925	981	0	1,906
Estates	0	356	1,557	-51	1,862
Fleet	0	534	-1,309	0	-775
Corporate Services inc press office	0	1,191	44	0	1,235
Total Finance and Resources	0	3,543	1,404	-51	4,896
<u>Other</u>					
Federation	94	0	18	0	112
UNISON	0	28	0	0	28
Central (Top slice and allowances)	4,644	639	0	-6,481	-1,198
Total Other	4,738	667	18	-6,481	-1,058
TOTAL BUDGET	59,408	20,729	11,587	-8,088	83,636

Rural Response Initiative Funding and Expenditure 2007/08

<u>Funding</u>	2006/07	2007/08
Rural Response Initiative	2,630,000	2,630,000
<u>Planned/Committed Expenditure</u>		
<u>Contribution to Capital Financing</u>		
Contribution to Infrastructure	1,100,000	841,866
Additional Vehicles	0	0
Delegated Financial Management – New IT System	0	0
	1,100,000	841,866
Additional Staffing		
Civilianisation of Firearms Inspection		
Ammanford	9,899	10,166
Llanelli	9,899	10,166
Carmarthen	29,697	30,499
Aberystwyth	29,697	30,499
Preseli	19,798	20,333
South Pembrokeshire	9,899	10,166
Newtown	19,798	20,333
Brecon	29,697	30,499
Telephone Costs	2,451	2,487
Total	160,835	165,148
Additional Dog Support		
Police Constables		
Training and Equipment	88,267	90,650
Total	5,490	5,573
	93,757	96,222
Additional Police Officers		
	425,590	437,081
Chief Inspector Ceredigion		
	42,200	43,340
Control Room Civilianisation		
Ceredigion Sergeants		
Ceredigion – Releases 3 PCs	78,000	80,106
	66,348	68,139
Communication Centre		
Operations Room Staff Pilot Scheme		

Police Staff Part Funding	77,406	79,496
	357,284	366,931
	434,690	446,426
Criminal Justice Unit		
New Posts	114,359	117,446
Cost Pressures as a Result of Rurality		
Doctors Medical Expenses (Part of Costs)	49,514	260,257
Other Items		
Contract Cleaning – Additional Buildings	19,707	20,003
CID Computers and Communications Equipment	0	7,829
Rural Post Office Scheme	45,000	46,136
Total Expenditure	2,630,000	2,630,000

Best Value Accounting Code of Practice Budget 2007/08

Budget 2007/08	£'000
Reducing Crime	3,098
Investigating Crime	40,360
Promoting Public Safety	26,038
Assistance to the Public	16,626
National Police Services Undertaken locally	18
Corporate Management	970
	87,110
 <u>Below the Line Items</u>	
AMRA	-1,348
Investment Receipts	-787
Net Operating Expenditure	84,975
 Appropriations	
Provisions for External Debt	-1,720
Provision to Capital Financing	842
Contributions from Earmarked Reserves	-460
Amount to be met from Govt. Grants and Local Taxation	83,636

Neighbourhood Policing

Over the next 12 months, the effective rollout of Neighbourhood Policing is regarded as one of the key priorities for the Force. The aim of the initiative is to establish visible, accessible and identifiable teams of officers and other staff to your local area to enhance reassurance and reduce levels of low level crime and anti-social behaviour that have a disproportionate effect on people's quality of life.

Initially, the Government made a commitment to fund 24,000 Police Community Support Officers (PCSOs) across England and Wales by April 2008 in support of this objective. This would have resulted in an allocation to our Force of some 157 officers.

However, this overall target has been scaled back to 16,000 and allocations of PCSOs to all forces have been affected. Initially, it was feared that Dyfed-Powys Police would only receive central funding for 62 PCSOs, but following successful lobbying from senior officers and Authority members, this figure was increased to 74. These will be rolled out to our four BCUs by April 2008 as follows:

Carmarthenshire – 29
Pembrokeshire – 20

Ceredigion – 9
Powys – 16

In an effort to increase the number of PCSOs available and by doing so widen the coverage of Neighbourhood Teams, the Authority has set aside matched funding that our four BCUs can access. BCU Commanders are proactively seeking funding from town and community councils and other private and public sector agencies, which can then be 'matched' from the central pot for a period of three years, ensuring some sustainability for the project.

Neighbourhood Policing within Dyfed-Powys Police is at its most advanced in terms of deployment in Carmarthenshire, which has acted as our 'Pathfinder BCU', although all other BCU Commanders are committed to identifying and fully deploying their own available neighbourhood resources during 2007. A recently conducted evaluation of Neighbourhood Policing within Carmarthenshire produced some extremely encouraging results, which suggested that local teams are beginning to have a key impact within their communities. This study incorporated crime and anti-social behaviour data, views expressed by councillors in a survey and the views of members of the Carmarthenshire Citizens Panels.

The structures to support Neighbourhood Policing are now becoming embedded within the day to day business of our BCUs and physical resources are being developed to support this. A number of community bases are in existence, where officers and PCSOs meet with local people and provide a point of contact for them and further provisions have been made within the budget for 2007/08 for additional vehicles, including four mobile police offices.

Ensuring that local officers are visible within local communities is routinely seen as one of the key priorities for the Force by members of the public when we ask for their views. Neighbourhood Policing provides a structured means of achieving just that and both the Force and Authority are fully committed to it.

Human Resources Plan

This costed plan represents a ‘snapshot’ of the distribution of police officers and support staff across the Force as of January 31st 2007. The plan also outlines staffing costs incurred in each of our four BCUs and at Force Headquarters.

During the course of 2006/07, the Force maintained police officers numbers in relation to Crime Fighting Fund although the rules in relation to this were relaxed by the Home Secretary at the end of 2006. The Force has progressed the recruitment of PCSOs in line with Government funding and will have 62 in post by March 31st 2007. These key staff members support regular officers in their duties and are central to the effective rollout of Neighbourhood Policing Teams across the Force between now and March 2008. A detailed deployment plan for these officers has been sanctioned by the Assistant Chief Constable.

The Force is also committed to increasing the number of members of police staff, often filling posts currently held by police officers so that they can be released for operational duties. The number of police officers working within Headquarters has now been reduced to a bare minimum in line with front line policing requirements and the need to enhance efficiency, whilst not compromising operational effectiveness.

	2005/06	2006/07 (Jan)	% Change
Total Officers (FTE)	1175.9	1179	0.3%
Police Staff (FTE)	628.8	686.9	9.2%

Furthermore, the Force is committed to mainstreaming diversity through all its activities and as such has strategies in place to increase the recruitment and progression of female police officers and staff and all staff from a black minority ethnic background. Progress in this important area over the past 12 months is outlined below.

2005/06	Total Officers	Black Minority Ethnic	Total Police Staff	Black Minority Ethnic
Male	935.6	6	245.3	1
Female	240.3	0	383.5	1
Total	1175.9	6	628.8	2

2006/07 (Dec)	Total Officers	Black Minority Ethnic*	Total Police Staff	Black Minority Ethnic*
Male	931.5	9	287.5	1
Female	262.9	0	399.4	1
Total	1194.4	9	686.9	2

*This figure excludes one officer currently seconded to an external organisation.

The actual staffing costs (police and civilian) for Headquarters and our four BCUs are highlighted below:

Headquarters

Police Officers	£ 13,906,000
Police Staff	£ 13,291,000
Total	£ 27,197,000
% of Pay Budget	33.94%

Carmarthenshire

Police Officers	£ 15,458,000
Police Staff	£ 2,485,000
Total	£ 17,943,000
% of Pay Budget	22.39%

Ceredigion

Police Officers	£ 6,977,000
Police Staff	£ 1,167,000
Total	£ 8,144,000
% of Pay Budget	10.16%

Pembrokeshire

Police Officers	£ 11,031,000
Police Staff	£ 1,772,000
Total	£ 12,803,000
% of Pay Budget	15.98%

Powys

Police Officers	£ 12,036,000
Police Staff	£ 1,771,000
Total	£ 13,807,000
% of Pay Budget	17.23%

Total Police Officers	£ 59,408,000
Total Police Staff	£ 20,729,000
Total Cost	£ 80,137,000

The figures quoted exclude overtime but include pensions recharge for Police Officers. Percentage figures will not tally to exactly 100% due to rounding.

Learning and Development Plan

The intention of Dyfed-Powys Police is to provide a citizen focused service and, working with our partners, deliver to our diverse communities the best possible service that meets their needs, within the resources that are available to us.

The purpose of the Force Learning and Development Plan is to provide a framework for the delivery of learning and continued professional development activities in Dyfed-Powys Police during 2007/08.

The key strategic aim is to provide staff with the opportunity to gain levels of knowledge, understanding, skill, attitudes and behaviours so that they are able to develop personally and professionally. This will enable them to perform their duties efficiently, effectively and with equity, whilst delivering the policing priorities outlined earlier in this plan in a manner which meets the needs of our diverse communities.

The Learning and Development Plan for 2007/2008 has been developed through extensive consultation with staff and key stakeholders within the Force as well as with partners outside the organisation. The plan will be monitored throughout the year with the Force Training Prioritisation group being the main forum to assess ongoing progress and development.

The main drivers for the plan are the operational needs of the Force, and citizen focused service delivery at all levels. These include:

- the needs of new staff, promotions, transfers and job changes
- corporate projects including changes in policies, procedures and new technologies
- external influences including national reforms and priorities as well as new legislation
- continuous professional development for all staff at all levels within the organisation
- a focus on improving performance to meet the needs of the communities that we serve

There is an ongoing need for training and development in all areas of our business, however 2007/2008 will focus heavily on the following areas:

- the roll out of Phase 3 Diversity training to all staff within the organisation
- emphasis on Health and Safety training for all supervisors and identified staff
- building upon and developing our training within the IPLDP programme
- the delivery of PIP (Professionalising the Investigation Programme) to new and existing officers
- the development and implementation of the Neighbourhood Policing training programme
- further development and implementation of leadership training through the Core Leadership Development Programme (CLDP)

As well as these key themes for the year, we will be responding to other organisational and individual training needs through the delivery of core training that will include:

- Public Order, CBRN and Search Training
- Family Liaison, House to House and IT training
- Driver Training, Officer Safety and First Aid Training etc.

Dyfed-Powys Police is proud to have been identified as a “Learning Organisation” and the effective training and development of all our staff is central to further improving the performance of the Force.

Achievement of the “Investors in People” Standard, recognising the Force as an organisation that is continuously improving performance through effective management and development of staff, along with ongoing Charter Mark accreditation, are just two externally verified examples of the high standards that the Force seeks to set and maintain.

Equality, Race and Diversity Issues

Throughout 2006/07, the Force has taken significant actions in relation equality to race and diversity issues through the progression of its Dignity programme. Some of the issues tackled initiatives progressed to make our workforce more representative of the communities we serve are outlined in the table below.

Equality, Race and Diversity Issues

Age

- Legislation outlawing discrimination on grounds of age came into effect on the 1st October, 2006.
- The Force has an age action plan, which includes removing any age discriminatory practices in recruitment and selection and introducing policies to allow the retention of police staff past normal retirement age.

Disability

- The Force published its Disability Equality Scheme in December, 2006 with an action plan to improve employment opportunities and service delivery.
- An ‘ability’ support staff network was set up with South Wales Police in July, 2006.
- The Force has signed up to the Disability Standard of the Employers’ Forum on Disability to benchmark its Disability Equality Scheme and action plan.

Gender

- The Force is commencing work on Gender Agenda 2 and the Gender Equality Duty,

which is due to be published in April, 2007.

Race

- The number of black and minority ethnic staff within the Force has increased since 2005/06 from 7 to 9 for police officers with an additional 2 Police Community Support Officers and 1 special constable.

Religion and Belief

- The Force has recognised the multi-cultural nature of the area served and has subsequently agreed and published a policy allowing staff personal choice in the way that they celebrate religious festivals.

Sexual Orientation

- The Force public sex location policy has been rewritten.
- The Force Lesbian Gay Bisexual and Transgender (LGBT) group meets quarterly and raises any issues of concern with senior officers on Division. The Force continues to actively engage with LGBT communities with regard to the development and implementation of operational policy.

Welsh Language

- The Force has recruited a Welsh Language Advisor.
- The Welsh Language Scheme has been written and approved by the Welsh Language Board.
- A training CD has been created as a free learning resource and a range of Welsh Language courses are being run in-house.

Hate Crime

- A Hate Crime Community Liaison Officer has been appointed to advise on and provide community links covering all of the Diversity strands outlined above.
- The Force has taken active steps to enhance its support to victims of hate crime throughout the Dyfed-Powys area with the establishment of Hate Crime support Officers, who work in partnership with groups such as Victim Support to provide enhanced levels of service to some of the most vulnerable victims within our society.

Rural Policing

Dyfed-Powys Police is one of a number of forces across England and Wales still receiving resources under the Rural Response Initiative, to develop police services in the most rural areas of England and Wales. First introduced in 2000 to run through to 2003, the funding has been extended for a further 12 months with the Force receiving £2.63 million, an identical sum to that in 2006/07. It must be emphasised that this grant has not been increased in line with inflation for a number of years, so in reality the amount allocated has reduced. An explanation of how the funding was used during 2006/07 is outlined below along with the Authority's spending plans for the coming year. There is also a brief description of how this funding has contributed to improving performance in the most rural areas of Dyfed-Powys.

2006/2007

During 2006/07, the Authority set aside £1.1 million as an additional contribution to a variety of Force projects aimed at developing the Force infrastructure. This includes work at rural police stations to ensure that they are better equipped to serve local communities whilst ensuring that they are DDA compliant.

Some £434,000 was utilised last year to continue funding police staff operating the now fully operational Force Communications Centre, which now takes all non-emergency calls from around the Force through the single non-emergency number, 0845 330 2000. This move has significantly reduced call abandonment rates and ensured that the Force was well positioned to meet National Call Handling Standards and the National Quality of Service Commitment.

The vast majority of remaining funding available last year was utilised to meet the staffing costs arising from the recruitment of staff during 2001/02, including 20 additional officers, four dog handlers and 8 civilian firearms inquiry officers. These roles were filled specifically to provide greater visible presence within our rural communities or to release police officer time to do just that.

Other posts, created in 2001/02 that required continued funding were the additional Chief Inspector for our Ceredigion BCU, police staff within the Aberystwyth control room (releasing three Constables for operational duties) and additional posts within the Administration of Justice department to deliver continued improvement across the breadth of criminal justice activities.

Performance

The main purpose of Rural Response funding is to reduce crime and the fear of crime in sparsely populated, rural areas. It is encouraging to note from the most recent British Crime Survey figures available (September 2006 2005), that fear of crime in relation to the risk of personal crime at 3% was lower than the MSF average of 5% and significantly down on the 8% recorded a year earlier. Perceived risk of household crime at 11% was

also lower than the MSF average of 15.6%. The proportion of people thinking that police in the area do a good job, also measured through the BCS, was almost 3% above the average for similar forces.

Activity Analysis data indicates 63.3% of our officers' time is currently spent on frontline duties, a figure which compares favourably with other forces. The Authority has agreed a detailed action plan through to 2008, which aims to increase this proportion to 68.7%, enhancing efficiency and effectiveness.

However, a large proportion of the Rural Response funding available to the Force was aimed at improving call handling as this is where the majority of people contact the Force for the first time. It is vital that we get things right in this area and user satisfaction survey results would suggest that consistent improvements are being made. The Force Communications Centre houses the Force's centralised telephone Crime Recording Bureau and takes all emergency and non-emergency calls from the public.

The funding available through the Rural Response Initiative, whilst limited, is vital in maintaining the strong overall performance that the Force is able to achieve in areas ranging from crime reduction and detection, to public satisfaction.

2007/2008

Just over a third of the funding for 2007/08 (£0.84 million) has been specifically allocated to further enhance the infrastructure of the Force. The Force and Authority remain committed to enhancing working conditions for staff across the Force and developing the facilities available to the public to provide a more customer focused service. This work will also form part of the important programme of work ensuring that our estate is compliant with Disability Discrimination Act requirements.

The Force has completed the rollout of the national police communication system (Airwave), which is now operational across the Force area. This system has improved communications for officers and in the coming year, a pilot project will be initiated to provide officers with access to mobile data, further enhancing their efficiency and effectiveness at the scene of a crime or incident.

The cost of providing medical services within our designated custody suites has increased markedly and as a result an additional £210,000 has been allocated from the Rural Response Initiative for this purpose. Ensuring that detainees are dealt with in the safest possible manner is a key responsibility for our officers, so ensuring that they have quick access to professional medical practitioners is vital.

Nearly £450,000 has been set aside to meet the ongoing revenue costs of staffing our Communications Centre. This facility will be pivotal in ensuring that the Force complies with national requirements whilst providing a first point of contact to telephone callers that is efficient, professional and courteous.

The remainder of the monies available during 2007/08 will continue to fund the extra posts established in 2001/02 following the introduction of this funding. These include civilian firearms licensing officers, additional Constables and extra staff for the Administration of Justice Department. It must be stressed, however, that without being uplifted to reflect inflation, this funding stream essentially reduces, placing additional pressures on other areas of the Force budget.

The other major initiative that the Authority is committed to continuing and extending is the joint project with the Post Office to provide limited police services at 11 rural post offices across Powys, Ceredigion and now Pembrokeshire. Just over £46,000 has been set aside to continue the provision of local services at these Post Offices, which also act as a key point of contact for officers in the local community.

Performance

Force wide use of the single non-emergency number, with all calls being taken through the Force Communications Centre, is now firmly embedded within Force business processes. This has led directly to marked service improvements in terms of the volume of calls handled, a suppressed demand that the Force was previously unable to meet and the quality of the response on offer. Call abandonment rates remains well below performance targets and the time taken by agents to take calls is extremely low. The business benefits of building the centre are now clear and will continue to become evident throughout 2007/08. Data gathered through activity analysis is now more comprehensive than ever and, when used to cost the services that we deliver, provides the most comprehensive financial management information that the Force and authority have ever had access to. The use of Rural Response Initiative funding must be viewed alongside the ongoing development of Neighbourhood Policing within the Force, which through 2007/08 will see all communities within the Dyfed-Powys area being covered by a nominated Neighbourhood Team. This style of policing is just what the public demand when we ask them for their views on policing priorities and will help to strengthen further the confidence that the service enjoys in our communities.

Accessibility

One of the most significant challenges facing the Force and Authority is delivering an accessible service to the public in the Dyfed-Powys area. Covering an area that makes up two thirds of the landmass of Wales, means that we are constantly looking for innovative ways to make our services easier for you to use. This has partially been achieved through the opening of additional police stations and offices in some of the many rural communities served by our Force, along with other ways of improving our accessibility. The developments and initiatives finalised during the 2006/07 financial year are highlighted along with those due for completion during the coming 12 months.

Communications Centre – The Authority ring fenced funding from the Rural Response Initiative over a number of years to develop the Communications Centre at Force Headquarters. This is now fully operational, having been formally opened by the Duke of

Gloucester in 2006. The building is also occupied by the Wales Ambulance Service and Mid and West Wales Fire and Rescue Service, securing an overall efficiency saving in terms of public sector spending.

The Centre receives all non-emergency calls (between 7am and midnight) from around the Force utilising the Single Non-Emergency number (0845) 3302000. The service has also been enhanced so that members of the public can speak directly to a Neighbourhood Policing Officer or PCSO who they are dealing with in relation to a specific issue, providing improved accessibility to named contacts in the local community.

Sexual Assault Referral Centre – A sexual assault referral centre (SARC) is due to open in Carmarthenshire during the summer of 2007. The Sexual Assault Referral Centre is a one stop location, set up and managed by partners from health, social services and police to provide support to victims of rape and sexual assault. The SARC is available for men, women and children and affords an opportunity for victims to receive counselling and when applicable provide witness accounts and receive a forensic medical examination within a supportive, victim focused environment. The centre, funded by Home Office, Welsh Assembly Government and Multi-Agency Partners is a significant step forward in providing support to victims of rape and sexual abuse within the South West Wales Region.

Brecon – The new Brecon station is now fully occupied, the building being shared by the Welsh Assembly Government, Probation Service and Brecon Beacons National Park Authority, as well as the All Wales Project Team looking at collaborative activity between the four Welsh forces. The old station has recently been sold and the proceeds will be utilised to further develop access to Force services.

Llwynhendy – A new station has been developed within Llwynhendy to provide more appropriate accommodation for officers serving the area and better access for people in the community.

Community Bases - In support of Neighbourhood Policing, the Force has sought to identify community bases where local officers and PCSOs can be based and local people can call in. Most recently bases have been set up at Ysgol y Bedol in Garnant and Burry Port Infants School and these have proved to be highly popular.

Disability Discrimination Act – Many of the stations and offices around the Force were built many years ago and will require investment to bring them up to the standards required under the Disability Discrimination Act. Work has been undertaken at 20 public reception areas around the Force, with the remainder being programmed over the next four years at a cost of £800,000.

Internet Redesign – Improving accessibility is not just about improvements to physical premises. More and more people are now accessing public services on-line so in response to this, the Force engaged a Web Communications Officer late in 2006. She is

redesigning the Force website to make it more accessible and this will be formally re-launched in June 2007.

New Developments in 2007/08

Newtown Custody Facilities – Plans have been approved by the Police Authority to extend and update custody facilities at the Newtown Police Station site. This work will significantly improve the way in which custody facilities are provided in the north of the Powys BCU and assist in meeting the requirements of the Safer Detention guidelines.

Cardigan Police Station – It has been recognised for some time that the current station in the centre of the town is no longer fit for purpose and efforts have been ongoing for some time to identify an alternative site. A potential location has now been found on the edge of the town and the Authority hopes to complete purchase during 2007, with the development of a new station for the town being planned some time after that.

HQ Reception Area – Improvements are badly needed to the reception area at the Force Headquarters in Llangunmor to deal with people making inquiries and to cater for the increasing number of visitors to the Force. The whole reception area has been redesigned to make more effective use of the space currently available.

Helicopter Relocation – Efforts continue to identify an appropriate site for the Helicopter Support Unit, currently based at Force Headquarters. One potential site has been identified and work is now ongoing to assess whether the move is feasible within the funding currently available.

Public Protection Units – Work has commenced to develop properties in Cross Hands (a former police house) and Llandrindod Wells (a terraced property) into facilities for Public Protection Unit officers. This underlines the Force and Authority's commitment to this important area and will further strengthen the provisions that have been made to support some of the most vulnerable victims of crime in society.

Visibility and Reassurance

Whilst aiming to ensure that services are accessible as possible, the Force and Authority are always looking for ways in which our officers be more visible and provide a greater reassuring presence. Amongst the key initiatives in this respect are the following.

- **Police Community Support Officers (PCSOs)** – Within the coming year, the Force will have appointed 74 centrally funded Police Community Support Officers across our four BCUs. The actual allocations are outlined in the neighbourhood Policing section of this plan, but efforts are ongoing to identify funding from other partners which can be matched by the Force to fund more PCSOs and in doing so enhance levels of visible patrol in our communities
- **Custody Detention Officers** – The Force has maintained funding for the 15 additional Custody Detention Officers across the Force initially funded as a one-

- year Home Office grant. These police staff members undertake roles previously performed within custody suites by regular officers. This releases officers previously engaged in custody duties to more pressing front line issues, duly increasing visibility and reassurance.
- Mobile Police Offices – In support of Neighbourhood Policing, four new mobile police offices (two for Carmarthenshire and two for Powys) have been bought, supplementing the two already in place in Ceredigion. These vehicles are extremely useful in providing a visible presence in small communities where a permanent police office cannot be justified and are particularly valuable during the summer period. The mobile offices have been supplemented by a number of additional vehicles bought specifically for Neighbourhood Policing Teams.
 - Special Constables and Volunteers – Through continued proactive work by the Human resources department, the Force has secured a further increase in the number of Special Constables available to support the activities of regular officers. There are now some 200 officers available across the Force, an additional resource supporting the rollout of visible and effective Neighbourhood Policing.
 - Post Offices Initiative – The Force and Authority have agreed to continue and extend the collaborative arrangement with the Post Office, providing a limited range of police services at 11 rural post offices in Powys, Ceredigion and latterly Newport in Pembrokeshire. The scheme has improved access in some of our most rural areas offering mutual benefits for both organisations involved. The services being delivered include the ability to report minor crime, produce driving documents and obtain information on policing services.
 - Community Bases – In support of Neighbourhood Policing, a number of Community Bases have been established in the Force, the most recent being Ysgol y Bedol in Garnant and Burry Port Junior School. These premises provide direct links with the local communities in these areas and a chance to meet and discuss issues with members of the local neighbourhood teams
 - Mobile Data – From June 2007, two vehicles in each division will be equipped with tablet computers allowing officers to access key Force and national systems direct from the vehicles. This project will enhance efficiency, reduce levels of bureaucracy for officers and ensure that they maximise the amount of time spent on visible duties. Pending the success of this initiative, it will be rolled out across the Force and the number of systems that can be accessed will gradually increase.
 - Customer Service Unit – Our Powys BCU is currently piloting a Customer Service Unit, whereby low levels crimes and incidents are dealt with directly on the telephone by experienced officers, calls having been directed to them from the Force Communications Centre. Initial evaluation of this project suggests that up to a third of officers' time is being released which is being directed to dealing with more serious crimes and complaints and Neighbourhood Policing duties.

A Community Safety Accreditation Scheme (CSAS) was introduced with the Vehicle Operator Services Agency (VOSA) last year and efforts are ongoing to engage with the four local authorities in the Force area. Significant progress has been made in this respect

with Carmarthenshire County Council and it is hoped that a formal CSAS can be established during 2007.

Efficiency Plan

Since 1999, all forces in England and Wales have had to secure annual efficiency gains as a proportion of their annual budget. Since April 2005, this requirement has been strengthened and must equate to a minimum of 3% of the Force's annual net revenue expenditure and at least half of these gains must be cash releasing (that is, they are deducted from the base budget). Indications are that Home Office will seek to make all 3% cash releasing gains in the near future.

During the coming 12 months, the target for the Force will be to secure gains of £2.6 million, £1.3 million of which must be cashable gains. Among the main areas targeted for efficiency savings during 2007/08 are:

- Civilianisation of officer posts in the Air support Unit
- Civilianisation of Inspector posts in the HR function
- Civilianisation of the Physical Training Instructor post and a Divisional Support Unit Constable post
- Civilianisation of Information Security Officer post
- Reduction in rank of Inspector to Sergeant in the Force Audit and Review Team
- Savings in energy and procurement costs
- Reduction in insurance budgets

The Force submits detailed returns to Her Majesty's Inspectorate of Constabulary outlining progress against the plan and gains achieved, allowing monitoring and scrutiny of the Force position after 6 months of the financial year, 9 months of the financial year and at year end. The position is also kept closely under review by the Efficiency and Planning Group.

Best Value

As part of its drive to refocus public services and ensure value for money, the Government introduced a legal duty of Best Value on Police Authorities through the 1999 Local Government Act. The aim was to deliver continuous improvement in everything we do, by rigorously reviewing all the services we provide.

This legislation placed a number of legal obligations on the Police Authority, stipulating how reviews must be conducted and measurable improvements in service achieved. Force progress is assessed by the Audit Commission in Wales and Her Majesty's Inspectorate of Constabulary. The requirements of the Best Value regime are incorporated within this Plan, which is closely linked to the corporate strategy 'Building on Strong Foundations.'

The Best Value framework for Police Authorities continues to change and this year is no exception with the Police and Justice Act 2006 presenting amendments to the Local Government Act 1999, disapplying certain Best Value requirements. To that end the Police Authority have agreed a way forward outlined below under 'Future Review Activity'.

The following summarises activity Best Value undertaken in 2006/07 identifying results of reviews completed/ reported during the year. It also highlights the key outcomes from these reviews and the plan of action for delivering improvements.

The 'Year Six' Schedule

During 2006/07 the Best Value process was advanced further and an additional review was completed and subsequently passed for implementation. The review of Roads Policing was a major piece of work and encompassed a number of issues raised in previous Best Value Reviews (such as Collision Investigation).

Roads Policing

Roads Policing activity within Dyfed-Powys Police is delivered primarily under a devolved management structure, allowing Commanders at Basic Command Unit level freedom to manage and deploy resources as appropriate. In addition, Force Headquarters provides a minimal supporting and co-ordinating role.

Under the terms of the Police Reform Act 2002, the Government is required to produce a National Policing Plan (NPP) in which it sets out key strategic priorities for the police service over a rolling three-year period. In the NPP 2005-2008, tackling road crime was identified as part of the key priority of 'Reducing people's concerns about anti-social behaviour', while within the NPP 2006-2009, use of ANPR and implementation of the ACPO/DfT Roads Policing Strategy feature under the key priority of tackling serious and organised crime.

Key Findings:

In total there were 22 high-level 'Areas for Improvement' presented with some 83 smaller actionable 'Improvement Controls'. The following represent the key findings of the Roads Policing Best Value Review.

- Dyfed-Powys Police should primarily continue to deliver roads policing as a devolved function, with dedicated and proactive Roads Policing Units to be established within Carmarthenshire, Ceredigion and Powys (Pembrokeshire already has such a unit);
- The Force should define the role it requires Roads Policing Officers to fulfil and update the role profile accordingly;
- That consideration should be given to the production of effective and corporate standards for tasking and deploying Roads Policing Officers;
- That the Force should determine how it can better provide analytical support to provide up-to-date and in-depth Road Traffic Collision profiling across the Force area;
- That the Force should develop a suite of corporate performance measures which will reflect the performance of a) Central Force RPU and b) BCU RPUs;
- That Roads Policing Officers within the Force should be encouraged to use the full range of powers available to them with regards to tackling ASB on the roads;
- That the Force should build upon links and joint working practices already established with partner agencies; and

- That the Force should actively gather the views of the public of Dyfed and Powys in relation to the delivery of such views in the development of future Roads Policing strategies.

Final consideration of the review has been deferred pending further consideration of an all Wales approach.

Implementation & Evaluation

Review progress and findings are reported to the individual or body commissioning the work, along with the Chief Officer Group and the Police Authority Performance Management and Scrutiny Committee. This approach recognises that the general duty to secure Best Value in services delivered by the Force and the duty on the Police Authority in light of the provisions of the Police and Justice Act.

Additionally, the programme of Post Implementation/ Evaluation activity for all review activity will be reported to the Performance Management and Scrutiny Committee where noticeable exceptions are apparent.

Future Review Activity

The Police and Justice Act 2006 disappplied many of the Best Value requirements placed on Authorities, although they are still required to secure best value in functions delivered by the Force. To that end from 1st April 2007 the approach to undertaking 'Reviews' within Dyfed-Powys Police changed. The following highlights the changes approved by the Dyfed-Powys Police authority:

- Future Review activity should be commissioned through the Police Authority Performance Management and Scrutiny Committee, Chief Officer Group, Corporate Strategy Board, BCU Commanders/ Heads of Department, The Force Strategic Tasking and Co-ordinating Group, the Activity Based Costing Steering Group or the Efficiency and Planning Group.
- Any work commissioned will only be accepted if it meets at least one of the following criteria and will then be prioritised on this basis:
 - It seeks to identify efficiency savings (E);
 - Its Terms of Reference suggest it will enhance operational performance (P);
 - It tests compliance or adherence to national or Force policies, standards or procedures (C);
 - It tests or enhances' public satisfaction with Force services (S).
- Review activity identified through these channels will form part of a programme delivered jointly by the resources available within the Audit and Review and Research and Development Sections of the Corporate Services department.
- Review progress and findings will be reported back to the individual or body commissioning the work, along with the Chief Officer Group and the Police Authority Performance Management and Scrutiny Committee.

This approach recognises the ongoing general duty on the Authority to secure Best Value in services delivered by the Force in light of the provisions of the Police and Justice Act.

The Role of Headquarters

Headquarters departments have a key role to play in supporting the Force’s four BCUs in delivering on priorities identified nationally and locally by the Police Authority. This ranges from operational support in terms of the provision of equipment and resources, to the delivery of timely and efficient business support (such as the personnel, IT and finance functions).

The issue of enhancing support provided to our four BCUs was discussed at a seminar for all senior Force managers held towards the end of 2007. As a direct result of this, the Force has signed up to a revised strategy, ‘Building on Strong Foundations.’ Central to this strategy has been the reorganisation of Headquarters departments within a Directorate Structure, with each Directorate being headed by a Chief Officer as shown below.

Chief Constable		
Operations Directorate	Operations Support Directorate	Corporate Management Directorate
ACC	DCC	DoF
CMRD	HR	Finance
AOJ	IS&T	Admin/Policy
Uniformed Operations	Change Management	Corporate Services
Communications	Professional Standards	Fleet/Procurement
		Legal Services
		Media & Marketing

This structure is aimed at simplifying management arrangements within the Force by providing clarity in reporting structures and ensuring that change is managed more effectively across departments. The seminar also identified three key strategic aims for the Force over the coming 12 months which are articulated in the foreword to this plan, namely:

- ❖ Delivering Neighbourhood Policing
- ❖ Enhancing our capability to provide more effective protective services
- ❖ Improving our arrangements for corporate governance

Under these three broad headings, each Directorate has been charged with taking forward some major initiatives during 2007/08 which both support the Building on Strong Foundations Strategy and will enhance the overall performance of the organisation.

Operations Directorate

Call handling to be examined and a revised strategy implemented – the Force has made significant strides in recent time in terms of call handling, notably with the advent of the Force Communications Centre. However, it is recognised that there is still work to do in this area to ensure that we adhere consistently to National Call Handling Standards and the National Quality of Service Commitment.

Call Management Pilot(s) to be conducted at the earliest opportunity – The first such pilot is already up and running within our Powys BCU. This is aimed at dealing with low levels crime and incidents via a Customer Service Unit based in Brecon. This should release officer resources to fulfil Neighbourhood Policing objectives. Should the pilot be successful, it will be extended to Ceredigion in due course.

Maximising the intelligence development and analytical capability of the service – Major progress has been made in terms of crime analysis and the way that this is utilised to task and co-ordinate resources both on BCUs and within Headquarters. Work over the next year will seek to broaden the scope of this analysis with the support of performance analysts within Headquarters.

HQ-BCU Operating Framework to be completed as soon as practicable – This work has been undertaken by two of the Force's BCU Commanders. The Protocol provides the operating framework for Divisional Commanders and Departmental Heads in relation to their roles and responsibilities ensuring an appropriate balance in corporacy and local flexibility in service delivery across all services provided by the Force. The new framework was adopted by the Force on April 23rd 2007.

Operations Support Directorate

Internal bureaucracy to be reduced (commencing with the PDR process) – The Force's on-line personal development review process has been praised by external inspection bodies, but it has been accepted that in its current form, it places a significant time burden on staff and supervisors. Efforts are currently ongoing to streamline the process without in any way undermining its effectiveness or impact.

Mobile data terminals to be rolled out at the earliest opportunity – Tablet style computers will be installed in a number of police vehicles on a pilot basis from June 2007. This will allow officers to search key Force and national systems directly, saving them time and ensuring that they can remain visible within local communities whilst doing this work. Based on the success of the pilot, mobile data will be rolled out as soon as is practicable, funding having been identified within the capital programme for this.

Analytical software to be installed as soon as possible – Analytical software such as i2 and Blue 8xd for geographical mapping are vital crime fighting tools. Their implementation at the earliest opportunity during the coming year will further enhance operational performance.

Arrangement for succession planning to be improved – Concerns have been expressed in the past regarding the Force's ability to fill posts (particularly specialised posts) when staff leave unexpectedly. Efforts will be made in liaison with HR to improve the way that potential replacements are identified and trained to ensure that there is greater continuity in the filling of roles.

CPD to become an integral part of advancement within the service – Chief Officers regard the continuous professional development of their staff as key to effective service delivery. Major commitments have been made to the Core Leadership Development Programme and the Professionalising the Investigation Programme will be key to the advancement of staff and for developing Dyfed-Powys Police's leaders of the future.

Corporate Management Directorate

A Marketing Strategy – Whilst Dyfed-Powys Police is one of the highest performing forces in the country and at the forefront of many aspects of police work, Chief Officers and the Police Authority feel that more needs to be done to make the public aware of this. The Director of Finance and Resources has convened a Marketing and Communications Group to drive this agenda and a draft strategy has been prepared for consideration and implementation.

Revised Terms of Reference for all corporate level board meetings – The Head of Corporate Services has been charged with drafting revised Terms of Reference for the Chief Officer Group, Corporate Strategy Board and Corporate Performance Review Board. These will clarify the roles of each body, ensure that key issues are tabled at the appropriate forum and improve the way in which business is conducted at the strategic level.

Revisions to ensure more seamless business processes – operating more efficiently is likely to be a key theme running through everything the Force does in the coming years, bearing in mind the projected funding likely to be available for central government. Accordingly, systematic reviews will be undertaken to identify areas where better business processes can be introduced, to help us to reduce costs where possible and improve performance.

Publication of minutes to a common standard and template – In line with revisions to the Terms of Reference for key force meetings, standard templates will be introduced to enhance consistency and ensure that actions identified and issues raised are effectively communicated across the organisation.

Performance regime for HQ departments to be refined – Whilst performance management arrangements with regard to operational matters are now well embedded within the Force, improvements are required in relation to the way that the performance of HQ departments are monitored and managed. This issue is being progressed, utilising a framework of value for money indicators identified by national audit bodies and existing performance measures.

By delivering on these commitments, Headquarters departments will significantly improve on the service that they offer to BCUs and ultimately to the public in the Dyfed-Powys area. It is important to stress, however, as the eponymous strategy document states; we are building on strong foundations. The Force has been accredited as a Charter Mark organisation since 1992 and an Investor in People since 2004. We lead the way in many IS&T developments and during 2006 achieved extremely positive baseline assessment results in the report produced independently by Her Majesty's Inspectorate. Now we have the opportunity to build on what has already been achieved and deliver a service that meets the reasonable expectations of the public alongside the challenges of policing in the 21st century.

Divisional Plans

For the past five years, the boundaries of our four divisions have been shared with the unitary authorities in the Force area, significantly enhancing our work with partners. Recently, our Powys BCU has exited an inspection by Her Majesty's Inspectorate of Constabulary, which noted the significant improvements in detection performance achieved by the division and congratulating managers on the significant service improvements that have occurred.

The process of divisional planning for 2006/07 has been predicated by four key drivers, these being:

- ❖ Priorities for all forces as outlined in the National Community Safety Plan
- ❖ Active consultation with local communities
- ❖ Local Policing Priorities set by the Authority
- ❖ Compliance with the National Intelligence Model (NIM)

Divisional Commanders have taken all these into account, ensuring that there is consistency between their Divisional Policing Plans outlined in the following pages and the NIM Control Strategies that they have prepared.

As has been the case in previous years, in a Force like Dyfed-Powys where crime levels are lower than anywhere else in England and Wales, the areas to be prioritised during 2006/07 will in many cases overlap across the four divisions. However, there are some significant local variations taking account of specific issues highlighted by consultation with the public and other assessments, including the threat from travelling criminals and criminal damage.

The main vehicle for driving crime reduction and tackling anti-social behaviour in your area continues to be the Community Safety Partnership. In fact, the Police and Justice Bill published earlier this year, would suggest that their role and significance is likely to grow in the coming years. The forums link the Commanders in our four BCUs with senior representatives from county councils, Local Health Boards, the probation service and other agencies, to tackle the issues that matter in your area and affect the quality of life experienced in our communities.

The performance of our officers in your area is therefore driven by the key action areas in the 2005-08 Community Safety Strategy, the Home Secretary's five priorities for all Force in England and Wales set out in the National Community Safety Plan and local objectives laid out in the joint Force and Authority three-year strategy as well as this document. The following pages outline the performance achieved in your area over the past 12 months, priorities set for the coming year and how the police where you live will be tackling these. The Divisional Plans also outline the resources available in your county to deal with the priorities outlined.

Carmarthenshire Divisional Plan 2007/08

During 2006/7 performance in Carmarthenshire against agreed priorities was as follows:

AUTHORITY PRIORITIES 2006/07

1. To proactively target and disrupt Class A drug supply and distribution networks across and beyond the Force area

Divisional Performance:

Between April and December 2006 the number of offenders in the BCU charged with Class A drug trafficking rose by 6 (or 28.6%), from 21 to 27. The overall Force increase was 8 offenders (or 13%).

2. To reduce levels of violent crime and seek to increase detection rates in this area

Divisional Performance:

Total violent crime in the BCU rose by 4.7% (or 108 offences) in the first 9 months of the year. Over the same period, the number of domestic violence incidents recorded rose by 60 (5.2%) and alcohol related violence was up by nearly a fifth (187 offences).

3. To proactively tackle anti-social behaviour in conjunction with partners, providing greater reassurance to the public

Divisional Performance:

Levels of anti-social behaviour in the BCU between April and October 2006 rose by just 0.6% (35 incidents). A new list of incident code lists was introduced in November in line with national requirements, so this constitutes the last comparable data that will be available for the 2006/07 financial year.

4. To support the wider national endeavour in protecting the country from terrorism and domestic extremism

Divisional Performance:

Officers from the BCU were heavily involved in Exercise Oystercatcher late in 2006 and continue to be involved in operational activity geared towards tackling terrorism and extremism.

NATIONAL PRIORITIES 2006/07

Reduce overall crime by 15% by 2007/08 and more in high crime areas

Total recorded crime in the BCU fell by 1% (83 offences) between April and December 2006. Violent crime rose by 4.7% over the same period and domestic violence incidents were up by 5%. Total drug offences increased by just under 1% over the period, but the number of offenders charged with trafficking Class A drugs was up nearly 30%. Domestic burglaries have fallen by 5.6% (15 offences) and other burglaries are down by 2.4%.

Bring more offences to justice in line with the Government's PSA

By the end of November 2006, annual data showed that the Force was 24% ahead of its target in respect of bringing offences to justice. The sanction detection rate in Carmarthenshire for the

period between April and December 2006 was 43.8%, up from 36.6% over the same period in 2005.

Provide every area in England and Wales with dedicated, visible, accessible and responsive neighbourhood policing teams; and reduce public perception on anti-social behaviour

As the pathfinder BCU for Neighbourhood Policing within Dyfed-Powys, Carmarthenshire has been at the forefront of highlighting the benefits that this approach can deliver. This model for policing is now well embedded across the BCU with numerous neighbourhood bases opened, regular contacts with key individual networks and elected representatives and regular meetings and surgeries. All neighbourhoods identified within Carmarthenshire now have allocated Neighbourhood Policing teams. According to the British Crime Survey, the proportion of residents considering that levels of anti-social behaviour are high in their area is 9.8%, below the MSF average of 11.3%.

Tackle serious and organised crime including through improved intelligence and information sharing between partners

Levels of serious and organised crime within Carmarthenshire remain extremely low. The Force continues to be actively involved in Operation Tarian, the joint initiative with South Wales and Gwent Police, which specifically targets serious and organised criminality. Divisional resources have been supplemented by support from Tarian staff where a need has been identified and from Force Headquarters through the formal tasking and co-ordinating process.

Protect the country from both terrorism and domestic extremism

Staff from across the BCU have and will continue to play their part in supporting the wider national objective of countering terrorism and domestic extremism. One of the key issues for the BCU has been the ongoing construction of the LNG pipeline and ad hoc protests against this.

DIVISIONAL PRIORITIES 2006/07

Anti-Social Behaviour

Across the BCU, the number incidents of anti-social behaviour recorded between April and October 2006 was up by 0.6% (35 incidents). This represents the finalised data for the financial year as recording systems have been amended to reflect national requirements.

Burglary

Between April and December 2006, domestic burglaries fell by 5.6% (or 15 offences) across the BCU. The sanction detection rate for these offences was 46%, well above the Force average of 33.7%. Other burglary was down 2.4%, with a sanction detection rate of 22.3% (Force average 21.5%)

Class A Drug Trafficking

The number of offenders charged with Class A trafficking was up 28.6% (6 offences) in the first nine months of the year. This level of increase was higher than the Force average that stood at 13.3%.

Auto Crime/Thefts from Unmanned Vehicles

Up to the end of December 2006, there were 572 vehicle crimes recorded in Carmarthenshire, a reduction of 46 or 7.4%. The sanction detection rate for these offences at 17.3% is marginally below the Force average.

Alcohol Related and Domestic Violence

Offences of alcohol related violence were up by 18% or 87 offences in the first nine months of the financial year. In the same period, there were 5.2% (60) more domestic violence incidents recorded.

Roads Policing

The number of serious and fatal road traffic collisions recorded across the BCU between April and November 2006 was 64, 6 fewer than in the previous year. This level of performance, if continued, would meet the Authority's end of year target.

Divisional Priorities 2007/08

Anti-Social Behaviour

Prevention activity will encompass the use of ASBOs and ABCs, proactive work from Schools Liaison Officers and strategic partners and joint working with licensed premises across the BCU. Intelligence will be gathered to identify prolific and priority offenders, repeat victims and to identify hotspots. Efforts will also be made to highlight links to other areas of criminality and premises selling alcohol to those under age. Neighbourhood Policing will act as a key driver alongside the development of a problem profile for ASB. Enforcement work will ensure a premium service is provided for prolific and persistent offenders in custody, high visibility deployment of staff to hotspot areas and rigorous enforcement of ASBO and ABC breaches.

Burglary (incorporating commercial and domestic burglaries)

Prevention work will include the use of a property marking scheme, full utilisation of neighbourhood and farm watch schemes and effective use of all media outlets. Efforts will be made to identify networks and individuals involved in burglary, disposal points for handlers of stolen goods and identification of new or emerging trends and individuals or groups involved. A problem profile of the stolen property market will be completed and intelligence gleaned from convicted burglars will be maximised. To promote better enforcement, officers will consider taking offences into consideration (TIC) in every investigation and SOCO will attend all burglary offences.

Class A Drug Trafficking

Prevention activities will include liaison with key partners, use of drug referral schemes and drug treatment and testing orders, proactive use of the schools liaison programme and effective use of the media. Intelligence will be gathered to establish market profiles and availability and price of drugs, identify supply routes and distribution networks, gain details of recidivist addicts committing priority crimes and highlight high impact offenders scheduled for release from prison. A network analysis of Class A drug suppliers will be maintained and chemist inspection data will be utilised. Prolific and persistent offenders will be target through rigorous enforcement and use of the Proceeds of Crime Act. Resources for Class A supply operations will be prioritised through the Tasking and Co-ordination Group and Stop and Search powers will be widely, but proportionately, used. Up to date and actionable intelligence will be tasked to officers appropriately at briefings.

Violent Crime – Domestic, Sexual and Alcohol Related Violence

Prevention activities will include referral of persons into MAPPA, development of strategies to reduce repeat incidents, work with partners and more effective use of the media. Intelligence will focus on identifying prolific and persistent offenders, drawing links between alcohol and domestic violence, highlighting repeat victims and offenders, identification of potential offenders and victims and highlighting of alcohol related violence hotspots. Enforcement will lead to early identification of and action relating to repeat domestic violence incidents, introduction of the risk matrix, targeting of multiple repeat incidents and proactive policing of domestic violence incidents. The

BCU will also initiative operations aimed at combating and reducing levels of alcohol related violence.

Carmarthenshire Divisional Expenditure 2007/08 (£000's)

Police Officers	£14,961,469
Police Staff	£ 2,420,490
Overtime	£ 509,056
Transport	£ 223,872
Premises Expenses	£ 129,844
Other Costs	£ 459,846

Total Budget £18,704,577

Staffing

Staffing levels as of April 1st 2007 are:

Chief Superintendent	1
Superintendent	1
Chief Inspectors	2
Inspectors	15
Sergeants	56
Constables	279
Police Staff	76
Police Community Support Officers	32
Special Constables	56
Volunteers	58
Total	576

Chief Supt. Keith Jones
Divisional Commander

Ceredigion Divisional Plan 2007/08

During 2006/07, performance in Ceredigion against agreed priorities was as follows:

AUTHORITY PRIORITIES 2006/07

1. To proactively target and disrupt Class A drug supply and distribution networks across and beyond the Force area

Divisional Performance:

Between April and December 2006 the number of offenders in the BCU charged with Class A drug trafficking rose by 6 (or 66.7%), from 9 to 15. The overall Force increase was 8 offenders (or 13%).

2. To reduce levels of violent crime and seek to increase detection rates in this area

Divisional Performance:

Total violent crime in the BCU rose by 6.5% (or 54 offences) in the first 9 months of the year. Over the same period, the number of domestic violence incidents recorded fell by 39 (13.5%) and alcohol related violence was up by nearly a fifth (77 offences).

3. To proactively tackle anti-social behaviour in conjunction with partners, providing greater reassurance to the public

Divisional Performance:

Levels of anti-social behaviour in the BCU between April and October 2006 fell by just 6% (131 incidents). A new list of incident code lists was introduced in November in line with national requirements, so this constitutes the last comparable data that will be available for the 2006/07 financial year.

4. To support the wider national endeavour in protecting the country from terrorism and domestic extremism

Divisional Performance:

Officers from the BCU were heavily involved in Exercise Oystercatcher late in 2006 and continue to be involved in operational activity geared towards tackling terrorism and extremism.

NATIONAL PRIORITIES 2006/07

Reduce overall crime by 15% by 2007/08 and more in high crime areas

Total recorded crime in the BCU rose by 4.3% (142 offences) between April and December 2006. Violent crime rose by 6.5% over the same period, but domestic violence incidents were down by 13.5%. Total drug offences increased by just under 4% over the period, but the number of offenders charged with trafficking Class A drugs was up nearly 67%. Domestic burglaries have increased by 11.6% (8 offences) and other burglaries are up by 28.3% (28 offences).

Bring more offences to justice in line with the Government's PSA

By the end of November 2006, annual data showed that the Force was 24% ahead of its target in respect of bringing offences to justice. The sanction detection rate in Ceredigion for the period between April and December 2006 was 44.9%, up from 40.7% over the same period in 2005.

Provide every area in England and Wales with dedicated, visible, accessible and responsive neighbourhood policing teams; and reduce public perception of anti-social behaviour

Neighbourhood Teams have been identified in all areas of the BCU and have been rolled out in line with the Force deployment plan. The BCU will have 9 PCSOs operating across the county in support of the Neighbourhood Teams and significant progress has been made in developing networks with key groups in local communities to identify local issues and take action jointly to resolve these. According to the British Crime Survey, the proportion of residents considering that levels of anti-social behaviour are high in their area is 9.8%, below the MSF average of 11.3%.

Tackle serious and organised crime including through improved intelligence and information sharing between partners

Levels of serious and organised crime within Ceredigion remain extremely low. The Force continues to be actively involved in Operation Tarian, the joint initiative with South Wales and Gwent Police, which specifically targets serious and organised criminality. Divisional resources have been supplemented by support from Tarian staff where a need has been identified and from Force Headquarters through the formal tasking and co-ordinating process.

Protect the country from both terrorism and domestic extremism

Staff from across the BCU have and will continue to play their part in supporting the wider national objective of countering terrorism and domestic extremism. Divisional staff within Neighbourhood Teams will work closely to generate community based intelligence to highlight any potential issues that might exist.

DIVISIONAL PRIORITIES 2006/07

Class A Drugs

Between April and December 2006, the number of offenders charged with Class A drug trafficking in the BCU rose from 9 to 15 (66.7%).

Burglary

There were 11.6% more domestic burglaries in Ceredigion in the first nine months of the financial year, with a sanction detection rate of 22.1% for such offences, down slightly from the same period last year. There has also been an increase in other burglaries (28.3% or 28 offences), although the sanction detection rate (27.6%) was the highest in the Force.

Violent Crime

Total violent crime offences rose by 6.5% or 54 offences in the first nine months of the year, with a sanction detection rate of 52.5%. Alcohol related violence rose by 19.3% (or 77 offences) in the same period

Anti-Social Behaviour and Criminal Damage

Between April and December 2006, there were 2,043 reported incidents of anti-social behaviour in Ceredigion, the 6% reduction being the only fall recorded across the Force area. Over the same period there were 92 (10.6%) fewer criminal damage incidents, with almost a quarter of these being detected.

Domestic Abuse

In the first nine months of 2006/07, there were 39 (13.5%) fewer domestic violence incidents recorded in the BCU in comparison with the same period in 2005/06.

Divisional Priorities 2007/08

Drug Abuse

Intelligence will be gathered to maintain and monitor target profiles, develop intelligence to Force and regional levels through the tasking process and enhance cross border conferences. Interviews in custody will also be a major source of intelligence in this area. Quarterly drug market profiles will be developed alongside a monthly network analysis to further enhance this process. Prevention work will include close liaison with strategic partners, promotion of enforcement through leaflet drops (such as Rat on a Rat and Crimestoppers), greater use of Schools Liaison Officers, utilisation of arrest referral schemes and promotion of drug referral schemes and drug treatment and testing orders. Enforcement activity will identify and eliminate drug hotspots through targeted operations to disrupt supply routes. Use of Stop and Search powers will be fully and proportionately used alongside ANPR to track offenders and enhance analytical opportunities.

Burglary

Intelligence will identify repeat victims to ensure target hardening and burglary patterns will be carefully analysed. Prolific and priority offenders will be identified and intelligence will be gleaned from convicted offenders during prison interviews. A co-ordinated response to burglary offenders will be ensured, whilst the levels and quality of intelligence gleaned will be enhanced. Prevention work will focus on problem solving approaches alongside the delivery of crime prevention and security advice to repeat victims. The media will be fully utilised alongside support for and encouragement of Neighbourhood Watch Schemes. The Bobby Van Scheme will be used in vulnerable areas and joint work will be undertaken with the Probation Service's Prolific and Priority Offender Officer to prevent re-offending. Enforcement will be underpinned by high visibility patrol to provide reassurance and act as a deterrent. A multi-agency approach will be addressed through the Community Safety Partnership's Burglary Sub-Group and known burglars will be targeted. DNA and fingerprint packages retrieved will be fast tracked and Stop and search Powers will be proportionately and appropriately used.

Violent Crime

Intelligence will be gathered to identify high risk domestic violence offenders and problem areas for domestic abuse. Problem licensed premises will be highlighted, as well as hotspot locations for violent crime. Officer awareness in relation to prolific and priority offenders in relation to violent crime will be heightened and the activities of dangerous persons will be monitored. Analysis of sexual offences will be undertaken as well as work on associations between victims and perpetrators. Prevention work will include active co-operation with partners on all areas of violent crime. The availability of support networks will be actively promoted and high visibility patrols will be targeted towards vulnerable areas. The media will be utilised to reduce fear of crime and alcohol action teams and referral schemes will be fully utilised. Work will be co-ordinated through the Community Safety Partnership Sub Group on Violent Crime and the Pub Watch Scheme will be widely promoted. Enforcement will prioritise repeat victims and offenders, while full and effective use will be made of Penalty Notices for Disorder. Licensing legislation will be firmly enforced and work will be undertaken with the Domestic Abuse forum to reduce the number of victims and increase offenders brought to justice. Prolific and priority offenders will be proactively targeted and the Behave or Be Banned (BOBB) scheme will be widely marketed.

Anti-Social Behaviour

Intelligence will identify hotspot areas, problem families and individuals and support the production of local problem profiles in support of BCU wide work. Liaison with local Beat managers will continue in response to community intelligence and any proposed marches or protests will be identified. Prolific and priority offenders will be highlighted and close liaison will be maintained with the Anti-Social Behaviour Co-ordinator to share intelligence. Prevention efforts will involve multi agency approaches to tackling this problem and positive use of the media. Work will take place with the Youth offending Team to reduce re-offending and test purchase

operations will take place with relevant partners. Community meetings will be initiated in areas where anti-social behaviour levels are perceived as high to gain local views, reassure residents and reduce fear of crime. ABCs and ASBOs will be imposed where possible and those involved in committing anti-social behaviour will be proactively targeted. CCTV systems will be used to identify incidents and aid prosecutions and liaison will take place with partners around using non-crime legislation to resolve certain issues (e.g. tenancy agreements).

Criminal Damage

Intelligence gathered will produce offenders profiles, identify prolific and priority offenders and support production of local problem profiles. The media will be used to publicise local activity and work with the Youth offending Team will seek to reduce re-offending. Schools and University Liaison Officers will highlight dangers of excess alcohol consumption and high visibility patrols will be used to promote positive action and provide reassurance. Multi-Agency enforcement work will target hotspot areas and high visibility patrols will take place in these areas. CCTV systems will assist in identifying offences and prosecuting offenders, alongside enforcement of licensing laws.

Ceredigion Divisional Expenditure 2007/08 (£000's)

Police Officers	£6,739,081
Police Staff	£1,148,054
Overtime	£ 247,401
Transport	£ 123,445
Premises Expenses	£ 66,851
Other Costs	£ 319,610
Total Budget	£8,644,442

Staffing

Staffing levels as of April 1st 2007 are:

Superintendent	1
Chief Inspector	1
Inspectors	8
Sergeants	25
Constables	123
Police Staff	38
Police Community Support Officers	3
Special Constables	27
Volunteers	8
Total	234

Supt. Arfon Jones
Divisional Commander

Pembrokeshire Divisional Plan 2007/08

During 2005/06, performance in Pembrokeshire against agreed priorities was as follows:

AUTHORITY PRIORITIES 2006/07

1. To proactively target and disrupt Class A drug supply and distribution networks across and beyond the Force area

Divisional Performance:

Between April and December 2006 the number of offenders in the BCU charged with Class A drug trafficking rose by 1 (or 5%), from 20 to 21. The overall Force increase was 8 offenders (or 13%).

2. To reduce levels of violent crime and seek to increase detection rates in this area

Divisional Performance:

Total violent crime in the BCU rose by 13.1% (or 204 offences) in the first 9 months of the year. Over the same period, the number of domestic violence incidents recorded fell by 26 (2.7%) and alcohol related violence was up by nearly a quarter (184 offences).

3. To proactively tackle anti-social behaviour in conjunction with partners, providing greater reassurance to the public

Divisional Performance:

Levels of anti-social behaviour in the BCU between April and October 2006 rose by 9.7% (442 incidents). A new list of incident code lists was introduced in November in line with national requirements, so this constitutes the last comparable data that will be available for the 2006/07 financial year.

4. To support the wider national endeavour in protecting the country from terrorism and domestic extremism

Divisional Performance:

Officers from the BCU were heavily involved in Exercise Oystercatcher late in 2006 and continue to be involved in operational activity geared towards tackling terrorism and extremism.

NATIONAL PRIORITIES 2006/07

Reduce overall crime by 15% by 2007/08 and more in high crime areas

Total recorded crime in the BCU rose by just 0.4% (26 offences) between April and December 2006. Violent crime rose by 13.1% over the same period but domestic violence incidents were down by 2.7%. Total drug offences were down significantly (34.5%) over the period, but the number of offenders charged with trafficking Class A drugs was marginally up. Domestic burglaries have increased by 6.6% (9 offences) but other burglaries are down by 4.9%.

Bring more offences to justice in line with the Government's PSA

By the end of November 2006, annual data showed that the Force was 24% ahead of its target in respect of bringing offences to justice. The sanction detection rate in Pembrokeshire for the

period between April and December 2006 was 37.7%, up slightly from 37.1% over the same period in 2005.

Provide every area in England and Wales with dedicated, visible, accessible and responsive neighbourhood policing teams; and reduce public perception of anti-social behaviour

Over the past 12 months, Neighbourhood Teams have been established within Haverfordwest and Milford Haven, supported by PCSOs. These have begun operating well and important networks have been established to jointly reduce crime and disorder. The BCU will have 20 centrally funded PCSOs in place during the course of the coming year, ensuring that Neighbourhood Teams can be rolled out across the county. According to the British Crime Survey, the proportion of residents considering that levels of anti-social behaviour are high in their area is 9.8%, below the MSF average of 11.3%.

Tackle serious and organised crime including through improved intelligence and information sharing between partners

Levels of serious and organised crime within Pembrokeshire remain extremely low. The Force continues to be actively involved in Operation Tarian, the joint initiative with South Wales and Gwent Police, which specifically targets serious and organised criminality. Divisional resources have been supplemented by support from Tarian staff where a need has been identified and from Force Headquarters through the formal tasking and co-ordinating process.

Protect the country from both terrorism and domestic extremism

Staff from across the BCU have and will continue to play their part in supporting the wider national objective of countering terrorism and domestic extremism. One of the key issues for the BCU has been the ongoing construction of the LNG terminal and associated pipeline and ad hoc protests that have accompanied this.

DIVISIONAL PRIORITIES 2006/07

Class A Drugs

In the first nine months of the financial year, the number of offenders charged with trafficking Class A drugs was up by one from 20 to 21.

Burglary Dwelling

Levels of domestic burglary rose by 6.6% (or 9 offences) in the first nine months of the year. The sanction detection rate for such offences stood at 23.3% at the end of December 2006, virtually identical to that achieved in the same period last year.

Violent Crime/Anti-Social Behaviour

Total violent crime offences rose by 13.1% between April and December 2006. The sanction detection rate in the division of 56.2% is significantly higher than at the same point last year (50.2%). Levels of anti-social behaviour were up by 9.7% or 442 incidents.

Domestic Violence

There were 26 fewer domestic violence incidents in the BCU during the first nine months of the year, a 2.7% fall.

Roads Policing

A wide ranging review of Roads Policing activity was undertaken across the Force and centralised model established within the Pembrokeshire BCU was highlighted as best practise by the Review Team. A great deal of proactive work has been undertaken within the BCU to deny criminals the use of the road and to seize vehicles from people using them inappropriately.

Divisional Priorities 2007/08

Class A Drugs

Intelligence work will identify the activities and organisation of main dealers, suppliers of Class A drugs from outside the division and Force and the supply and distribution networks that they use. Links between drug supply and other criminal activities will be established and the availability of Class A drugs in the county ascertained. Intelligence and investigative opportunities from computerised data will also be maximised. Prevention will focus on effective liaison with key partners and continued utilisation of Schools Liaison Officers. The BCU will utilise and encourage acceptance of the arrest referral scheme, maximise opportunities to engage drug action teams and Substance Misuse Action Teams and maximise publicity opportunities such as Crimestoppers and other help lines. Enforcement activity will target the most impactful suppliers and distributors of Class A drugs and ensure effective implementation of NIM through use of ANPR, the Crime Car and Stop and Search powers. Daily tasking will facilitate enforcement action and complete any intelligence gaps and the BCU will maximise the recovery of assets under the Proceeds of Crime Act.

Violent Crime/Domestic Violence

Intelligence will identify prolific and other priority offenders as well as hotspots for violent crime. Repeat offenders and victims will be identified at an early stage as will the causes of domestic violence. Problematic licensed premises will be flagged up and liaison will take place with other agencies to get information on victims whose information is not currently recorded on police systems. Prevention activity will revolve around high visibility patrols and targeted operations in hotspots locations. Multi-agency work on issues such as under age drinking and pub watch schemes will be enhanced and effective use will be made of the Behave or Be banned (BOBB) scheme. Domestic violence incidents will be closely monitored and work with partners will centre on addressing victim issues and targeting offenders. The risk assessment process for domestic violence incidents will continue to ensure early intervention and prevent repeat incidents and the media will be fully utilised to emphasise the importance of reporting such incidents. Enforcement efforts will include high visibility patrols and maximising the impact that CCTV can have. Domestic Violence officers will be fully and effectively utilised and all forensic opportunities will be taken in securing evidence. Positive action will be taken on all reported cases of domestic violence and information held by partner agencies will be identified and used appropriately.

Criminal Damage

Intelligence will be gathered on those involved in committing criminal damage offences, the type of properties most at risk from damage and offence hotspots. Prevention work will involve close partnership with relevant agencies and the early identification of any trends through the effective use of the media, CCTV, ANPR and high visibility policing. Enforcement will be addressed through targeted patrols in hotspot areas and maximising opportunities from CCTV and the use of the media. Stop checks will be increased in identified hotspot areas and a multi-agency approach to tackling criminal damage offences.

Sex Offenders and Dangerous Offenders

Intelligence will identify the lifestyles, relationships, associates and movements of these offenders, as well as places where they live and frequent. Liaison with partner agencies involved in child and adult protection will be key alongside the delivery of an achievable risk management plan. Prevention will focus on partnership liaison, whilst ensuring that officers are aware of MAPPA procedures and that they actively engage in the management of their risk. Information sharing with partners will allow risk assessment and the formulation of risk management action plans and divisional tasking meetings will make sure that officers are fully updated as to the risks posed by specific individuals. Continued management of offenders through MAPPA arrangements and the formulation of risk management plans will underpin enforcement activity. Relevant legislation in respect of ASBOs, sex offender's prevention orders and other tools will be fully utilised and officers will be kept fully apprised regarding sex offenders and dangerous

persons in their section. Proactive monitoring of stop/search forms and sightings of dangerous offenders and the gathering of timely and actionable intelligence will also be vital.

Roads Policing – Fatal and Serious Road Traffic Collisions

Intelligence will identify hotspot areas and collision sites as well as individuals driving under the influence of alcohol. Those driving illegally or without appropriate documents will be targeted as well as repeat offenders whose details are recorded on police systems. Liaison with partners to address accident causation factors and monitoring of collision cluster sites will be key to prevention activity. The media will be used to enhance driver awareness and educational inputs will be given to young people through the schools liaison programme. The BCU will continue to support the 'Bikesafe Wales' initiative. Enforcement will be targeted at speed and collision hotspots, supported by regular drink driving campaigns. The Safety Camera Partnership will be appropriately used and ANPR will be increasingly used to prosecute illegal drivers. Partnership work will continue with the Ministry of Transport, Customs and Excise, Trading Standards and others.

Pembrokeshire Divisional Expenditure 2007/08 (£000's)

Police Officers	£10,509,908
Police Staff	£ 1,756,864
Overtime	£ 407,697
Transport	£ 185,213
Premises Expenses	£ 108,751
Other Costs	£ 400,842

Total Budget £13,369,275

Staffing

Staffing levels as of April 1st 2007 are:

Chief Superintendent	1
Superintendent	1
Chief Inspectors	1
Inspectors	9
Sergeants	40
Constables	188
Police Community Support Officers	9
Police Staff	54
Special Constables	61
Volunteers	58
Total	422

**Chief Supt. Paul Amphlett BA (Hons) MSc (Econ)
Divisional Commander**

Powys Divisional Plan 2007/08

During 2006/07, performance in Powys against agreed priorities was as follows:

AUTHORITY PRIORITIES 2006/07

1. To proactively target and disrupt Class A drug supply and distribution networks across and beyond the Force area

Divisional Performance:

Between April and December 2006 the number of offenders in the BCU charged with Class A drug trafficking fell by 5 (or 50%), from 10 to 5. The overall Force picture saw an increase of 8 offenders (or 13%).

2. To reduce levels of violent crime and seek to increase detection rates in this area

Divisional Performance:

Total violent crime in the BCU fell by 15.2% (or 274 offences) in the first 9 months of the year. Over the same period, the number of domestic violence incidents recorded fell by 24 (3.9%) and alcohol related violence was down by nearly 7% (55 offences).

3. To proactively tackle anti-social behaviour in conjunction with partners, providing greater reassurance to the public

Divisional Performance:

Levels of anti-social behaviour in the BCU between April and October 2006 rose by 8.8% (303 incidents). A new list of incident code lists was introduced in November in line with national requirements, so this constitutes the last comparable data that will be available for the 2006/07 financial year.

4. To support the wider national endeavour in protecting the country from terrorism and domestic extremism

Divisional Performance:

Staff from across the BCU have and will continue to play their part in supporting the wider national objective of countering terrorism and domestic extremism. One of the key issues for the BCU has been the ongoing construction of the LNG pipeline and ad hoc protests that have accompanied this.

NATIONAL PRIORITIES 2006/07

Reduce overall crime by 15% by 2007/08 and more in high crime areas

Total recorded crime in the BCU fell by 3.3% (186 offences) between April and December 2006. Violent crime dropped by 15.2% over the same period and domestic violence incidents were down by 3.9%. Total drug offences were up significantly (69.1%) over the period, but the number of offenders charged with trafficking Class A drugs was down from 10 to 5. Domestic burglaries have reduced by 3.4% (5 offences) and other burglaries are down by 7.3%.

Bring more offences to justice in line with the Government's PSA

By the end of November 2006, annual data showed that the Force was 24% ahead of its target in respect of bringing offences to justice. The sanction detection rate in Powys for the period

between April and December 2006 was 40.5%, up slightly from 39.3% over the same period in 2006.

Provide every area in England and Wales with dedicated, visible, accessible and responsive neighbourhood policing teams; and reduce public perception of anti-social behaviour

The BCU has been proactive in seeking partnership funding to engage additional PCSOs within the county. One particularly innovative approach has been undertaken within the Elan Valley where partners have made funding available to engage a PCSO charged specifically with tackling rural crime. The BCU will have 16 centrally funded PCSOs by later this year and Neighbourhood Teams will be deployed to cover the whole BCU. According to the British Crime Survey, the proportion of residents considering that levels of anti-social behaviour are high in their area is 9.8%, below the MSF average of 11.3%.

Tackle serious and organised crime including through improved intelligence and information sharing between partners

Levels of serious and organised crime within Powys remain extremely low. The Force continues to be actively involved in Operation Tarian, the joint initiative with South Wales and Gwent Police, which specifically targets serious and organised criminality. Divisional resources have been supplemented by support from Tarian staff where a need has been identified and from Force Headquarters through the formal tasking and co-ordinating process.

Protect the country from both terrorism and domestic extremism

Staff from across the BCU have and will continue to play their part in supporting the wider national objective of countering terrorism and domestic extremism. One of the key issues for the BCU has been the ongoing construction of the LNG terminal and associated pipeline and ad hoc protests that have accompanied this.

DIVISIONAL PRIORITIES 2006/07

Class A Drugs

Between April and December 2006 the number of offenders in the BCU charged with Class A drug trafficking fell by 5 (or 50%), from 10 to 5.

Violent Crime

Total violent crime in the BCU fell by 15.2% (or 274 offences) in the first 9 months of the year. Over the same period, the number of domestic violence incidents recorded fell by 24 (3.9%) and alcohol related violence was down by nearly 7% (55 offences). The catalyst for this improvement in performance has been a major review of the way that violent crime was dealt with by the BCU and active implementation of its findings.

Burglary

There were 5 fewer (3.4%) domestic burglaries in the first nine months of the year and an increase in the sanction detection rate from 20.5% to 28.4%. Other burglaries were down 7.3% (21 offences), although the sanction detection rate for this crime type fell from 22% to 13.6%.

Cross Border Crime (Travelling Criminals)

Cross border crime and travelling criminals remains a major issue for the BCU but significant efforts have been made and will continue to be made to tackle it. The initiative with West Mercia Constabulary to jointly deal with incidents in the Kington/Knighton areas has been a major success and ANPR has been deployed to good effect to target offenders coming into Powys to commit crime.

Divisional Priorities 2007/08

Class A drugs

Preventative activity will ensure that custody staff utilise drug action teams and referral schemes, while cross border operations will target supply routes. The role of Schools Liaison officers with regard to drugs education is to be revisited and effective partnership working will seek to deliver a consistent message across all agencies involved. Intelligence will identify activities and networks of principal dealers and their associates as well as establishing the availability of Class A drugs. Supply routes and distribution networks will be identified and links will be developed with the Local health Board to share data. An analysis of acquisitive crime will establish a truer picture regarding links to Class A drug use and market profiles and network analysis will be undertaken to feed Force and regional frameworks. Enforcement work will see targets identified from the BCU drugs network so that available resources are maximised and proactive work will be undertaken to enter local clubs. Liaison will continue with neighbouring forces to target and disrupt Class A supplies and ANPR will be used to disrupt main supply routes into the BCU. Consideration will be given to targeting dealers outside Powys who deal to people in the county and supervisors will be encouraged to take greater ownership in relation to actionable intelligence.

Violent Crime

Prevention work will look to increase proactivity regarding predictable domestic violence incidents, taking positive action according to policy and maximising investigative opportunities. In relation to alcohol related violence, the Alcohol Misuse Enforcement Campaign principles will be re-applied and the BOBB scheme pursued and supported. CCTV will be used widely and high visibility patrols will take place in identified problem areas. Further training on licensing issues will take place and joint training will be enacted with trading standards around test purchase operations. Intelligence gathering on domestic violence will focus on promotion of the domestic abuse helpline and enhancing intelligence flows between domestic violence officers and the intelligence cell. Neighbourhood Policing Officers and PCSOs will be asked to gather intelligence on sex offenders. Intelligence will be sought on priority and persistent offenders in involved in alcohol related violence and the BOBB scheme will ensure strong links between the LVA and police. Further work will be undertaken to identify problem premises and hotspot areas. Enforcement activity will see bail conditions rigorously enforced, and investigations improved, particularly through the use of cameras to capture injury evidence. The use of exclusion orders will be enhanced to deal with alcohol related violence along with the development of CCTV and audit systems in licensed premises to gather evidence of offences. Proactive work will also take place to combat underage drinking, including test purchase campaigns. To tackle domestic violence, efforts will be made to highlight the need for a dedicated domestic violence court in the county.

Road Traffic Collisions

Prevention activity will focus on utilising appropriate signs at accident hotspots in partnership with the local authority and engaging with motorbike riders to pass on prevention messages. Road safety messages will be advertised on petrol pumps and on disposable cups at roadside cafes. The Bikesafe initiative will be actively promoted and the Road safety Partnership group will engage young drivers at schools and colleges through the Megadrive programme. Community intelligence will be gathered from food outlets and roadside traders and biker website and blogs will be monitored to identify key dates and routes being taken by riders. Collision and enforcement data will be analysed to identify patrol hotspots and videos from camera partnership vans will be viewed to identify offences or anti-social driving. Data from the health and ambulance services will be gathered on collisions not reported to police and intelligence on collision and enforcement statistics will be shared with other forces and BCUs. Enforcement activity will focus on maximising powers to seize vehicles driven anti-socially, targeting resources to key planning days. Staff will be suitably equipped for enforcement duties and full use will be made of wider Force and partnership resources to tackle this important issue.

Cross Border Crime (Travelling Criminals)

Preventative activity will include high visibility policing determined through the divisional tasking process and effective utilisation of vehicle seizure powers. Active engagement with courts and the CPS will take place to raise the profile of travelling criminality and there will be increased use and effectiveness in relation to stop and search activity. Successful operations and arrests will be published both locally and in the offender's own locality and crime prevention advice will be enhanced for vulnerable premises, particularly commercial premises and isolated rural locations. ANPR usage will be maximised to gather intelligence and the number of field and mobile sites will be increased. Data sharing between forces will be developed utilising IT and regular cross border intelligence meetings and opportunities to gather intelligence from rural communities through the Rural Crime Partnership will be increased. Firearms Enquiry Officers will be used to secure intelligence, provide reassurance and deliver advice as required and Neighbourhood Policing staff in rural areas will visit farmers and other commercial premises. Enforcement work will see officers trained in effective use of stop checks, submission of intelligence logs and appropriate seizure of assets or vehicles. The dog section will be utilised in searches for stolen property and an aide memoire for dealing with travelling criminals will be devised. The BCU will ensure effective roads policing to deny criminals the use of the county's roads and joint ANPR operations will be initiated with neighbouring forces.

Powys Divisional Expenditure 2007/08 (£000's)

Police Officers	£11,537,518
Police Staff	£ 1,689,537
Overtime	£ 444,813
Transport	£ 623,653
Premises Expenses	£ 157,337
Other Costs	£ 137,111
Total Budget	£14,589,969

Staffing

Staffing levels as of April 1st 2007 are:

Chief Superintendent	1
Superintendent	1
Chief Inspectors	1
Inspectors	10
Sergeants	47
Constables	211
Police Community Support Officers	12
Police Staff	59
Special Constables	39
Volunteers	34
Total	415

**Chief Supt. Gwyn Thomas M.Ed BSc (Hons) MCIM ILT (M)
Divisional Commander**

Performance

The data outlined in the tables at Appendix A represent a summary of performance since April 2006, based on data for the first nine months of the 2006/07 financial year. The tables incorporate statutory performance indicators (or SPIs) along with a number of local measures specific to the Dyfed-Powys Force, reflecting areas of specific relevance and interest to people in our area.

The Policing Performance Assessment Framework

The data is presented under a range of themes that taken together underpin the domains of the developing Policing Performance Assessment Framework (PPAF). The framework has been adopted by all Forces in England and Wales as an aid to consistent measurement and comparison of performance. Performance assessment of all forces is made in relation to SPIs, baseline assessments and assessment of the PPAF local domain. In terms of performance measurement, the PPAF domains are:

Domain A – Citizen Focus	Measures with an emphasis on public satisfaction with the levels of service provided
Domain 1 – Reducing Crime	Measures that record the prevalence of crime and where policing activity helps to prevent and reduce crime
Domain 2 – Investigating Crime	These represent reactive measures, specifically those that record how policing helps to solve crimes and bring offenders to justice
Domain 3 – Promoting Public Safety	Measures that record how the police act to reduce fear of crime and promote public safety
Domain B – Resource Use	These measures reflect the level and deployment of resources
Local Policing Domain	Measures that reflect the specific priorities of Dyfed Powys Police Authority. This now forms a discrete element of force performance assessment.

These domains are set to change from April 1st 2008 with the introduction of the Assessment of Policing and Community Safety (APACS). The new framework is intended to provide a broader perspective on performance in relation to policing, drugs and community safety issues.

Changes to Indicators for 2007/08

Given that the new APACS framework is due to change at the start of the 2008/09 financial year, there are likely to be new and revised indicators for all forces taking effect from April 1st 2008. On that basis, Home Office has decided that for the coming financial year, the suite of Statutory Performance Indicators (SPIs) will be identical to that for 2006/07.

Comparative Performance – Most Similar Forces

Comparative data is included within the table and in the narrative discussion to provide additional contextual information, namely the average of performance among the group of forces deemed by Her Majesty's Inspectorate of Constabulary to be most similar to Dyfed-Powys.

The group of seven most similar forces (MSF) are selected based on their similarity to our own force in respect of a number of socio-economic factors taken from the 2001 census. The most similar forces to our own are Devon and Cornwall, Lincolnshire, Norfolk, North Wales, North Yorkshire and Suffolk.

In most cases, the comparative data includes a mean average of the performance for these seven forces (including our own). Where this data has not been available, it has been highlighted in the accompanying notes.

Performance Targets for 2007/08

The data presented includes details of performance targets agreed for 2007/08 (many already established as part of the joint three-year planning process between the Force and Authority established in March 2005). Targets are the product of a detailed consultation process involving chief and senior officers, senior police staff and Authority members between October and December 2006.

Any amendments made to performance targets are based on a composite analysis of historical performance, the most recent available data for the current year, existing targets and comparative performance, as well as other external and procedural issues. The revised suite of targets was agreed at a Police Authority seminar in December 2006 and subsequently endorsed by the full Authority at their meeting in February. The local policing domain measures and associated targets were revisited between December and February to ensure that they are as robust as possible and they too were approved by the Authority at their February 2007 meeting.

Performance in 2006/07

During the first nine months of the financial year, the Force saw a 0.4% reduction in total recorded crime, consolidating on the 7% reduction secured in 2005/06. The most recent audit of crime data quality shows that this has continued to improve and a number of the management arrangements in place for recording and managing crime have been highlighted as good practise by the Wales Audit Office. Mirroring the small reductions in overall crime between January and December 2006, domestic burglary is down by 0.5% and violent crime is up by just 1%. Vehicle crime has shown a 2% increase while criminal damage has fallen by 1%. Set against these stable crime and comparatively extremely low crime levels, the Force has delivered notable increases in both the numbers and rates of sanction detections across a range of crime categories. Other areas of performance also remain strong and like crime levels, compare extremely favourably with any other force in England and Wales. Satisfaction with our services remain high, particularly in terms of keeping people informed of progress around their crime or incident, resulting in the Force being visited by the Office for Criminal Justice Reform and cited for many of its working practices. The number of fatal and serious road traffic collisions has fallen from 381 to 343, in spite of a number of tragic incidents where a number of people have been killed. Public fear of crime remains much lower than in similar forces, but people living in our area continue to over-estimate their chances of becoming a victim. To address this and other related issues, the Force has set up a Marketing and Communications Group to ensure that messages providing reassurance to the public are regularly sent out. The number of so called acquisitive crimes (such as theft) and incidents of life threatening and gun crime have fallen significantly from last year and are lower than almost anywhere else in the country. The more detailed analysis below is based around the domains or themes within the Policing Performance Assessment Framework against which police forces in England and Wales are measured and monitored. It provides an assessment of Force performance compared with historical trends and performance in our most similar forces (as previously outlined). The commentary is based on data from April 1st 2006 to December 31st 2006.

Citizen Focus

Public satisfaction with the services delivered by the Force showed performance ahead of the average for our most similar forces at all stages of contact. Victims of crime and those involved in road traffic collisions are asked about how easy it was to contact the police, the actions taken, follow up provided, treatment by staff and the experience as a whole. Satisfaction levels range from 91.3% in relation to the treatment given by staff to 72.4% in terms of follow up. Whilst service follow up is an area where performance has been identified as generally poorer across England and Wales, Dyfed-Powys Police has recently been visited by the national project lead in relation to Citizen Focus because of the work being done

in this area, building on a good practise visit undertaken by the Office for Criminal Justice Reform in 2006. The process for surveying crime victims, those reporting anti-social behaviour and those involved in traffic collisions is built around strict nationally imposed timescales, ensuring that the experience of the person being surveyed is still fresh in their minds. Performance in this key area is compared monthly with other forces and results reported to senior managers and the Police Authority so that trends can be identified and any necessary corrective action taken. Data from our own surveys are compared with results from the British Crime Survey, which show that nearly 55% of people surveyed think that the police in this area are doing a good job, against an average for similar forces of 51.7%. Similarly, only 3% of those surveyed thought that they were at risk of being a victim of personal crime (against an MSF average of 5%) and 11% saw themselves as being at risk of household crime (the MSF average being 15.6%). Satisfaction levels between the white and black ethnic minority populations are roughly the same. Arrest rates following PACE stop searches show that proportionally slightly more people from a black or minority ethnic background are arrested than the white population. This data should be treated with some caution, however, as the BME population in the Force area is extremely low and this can have a disproportionate effect on these results. Issues of equality and diversity are rigorously monitored in a detailed report presented to the Force Equality of Service Delivery Management Group quarterly and any apparent anomalies are flagged up for attention by BCU managers. The proportion of finalised complaints found to be substantiated fell from 3.3% to 2.8% in the first nine months of the year, in line with the Authority's 3% target.

Reducing Crime

As previously noted, the Force has consolidated its existing strong performance in relation to crime reduction across almost all categories during the first nine months of 2006/07. Between April and December 2006, total recorded crime fell by 0.4% (or 101 offences) compared to the same period in the previous year. Expressed in terms of population, recorded levels continue to be much lower than any of the forces in the group deemed to be most similar to Dyfed-Powys. The dramatic fall in the number of domestic burglaries recorded last year has also been built upon, with a 0.5% fall being recorded in the first nine months of the year. Numbers of domestic burglaries are lower than in any of our most similar forces and represent an average of just over two dwelling burglaries a day across the largest police area in England and Wales. The focus on reducing dwelling burglaries has clearly had an impact and whilst it is not a formal Authority priority in 2007/08, it remains a key area of the Force's business. The 1.5% reduction in other burglaries endorses this trend. Violent crime is an area of concern for members of the public and it is for this reason that it has been highlighted as one of the key priorities for the Force at both a national and Authority level. The number of violent crimes recorded in our Force rose by 1.4% or 92 offences in the first nine months of the year, some of this rise being directly attributable to more widespread use of Penalty Notices for Disorder. Vehicle

crime levels have also risen but by just 2.3% (or 34 offences) and they remain at a level that is significantly lower than any of our most similar forces.

Investigating Crime

The proactive investigation of all crime reported to Dyfed-Powys Police lies at the very heart of the way we do business. Unlike most other forces, we do not routinely screen out crimes, but aim to ensure that minimum standards of investigation are adhered to in all cases and all reasonable investigative opportunities are pursued. Crime Management Units are now a key part of the way that our four BCUs do business. In Powys, a pilot scheme has recently been initiated, broadening the role of the CMU to make it a Customer Service Unit, dealing directly with inquiries from the public passed on through the Force's Communications Centre. Initial results are extremely encouraging, with up to one third of staff time being released so that they are in a position to undertake more crime inquiry or neighbourhood Policing duties. In the first nine months of the year, the Force achieved a total detection rate of just over 44% (identical to 2005/06), but the government's preferred measure of detection performance focuses on 'sanction detections'. These are offences detected by means of charge, caution, summons, by being taken into consideration by a court, or that lead to the issuing of a Fixed Penalty Notice for Disorder or Formal Warning for Cannabis Possession. The Force's overall sanction detection rate for the first nine months of the year was 42%, up on the 38% achieved at this point in the previous year and in excess of the Authority's 40% target. This level of performance is higher than anywhere else in England and Wales and bears testimony to the work of staff and the strong relationships built up with local communities aimed at driving down crime. The sanction detection rate for domestic burglary stands at 35%, significantly up on the 24% recorded at the same point in 2006 in spite of another small reduction in recorded offences. The sanction detection rate for violent crime is significantly higher than in the same period last year (58% compared to 51% and 38% 12 months prior to that) and is well above the average in our most similar forces. The number of detected crime in this category is also up by 14% or 470 detections. Sanction detection performance in relation to vehicle crime has remained static at 18%, but the number of such offences detected is up by 7%. Domestic violence constitutes nearly a fifth of all violent crime recorded by the Force and as such this forms a key element of the overall violent crime priority set for the Force by the Authority for the coming year. The proportion of domestic violence incidents where an arrest was made in relation to the incident has risen from 38.3% to 46.7%, showing that officers will use powers of arrest whenever it is appropriate to do so. One of the Government's key priorities in terms of performance delivery is the number of offences brought to justice. In this area, the Force is 23% ahead of its target at present and is achieving levels of performance well in excess of those achieved in most similar forces. The number of offenders charged with the supply of Class A drugs has increased by eight over the first nine months of the year with some notable operations being undertaken across the Force.

Promoting Public Safety

Fear of crime and issues of public safety and confidence are measured as part of the British Crime Survey that is conducted independently of the Force and reported at Force level in July of each year. Of those surveyed 3% had a high perceived fear of personal crime and 11% felt at a high risk of being a victim of household crime. The percentage of local people who felt that their local police were doing a good job was 54.8%, higher than the average for our most similar forces. This is also the case in respect of anti-social behaviour, where 9.8% of respondents felt that levels in the Force were high, compared to 11.3% for the average of our most similar forces. It is worth noting, however, that the same survey found that perceptions of local drug use and drug dealing in Dyfed-Powys at 24% were slightly higher than the MSF average of 21.4%. The number of road traffic collisions leading to death or serious injury in the first nine months of the year was 323, a significant improvement on performance achieved over the same period in 2005/06. The number of collisions when taken per 100 million kilometres travelled are higher than the average for our most similar forces, but this must be seen in the context of the sparsely populated rural nature of the Force. Performance in relation to 999 response times deteriorated slightly in the early part of the year, but additional resources deployed to the Force Communications Centre should see this picture improve by the end of the financial year. Just under 88% of immediate response incidents were attended within our target response time of 20 minutes.

Resource Use

In April 2005, a range of new measures was introduced to the resource use domain, including the proportion of officers available for frontline policing activity. This mirrors the government's intentions to increase the amount of time our officers on front line activities such as patrol and crime investigation. The latest available data suggests that 63.3% of our officers' time is spent on such duties, the target being to increase this proportion to 68.7% in 2008, in line with national requirements. From 2005/06, all forces have been required to secure annual 3% efficiency savings (half of these savings being cash releasing), with progress being monitored quarterly by HMIC and reported annually within the Local Policing Plan. Progress in relation to this 3% target is actively monitored by the Force's Efficiency Review and Planning Group, a detailed plan being submitted annually to Home Office outlining just how efficiencies are being realised. The role of this group will assume greater importance in the coming years as the Force contends with increasingly challenging financial circumstances and the need to generate even more efficiencies, the greater proportion of these having to be cash releasing. The percentage of available hours lost to sickness amongst police officers has fallen in the first nine months of the year from 3.86 to 3.2%, below the MSF average of 3.5%. The figure for police staff has risen marginally from 3.63% to 3.8%, reflecting the growth in police staff number across the

Force, but this is still in line with the average for similar forces. Currently, 22.2% of all police officers in the Dyfed-Powys force are female, a proportion that is in line with the average for our most similar forces. This is an area that the Force has actively sought to develop in recent years, with most new intakes now comprising significant numbers of female officers and stringent efforts are being made to progress female officers within the more senior ranks in the organisation. The proportion of officers from a black minority ethnic background has increased to 10 from 8, although one of these is currently seconded to another organisation.

Summary

In spite of notable operational commitments, including three major incidents in our Pembrokeshire BCU within weeks, running a major counter terrorism exercise on behalf of the four Welsh forces and the ongoing uncertainties around police force structures in Wales, performance within Dyfed-Powys police remains extremely strong. Force tasking and co-ordination structures have been enhanced and greater focus is being made on prolific and priority offenders, who commit a disproportionately large number of offences.

Levels of recorded crime remain extremely low and the proportion of offences that are detected is the highest in the whole of England and Wales. Dyfed-Powys is one of the safest places to live in the UK and the Force will take steps during 2007/08 to ensure that this message is regularly and consistently communicated.

The ongoing roll out of neighbourhood Policing across the Force will have a key role to play in further professionalising the way that we do business, from tackling local issues in relation to petty crime and disorder along the continuum to supporting wider national efforts to tackle terrorism and extremism. The business of policing becomes ever more complex but the results achieved by our Force show that we remain committed to providing the best possible service that we can and 'Safeguarding our Community'.

Appendix A

Summary of Performance Against Statutory and Local Performance Indicators 2006/07 and Targets for 2007/08

Statutory Performance Indicators: STATUTORY PERFORMANCE INDICATORS - measures to monitor the performance of the police service developed by the Home Office as part of the Performance Assessment Framework (PPAF). These are in addition to local performance indicators used to supplement these measures in monitoring performance.								
			END OF YEAR	9-MONTHS DATA ONLY (LATEST)			TARGET	
			2005-06	2006-07			2007-08	
Activity	SPI Number	Indicator Description	2005/06 Performance	2006/07 Performance	2006/07 End of Year Target	MSF Average End of Year 2006/07	2007-08 DPP Target	Details
User Satisfaction Measures	1a	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to - a) making contact with the Police	91.2%	91.5%	93%	89.8%	93%	MSF Average based on year ending September 2006 Data
	1b	b) action taken by the Police	83.4%	80.9%	85%	77.5%	85%	MSF Average based on year ending September 2006 Data
	1c	c) Being kept informed of progress	71.3%	72.4%	75%	65.0%	75%	MSF Average based on year ending September 2006 Data
	1d	d) Their treatment by staff	91.3%	91.0%	93%	90.5%	93%	MSF Average based on year ending September 2006 Data
	1e	e) the overall service provided	84.0%	81.8%	86%	80.5%	86%	MSF Average based on year ending September 2006 Data
Confidence Measures	2a	Using the BCS, the % of people who think their local police do a good job	56.3%	54.8%	56% - Benchmarked on 05/06 Total	51.7%	56%	BCS data based on year ending September 2006 Data
Fairness and Equality Measures	3a	Satisfaction of victims of racist incidents with respect to the overall service provided	90.9%	81.0%	86%	76.4%	86%	MSF Average based on year ending September 2006 Data
	3b	From SPI 1(e), comparison of satisfaction for white users and users from visible minority ethnic groups with respect to the overall service provided.	White - 84.0% Ethnic - 86.0%	White - 82.0% Ethnic - 75.0%	White - 86% Ethnic - 73%	N/A	White - 86% Ethnic - 86%	
	3c(i)	(i) % of PACE stop/searches which lead to arrest by ethnicity	White - 14.1% Ethnic - 16.0%	White - 16.2% Ethnic - 22.2%	White - 20% Ethnic - 20%	N/A	White - 20% Ethnic - 20%	
	3d	Comparison of percentage detected of violence against the person offences by ethnicity of the victim	White - 58.7% Ethnic - 49.8%	White - 51.1% Ethnic - 48.2%	White - 58% Ethnic - 49%	N/A	40% Benchmarked on SPI 7a	Target benchmarked on SPI 7a

	3e	Proportion of police recruits (ethnic) compared to the proportion of people from minority ethnic groups in the economically active population (EAP).	1.3% of Recruits 1.0% of EAP	6.1% of Recruits 1.0% of EAP	Benchmarked on 05/06 Total	0.6% of recruits 1.4% of EAP	1%	MSF data based on year-ending Sept 2006 data
	3g	% of female police officers compared to overall Force strength.	21.1%	22.2%	20%	22.1%	22%	MSF data based on year ending Sep 2006 data: latest available.
Measures of Crime Level	4a	Using the British Crime Survey (a) the risk of personal crime; and	8%	3%	8%	5.0%	8%	Latest Data Available September 2006
	4b	(b) the risk of household crime.	11%	11%	11%	15.6%	11%	Latest Data Available September 2006
	5b (i)	(b) Violent crime per 1,000 population.	16.26 (8,191)	13.02 (6,582)	-3% Benchmarked on 05/06 Total	13.17	-3%	Population based on 2005 population estimate
	5b (ii)	(b) Violent crime per 1,000 population. excluding Harassment Offences resulting in a fixed penalty notice	N/A	12.24 (6,185)	TBC	12.07	TBC	Population based on 2005 population estimate
	5e	(e) Life threatening crime and gun crime per 1,000 population.	0.38 (191)	0.26 (129)	0.28	0.22	0.28	Latest data available Apr - Nov 06
	5f	(f) Acquisitive crime per 1,000 population.	6.52 (3,280)	5.14 (2,599)	6.5 - Benchmarked on 05/06 Total	10.00	-2%	New measure introduced in December 2005. Population based on 2005 population estimate
Offences Brought to Justice Measures (OBTJ)	6a	Number of notifiable/recorded offences resulting in convictions, caution or taken into consideration at court	13,391	10,419	10,655	13,989	13,320	Target set by the Home Office via the Local Criminal Justice Board. MSF data based on pro-rata data for N. Wales, N. Yorks and Lincs
	6b	% of notifiable/recorded offences resulting in convictions, caution or taken into consideration at court	43.8%	44.3%	38%	31.1%	45%	New SPI measure for 2005/06. MSF data based on pro-rata data for N. Wales, N. Yorks and Lincs
Sanction Detection Measures	7a	% of notifiable/recorded offences resulting in charge, summons, caution or taken into consideration at court	39.6%	41.6%	40% - Benchmarked on 05/06 Total	29.8%	40%	
	8a	Percentage of domestic violence incidents where an arrest was made relating to the incident.	38.3%	46.7%	38% - Benchmarked on 05/06 Total	N/A	47%	
Assets Seized	8c	The value of cash forfeiture orders and confiscation orders obtained by the force	£427,862	£239,365	£338,254	N/A	£717,212	New SPI measure for 2005/06. Target consistent with Local Criminal Justice Board (LCJB) measure. Data only available Apr - Jan 07
Traffic Measures	9a(i)	l) Number of people killed in under 30 days or seriously injured in road traffic collisions (casualties)	381 casualties	343 casualties	403 casualties	406 casualties	403 casualties	MSF average is an approximate measure - Apr-Dec pro-rata based on Apr- Sep data.

	9a(ii)	(ii) Number of persons killed or seriously injured in road traffic collisions per 100million vehicle kilometres travelled (casualties).	7.71	6.94	8.2	5.42	8.2	Casualties data not collisions. Data based on latest Vehicle Flow Data from Dept of Transport - 2004. MSF average approximate based on Apr-Sep 2006 data.
Quality of life Measures	10a	Using the British Crime Survey a) fear of crime	4.8%	5.8%	10%	9.1%	10%	Measure derived from national BCS data for Interviews Year Ending September 2006
	10b	Perceptions of anti-social behaviour; and	7.7%	9.8%	8% - Benchmarked on 05/06 Total	11.3%	12%	Measure derived from national BCS data for Interviews Year Ending September 2006
	10c	Perceptions of local drug use / drug dealing	22.5%	24.0%	22% - Benchmarked on 05/06 Total	21.4%	22% - Benchmarked on MSF Total	Measure derived from national BCS data for Interviews Year Ending September 2006
Frontline Policing Measure	11a	Percentage of police officer time spent on frontline duties	63.3%	N/A	70.0%	63.9%	68.7% (Revised)	Target established in line with Home Office directive. MSF data refers to 2005/06.
Resource Use Measures	12a	Delivery of cashable and non-cashable efficiency targets	NEW	NEW	3.00%	NEW	3.00%	New SPI measure for 2005/06.
	13a	The percentage of available hours lost due to sickness for police officers	3.86%	3.2%	NEW	3.5%	2.8% Benchmarked on 2006/07	New SPI Measure for 2006/07 MSF pro-rata based on Apr-Sep 06 data
	13b	The percentage of available hours lost due to sickness for police staff	3.63%	3.8%	NEW	3.7%	3.6% Benchmarked on 2006/07	New SPI Measure for 2006/07 MSF pro-rata based on Apr-Sep 06 data
PPAF DOMAIN		Local Policing Domain - Local Indicators agreed by Dyfed Powys Police Authority						
Local Policing Domain 2006/07	LP 1.1	No. of class A drug offenders charged with trafficking	78	68	86	N/A	Monitored Only	Addressing priority objective 'Class-A Drugs'
	LP 1.2	No. of class A drug offences resulting in a conviction or caution, or which the offender has asked it to be taken into consideration at court.	56	65	62	N/A	Monitored Only	Addressing priority objective 'Class-A Drugs'. Latest 12-month data available Nov 05 - Oct 06
	LP 2.1	No. of incidents involving victims of domestic violence who have been a victim in more than one incident in the previous 12-months. (same victim - same offender)	856	768	796	N/A	Monitored Only	Addressing priority objective 'Violent Crime'. Includes incidents including the same victim and same offender only.
	LP 2.2	% of violent crime detected (sanction detections)	54.6% (4,474)	57.7% (3,797)	58% (Sanction)	50.4%	Monitored Only	Target measure retained as local performance indicator and adjusted in light of recent changes to recording practice.
	LP 3.1	Number of incidents of anti-social behaviour reported to the police.	25,621	22,017*	-5% (24,430)	N/A	Monitored Only	Addressing priority objective 'Anti-Social Behaviour'

	LP 3.2	Number of total criminal damage offences (exc HOC 56 and 59).	7,587	5,899	7,359 (-3%)	N/A	Monitored Only	Addressing priority objective 'Anti-Social Behaviour'
Local Policing Domain 2007/08	LP 1.1	No. of class A drug offenders charged with trafficking	78	68	86	N/A	95	Addressing priority objective 'Class-A Drugs'
	LP 1.2	Number of class A drug offences of possession	276	249	NEW	N/A	+10%	Addressing priority objective 'Class-A Drugs'
	LP 1.3	Number of offences recorded for the production of controlled drugs	44	63	NEW	N/A	+10%	Addressing priority objective 'Class-A Drugs'
	LP 2.1	No. of incidents involving victims of domestic violence who have been a victim in more than one incident in the previous 12-months.	909	820	NEW	N/A	779	Addressing priority objective 'Violent Crime'.
	LP 2.2	% of violent crime detected (sanction detections) - excluding Harassment Offences resulting in a fixed penalty notice.	49.0%	55.0%	NEW	46.0%	58% (Sanction)	Addressing priority objective 'Violent Crime'.
	LP 2.3	Number of violent offences against the person where alcohol is identified as a contributory factor	3870	3,407	NEW	N/A	-5%	Addressing priority objective 'Violent Crime'.
	LP 3.3	Sanction Detection Rate for Criminal Damage Offences	22.50%	22.90%	NEW	N/A	26%	Addressing priority objective 'Anti-Social Behaviour'

Diagnostic Measures - Discontinued Targets

These are measures included in the previous 2006/07 Policing Plan either as Statutory Performance Indicators (SPI) or Local Policing Domain Indicators (LP). Subsequently it has been agreed that these will no longer be included as discrete performance targets for 2007/08 - but they will continue to be monitored. They will not appear in future Policing Plans in this form.

			END OF YEAR	END OF YEAR			TARGET	
			2005-06	2006-07			2007-08	
Activity	Target Ref	Indicator Description	2005/06 Performance	2006/07 Performance	2006/07 End of Year Target	MSF Average End of Year 2006/07	2007-08 DPP Target	Details
Domestic Violence	DV Repeats	% of domestic violence incidents involving repeat victims*	23.3%	21.1%	25%	N/A	Monitored Only	Measure provisional, subject to confirmation of methodology from Home Office.

Public Safety	BVPI 122	Feelings of public safety (Perceived High levels of Disorder)	9.7%	N/A	10%	N/A	Monitored Only	Data discontinued in Feb 2006. Deleted by Home Office
Complaints	Complaints	% of Finalised Complaints that are substantiated	3.3%	2.8%	<3%	N/A	Monitored Only	Target measure adjusted to take account of historically low levels of complaints.
Immediate Response	Response	% immediate responses in target time (20 mins)	90.0%	87.5%	90%	N/A	Monitored Only	Target measure retained at 90% of incidents attended within 20 minutes.
999 Calls	999	No. 999 calls answered within local target time (10 secs)	86.0%	84.9%	90%	N/A	Monitored Only	Latest DPP data based on calls 7:00 - 23:59.
Welsh Language	Language	Welsh Speaking Staff as a % of Total FTE	14.7%	26.5%	34%	N/A	Monitored Only	Target returned in line with profile of Welsh speakers recorded in 2001 census of population.
Staff Sickness	Sickness (off)	No. working days lost to sickness – police	9.8 days	6.2 days	8 days	7.9 days	Monitored Only	Precise number of duty days calculated with reference to force HR system. MSF figure based on Apr-Dec 05 data.
	Sickness (staff)	No. working days lost to sickness - support staff	8.4 days	6.6 days	9 days	7.8 days	Monitored Only	Precise number of duty days calculated with reference to force HR system. MSF figure based on Apr-Dec data.
Road Traffic Collisions	RTC	No. RTC's inv. death or serious injury per 1,000 pop	0.62 (310 collisions)	0.51 (260 collisions)	0.8 (403)	N/A	Monitored Only	Target retained as local target alongside revised SPI measure (see SPI 9a above)
Detection (sanction)	DB Det (sanction)	% of domestic burglaries detected (sanction detections)	23.7% (190)	33.7% (208)	23% - Benchmarked on 05/06 Total	23.3%	Monitored Only	Target measure retained as local performance indicator and adjusted in light of recent changes to recording practice.
	Rob Det (sanction)	% of robberies detected (sanction detections)	67.5% (27)	41.0% (16)	67% - Benchmarked on 05/06 Total	25.7%	Monitored Only	Target measure retained as local performance indicator and adjusted in light of recent changes to recording practice.
	Auto Det (sanction)	% of vehicle crimes detected (sanction detections)	16.5% (309)	17.5% (262)	16% - Benchmarked on 05/06 Total	12.8%	Monitored Only	Target measure retained as local performance indicator and adjusted in light of recent changes to recording practice.
Measures of Crime Level	5a	(a) Domestic Burglaries per 1,000 households.	3.89 (801)	2.86 (618)	-2% Benchmarked on 05/06 Total	4.52	Monitored Only	Population based on 2004 household population estimate
	5c	(c) Robberies per 1,000 population.	0.08 (40)	0.08 (39)	0.1	0.24	Monitored Only	Population based on 2005 population estimate
	5d	(d) Vehicle crime per 1,000 population.	3.71 (1,869)	2.96 (1,498)	-2% Benchmarked on 05/06 Total	5.27	Monitored Only	Population based on 2005 population estimate
Resource Use Measure	13a	Average number of working hours lost due to sickness per police officer.	78.6 hours	49.5 hours	64 hours	62.8 hours	Monitored Only	New SPI measure for 2005/06.
	13b	Average number of working hours lost due to sickness by police staff.	63.2 hours	49.1 hours	67 hours	57.8 hours	Monitored Only	New SPI Measure for 2005/06

Key:

N/A	Data not available
MSF	Most Similar Forces: A group of 6 other police forces that are deemed to be most similar to Dyfed Powys in their socio-economic characteristics. These other forces are North Wales, Lincolnshire, North Yorkshire, Suffolk, Norfolk and Devon & Cornwall. The comparison figure used in the average indicator performance among this group of seven forces (including DPP).

Appendix B

Glossary of Terms

ABC – Activity Based Costing. A costing approach for police forces upon which future funding decisions will be based.

ABCs – Acceptable Behaviour Contracts.

ACC – Assistant Chief Constable.

ACPO – Association of Chief Police Officers.

AMRA – Asset Management Revenue Account

ANPR – Automatic Number Plate Recognition System

AOJ – Administration of Justice Department

APACS – Assessment of Policing and Community Safety. A new performance management framework being developed by Home Office for introduction in April 2008

ASB – Anti-Social Behaviour

ASBOs – Anti-Social Behaviour Orders.

Airwave – New national communication system for all police forces in England and Wales.

BCU – Basic Command Unit. Geographical command areas in police forces, there being 4 in Dyfed-Powys.

BOBB – Behave or Be Banned. Initiative aimed at dealing with crime and anti-social behaviour in licensed premises, which can see offenders banned from premises in a given area for a specific period

Richard Inquiry – Inquiry established to identify failings following the Soham murder inquiry.

Bobby Van Scheme – Scheme to provide free security advice and installation of security measures at the properties of vulnerable crime victims, notably the elderly

British Crime Survey – Annual survey of 40,000 people nationally to ascertain perception of crime. The government's preferred measure of actual crime levels.

Building on Strong Foundations – Force Strategy developed following a seminar with senior managers in 2006 and due for review late in 2007

CBRN – Chemical, Biological Radiation and Nuclear

CCTV – Closed Circuit Television

CDOs – Custody Detention Officers.

CLDP – Core Leadership Development Programme. A national programme aimed at improving the leadership and management skills of junior managers.

CMRD – Crime Management and Reduction Department. Perhaps better known in its former guise as CID, but also including the Force's Communities and Partnerships Department.

Charter Mark – Nationally recognised standard identifying excellence in customer service provision.

Citizens Panel – A method of consultation drawing on a statistically significant, demographically representative cross section of the population.

Closing the Gap – Report produced by HMIC looking at the ability of Forces in England and Wales to deliver protective services. Led to recommendations for the creation of fewer, strategic forces across the country.

Community Safety Accreditation Scheme - Introduced under the 2002 Police Reform Act, forces can work with local partners to identify and accredit organisations to widen the police family.

Community Safety Partnerships – Established under the 1998 Crime and Disorder Act, bringing together all partners in local authority areas to promote and improve community safety. Required to produce three-year strategies to tackle crime and disorder, the latest being published in April 2005.

Control Strategy – A product of the National Intelligence Model, which sets out how identified priorities are going to be dealt with

Corporate Performance Review Board – Force forum where Chief Officers bring Divisional Commanders and Heads of Department to account for performance in their areas of responsibility.

CPD – Continuous Professional Development

CPS – Crown Prosecution Service

DfT – Department for Transport

DCC – Deputy Chief Constable.

DDA – Disability Discrimination Act.

DFR – Director of Finance and Resources.

DyPREN – Dyfed-Powys Race Equality Network

Efficiency and Planning Group – Force Group with Authority representation which brings together all elements of Force planning including finance, Human Resources, risk management and strategic planning.

Efficiency Gains – Each Force is required to secure annual efficiency gains equivalent to at least 3% of their annual budget, half of which must be cash releasing.

ESDMG – Equality of Service Delivery Management Group

Exercise Oystercatcher – A major counter-terrorism exercise hosted by Dyfed-Powys Police but involving personnel from other forces, the security services and local partners`

Force Communications Centre – A centre at Force Headquarters taking all emergency and non-emergency calls from members of the public.

HMIC – Her Majesty’s Inspectorate of Constabulary

HR – The Force’s Human Resources department.

Investors in People – A nationally recognised standard in relation to people management and development.

IAG – Independent Advisory Group.

IPLDP – Initial Police Learning and Development Programme. Project to return training of probationary constables to Forces and away from national centres.

IS&T – The Force Information Systems and Technology Department.

LCJB – Local Criminal Justice Board.

Local Policing/Best Value Policing Plan – Annual document published by the Police Authority setting out performance of the Force in the previous year and setting priorities for the coming year.

Local Policing Charter – Document setting out the minimum standards of service that the public accessing Dyfed-Powys Police services can expect and what to do if someone wants to make a complaint

Local Service Boards New fora being promoted by the Welsh Assembly Government to bring public service delivery partners together on a local basis to enhance overall delivery. These bodies will complement the work currently undertaken by bodies such as Community Safety Partnerships

Making the Connections – A Welsh Assembly Government programme to join up service delivery within Wales, focusing on issues such as procurement, delivering efficiency savings and putting the customer first

MAPP – Multi-Agency Public Protection Arrangements

Market/Problem Profiles – Specific products of the National Intelligence Model (see below) to support Force tasking and co-ordination arrangements

MoPI – Management of Police Information. A programme setting standards on how police information is managed and stored, standards which must be met nationally.

MSF – Most Similar Forces. Groups of forces (usually around 7) created by Her Majesty’s Inspectorate of Constabulary to promote performance comparisons.

NCHS – National Call Handling Standards

Narrowing The Justice Gap – National report aiming looking at how the number of offenders brought to justice can be increased.

National Community Safety Plan – Published by the Home Secretary each November and setting out all national objectives, targets and indicators in one document.

National Crime Recording Standard – A method of collating crime statistics, aimed at providing a more victim oriented approach and adopted by all forces in England and Wales from April 1st 2002.

National Intelligence Model – A national model for policing aimed at improving the way intelligence is used and resources deployed on a Force and divisional basis.

National Quality of Service Commitment – Also known as the ‘Coppers Charter’, aims to provide consistent levels of service across England and Wales by November 2006.

Neighbourhood Policing – Government initiative that promises to deliver named Neighbourhood Policing Teams across England and Wales by 2008.

OJCR – Office for Criminal Justice Reform. The cross-departmental team that supports all criminal justice agencies in working together to provide an improved service to the public.

Operation Tarian – Operation drawing together the three south Wales forces to tackle serious and organised crime and stem the flow of class A drugs into the area.

PACE – Police and Criminal Evidence Act

PAT – Professional Assistance Template. Force system enabling managers to proactively supervise staff.

PDRS – Personal Development Review System. Appraisal scheme for all staff in the Force to aid development and assess training needs.

Performance Management and Scrutiny Committee – Police Authority forum that scrutinises and challenges Force performance locally.

PIP – Professionalising the Investigation Process. A national training programme aim at improving the investigative skills of officers.

PITO – Police Information Technology Organisation.

PCSOs – Police Community Safety Officers, introduced under the 2002 Police Reform Act to support the work of police officers.

PNC – Police National Computer.

PPAF – Policing Performance Assessment Framework. Method for standardised performance comparison that applies to all forces in England and Wales.

PPO – Prolific Priority Offender

PYO – Persistent Young Offender

PSA – Public Service Agreement.

Police Reform Act – Published in November 2002 and seeking to modernise the delivery of police services in England and Wales.

PIF – Premises Improvement Fund. Central government fund which forces can make bids to with a view to improving their estate and working conditions for staff.

Protective Services – Police Services dealing with issues ranging from public protection and roads policing, to counter terrorism and serious and organised criminality

Public Protection Units – Specific units established by the Force to cater for the most vulnerable people in our society including children, victims of domestic violence and vulnerable adults.

RPU – Roads Policing Unit

SNEN – Single Non-Emergency number.

SPIs – Statutory Performance Indicators. Nationally collected measures set and revised annually by Home Office.

Safety Camera Partnerships – Joint initiatives with local authorities aimed at reducing numbers of accidents by reducing speed. Monies received through the scheme which are over and above costs incurred, must be returned to the Treasury.

SOCO – Scenes of Crime Officer

Strategic Assessments – Bi-annual product of the National Intelligence Model.

VFGs – Virtual Focus Groups. An approach to consulting with the public using Internet and email technology.

Victims Code of Practice – New code introduced formally from April 2006 to ensure that victims receive a consistently high level of service from criminal justice service providers.

Volume Crime – Types of crime that occur frequently, such as theft and car crime.

Vulnerable Witness Interview Suites – Specific facilities for interviewing vulnerable individuals (including children) in a less intimidating atmosphere.

Wales Audit Office – The appointed auditors for Dyfed-Powys Police Authority, who review the financial standing of the organisation and conduct reviews in a range of areas including crime data quality and activity based costing

Working for Safer Counties – Latest joint strategy between the Force and Authority to improve policing

