

Her Majesty's Inspectorate of Constabulary



HMIC Inspection Report
Dyfed-Powys Police
Neighbourhood Policing
Developing Citizen Focus Policing

September 2008



ISBN: 978-1-84726-781-8

CROWN COPYRIGHT

FIRST PUBLISHED 2008

Contents

Introduction to HMIC Inspections
HMIC Business Plan for 2008/09
Programmed Frameworks
Statutory Performance Indicators and Key Diagnostic Indicators
Developing Practice
The Grading Process
Force Overview and Context
Force Performance Overview

Findings

Neighbourhood Policing

Developing Citizen Focus Policing

Appendix 1: Glossary of Terms and Abbreviations

Appendix 2: Assessment of Outcomes Using Statutory Performance Indicator Data

Introduction to HMIC Inspections

For a century and a half, Her Majesty's Inspectorate of Constabulary (HMIC) has been charged with examining and improving the efficiency of the police service in England and Wales, with the first HM Inspectors (HMIs) being appointed under the provisions of the County and Borough Police Act 1856. In 1962, the Royal Commission on the Police formally acknowledged HMIC's contribution to policing.

HMIs are appointed by the Crown on the recommendation of the Home Secretary and report to HM Chief Inspector of Constabulary, who is the Home Secretary's principal professional policing adviser and is independent of both the Home Office and the police service. HMIC's principal statutory duties are set out in the Police Act 1996. For more information, please visit HMIC's website at <http://inspectors.homeoffice.gov.uk/hmic/>.

In 2006, HMIC conducted a broad assessment of all 43 Home Office police forces in England and Wales, examining 23 areas of activity. This baseline assessment had followed a similar process in 2005, and thus created a rich evidence base of strengths and weaknesses across the country. However, it is now necessary for HMIC to focus its inspection effort on those areas of policing that are not data-rich and where qualitative assessment is the only feasible way of judging both current performance and the prospects for improvement. This, together with the critical factor that HMIC should concentrate its scrutiny on high-risk areas of policing – in terms of risk both to the public and to the service's reputation – pointed inexorably to a focus on what are known collectively as 'protective services'. In addition, there is a need to apply professional judgement to some key aspects of leadership and governance, where some quantitative measures exist but a more rounded assessment is appropriate.

Having reached this view internally, HMIC consulted key stakeholders, including the Home Office, the Association of Chief Police Officers (ACPO) and the Association of Police Authorities (APA). A consensus emerged that HMIC could add greater value by undertaking more probing inspections of fewer topics. Stakeholders concurred with the emphasis on protective services but requested that Neighbourhood Policing remain a priority for inspection until there is evidence that it has been embedded in everyday police work.

HMIC uses a rigorous and transparent methodology to conduct its inspections and reach conclusions and judgements. All evidence is gathered, verified and then assessed against specific grading criteria (SGC) drawn from an agreed set of national (ACPO-developed) standards. However, the main purpose of inspection is not to make judgements but to drive improvements in policing. Both professional and lay readers are urged, therefore, to focus not on the headline grades but on the opportunities for improvement identified within the text of this report.

HMIC Business Plan for 2008/09

HMIC's business plan (available at <http://inspectors.homeoffice.gov.uk/hmic/our-work/business-plan/>) reflects our continued focus on:

- protective services – including the management of public order, civil contingencies and critical incidents as phase 3 of the programme in autumn 2008/spring 2009;
- counter-terrorism – including all elements of the national CONTEST strategy;

September 2008

- strategic services – such as information management and professional standards; and
- the embedding of Neighbourhood Policing.

HMIC's priorities for the coming year are set in the context of the wide range of strategic challenges that face both the police service and HMIC, including the need to increase service delivery against a backdrop of reduced resources. With this in mind, the business plan for 2008/09 includes for the first time a 'value for money' plan that relates to the current Comprehensive Spending Review period (2008–11).

Our intention is to move to a default position where we do not routinely carry out all-force inspections, except in exceptional circumstances; we expect to use a greater degree of risk assessment to target activity on those issues and areas where the most severe vulnerabilities exist, where most improvement is required or where the greatest benefit to the service can be gained through the identification of best practice.

The recent Green Paper on policing – *From the Neighbourhood to the National: Policing our Communities Together* – proposes major changes to the role of HMIC. We are currently working through the implications to chart a way forward, and it will not be until the late Autumn when we are able to communicate how this will impact on the future approach and inspection plans. In the meantime, we have now commenced work covering the areas of critical incident management, public order and civil contingencies/emergency planning – which will conclude in early 2009. In consultation with ACPO portfolio holders and a range of relevant bodies (such as the Cabinet Office in respect of civil contingency work) we have conducted an assessment of risk, threat and demand and, based on this, we will focus on those forces where we can add most value. We will also commence a series of police authority inspections in April 2009, which will follow a pilot process from November 2008 through to January 2009.

Programmed Frameworks

During phase 2 of HMIC's inspection programme, we examined force responses to major crime, serious and organised crime, Neighbourhood Policing and Developing Citizen Focus Policing in each of the 43 forces of England and Wales.

This document includes the full graded report for the Neighbourhood Policing inspection and Developing Citizen Focus Policing inspection.

Neighbourhood Policing

The public expect and require a safe and secure society, and it is the role of the police, in partnership, to ensure provision of such a society. The HMIC inspection of Neighbourhood Policing implementation assesses the impact on neighbourhoods together with identified developments for the future.

The piloting of the National Reassurance Policing Programme (NRPP) between April 2003 and 2005 led to the Neighbourhood Policing programme launch by ACPO in April 2005.

There has been considerable commitment and dedication from key partners, from those in neighbourhood teams and across communities to deliver Neighbourhood Policing in every

area. This includes over £1,000 million of government investment (2003–09), although funding provision beyond 2009 is unclear.

The NRPP evaluation highlighted three key activities for successful Neighbourhood Policing, namely:

- the consistent presence of dedicated neighbourhood teams capable of working in the community to establish and maintain control;
- intelligence-led identification of community concerns with prompt, effective, targeted action against those concerns; and
- joint action and problem solving with the community and other local partners, improving the local environment and quality of life.

To date, the Neighbourhood Policing programme has recruited over 16,000 police community support officers (PCSOs), who, together with 13,000 constables and sergeants, are dedicated by forces to 3,600 neighbourhood teams across England and Wales.

This report further supports Sir Ronnie Flanagan's *Review of Policing* (2008), which considers that community safety must be at the heart of local partnership working, bringing together different agencies in a wider neighbourhood management approach.

Developing Citizen Focus Policing

Citizen Focus policing is about developing a culture where the needs and priorities of the citizen are understood by staff and are always taken into account when designing and delivering policing services.

Sir Ronnie Flanagan's *Review of Policing* emphasised the importance of focusing on the treatment of individuals during existing processes: this is one of the key determinants of satisfaction.

A sustained commitment to quality and customer need is essential to enhance satisfaction and confidence in policing, and to build trust and further opportunities for active engagement with individuals, thereby building safer and more secure communities.

This HMIC inspection of Developing Citizen Focus Policing is the first overall inspection of this agenda and provides a baseline for future progress. One of the key aims of the inspection was to identify those forces that are showing innovation in their approach, to share effective practice and emerging learning. A key challenge for the service is to drive effective practice more widely and consistently, thereby improving the experience for people in different areas.

Latest data reveals that, nationally, there have been improvements in satisfaction with the overall service provided. However, the potential exists to further enhance customer experience and the prospect of victims and other users of the policing service reporting consistently higher satisfaction levels. All the indications show that sustained effort is required over a period of years to deliver the highest levels of satisfaction; this inspection provides an insight into the key aspects to be addressed. It is published in the context of the recent Green Paper *From the Neighbourhood to the National – Policing our Communities Together* and other reports, which all highlight the priorities of being accountable and responsive to local people. The longer-term investment in Neighbourhood Policing and the

benefits of Neighbourhood Management have provided an evidence base for the broad Citizen Focus agenda.

Statutory Performance Indicators and Key Diagnostic Indicators

In addition to the inspection of forces, HMIC has drawn on published data in the Policing Performance Assessment Frameworks (PPAFs) published between March 2005 and March 2008 as an indicator of outcomes for both Neighbourhood Policing and Developing Citizen Focus Policing.

The statutory performance indicators (SPIs) and key diagnostic indicator (KDI) that are most appropriate to indicate outcomes for the public and are used to inform this inspection are set out below:

Neighbourhood Policing

- SPI 2a – the percentage of people who think that their local police do a good or excellent job.
- KDI – the percentage of people who ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’.
- SPI 10b – the percentage of people who think there is a high level of anti-social behaviour in their area.

Developing Citizen Focus Policing

- SPI 1e – satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with the overall service provided by the police.
- SPI 3b – a comparison of satisfaction rates for white users with those for users from minority ethnic groups with the overall service provided.

Forces are assessed in terms of their performance compared with the average for their most similar forces (MSF) and whether any difference is statistically significant. Statistical significance can be explained in lay terms as follows: ‘The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.’ A more detailed description of how statistical significance has been used is included in Appendix 2 at the end of this report.

Developing Practice

In addition to assessing force performance, one of HMIC’s key roles is to identify and share good practice across the police service. Much good practice is identified as HMIC conducts its assessments and is reflected (described as a ‘strength’) in the body of the report. In addition, each force is given the opportunity to submit more detailed examples of its good practice. HMIC has therefore, in some reports, selected suitable examples and included them in the report. The key criteria for each example are that the work has been evaluated by the force and the good practice is easily transferable to other forces; each force has provided a contact name and telephone number or email address, should further information be required. HMIC has not conducted any independent evaluation of the examples of good practice provided.

The Grading Process

HMIC has moved to a new grading system based on the national standards; forces will be deemed to be meeting the standard, exceeding the standard or failing to meet the standard.

Meeting the standard

HMIC uses the standards agreed with key stakeholders including ACPO, the National Policing Improvement Agency (NPIA) and the Home Office as the basis for SGC. The standards for Neighbourhood Policing and Developing Citizen Focus Policing are set out in those sections of this report, together with definitions for exceeding the standard and failing to meet the standard.

Force Overview and Context

Dyfed-Powys Police has:

- 4 basic command units (BCUs);
- 50 Neighbourhood Policing teams (designated formal Neighbourhood Policing areas);
- 89 officers dedicated to Neighbourhood Policing (with a further 102 area neighbourhood constables); and
- 75 PCSOs dedicated to Neighbourhood Policing (including one funded locally).

The force is a member of four community safety partnerships (CSPs) that cover the force area.

Geographical description of force area

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

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

The main industries in the Dyfed-Powys area are agriculture and tourism, although there are significant petrochemical activities along the Milford Haven waterway in the Pembrokeshire BCU. This area has seen growth in recent times with the advent of liquefied natural gas terminals in the Haven and an associated pipeline carrying gas that cuts across three of the force's four BCUs. As well as providing 20% of the nation's gas production within the next 12 months, the petrochemicals industry within the Haven also provides a significant amount of refined products for the Republic of Ireland. This is now acknowledged as a significant industrial site in the national infrastructure.

Demographic description of force area

Current estimates of the total population of the force area (505,400 people) also indicate that 23% of people are of retirement age (65 for men and 60 for women) or over. This compares with an all-Wales average of 21% and a UK average of 19%. These rates range

from 24% in Powys and 23% in Pembrokeshire and Carmarthenshire to 22% in Ceredigion, notwithstanding the strong full-time student presence (7,000+) in that particular area. Estimates (by the Office for National Statistics) of migration patterns during spring 2007 suggest that levels of outward migration are most pronounced in the 16–24 age group throughout the force area, countered by increases in the 45–64 age group over this time.

In recent times, there has been a significant influx of migrant workers into Dyfed-Powys, primarily from Portugal and Eastern Europe. Recently published statistics suggest that the numbers of migrant workers in Carmarthenshire, counted through the Worker Registration Scheme, were the second highest in Wales. Significant numbers also exist within the Pembrokeshire BCU, attracted by major industrial developments such as the liquefied natural gas terminals on the Milford Haven waterway.

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

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

Strategic priorities

The force's strategic priorities for 2008–11 include the following:

The current force strategic priorities were developed as the culmination of a futures seminar for senior managers held in October 2007. The outcome was the refocusing of the current force strategy, *Building on Strong Foundations*, which sets out a number of key priorities, namely:

- Neighbourhood Policing;
- automatic number plate recognition;
- restructuring of roads policing units;
- public protection; and
- improved corporate governance.

Progress against these objectives is closely monitored through existing force governance structures and will be formally evaluated and reviewed in the 2008 futures seminars to be held in the autumn.

The force's control strategy for 2008/09 features:

- drugs;
- terrorism and extremism; and
- violent crime.

Immigration crime and the impact of economic migrants on the force has once again been identified as a significant and emerging issue, while the control strategy as a whole is underpinned by the delivery of roads policing and Neighbourhood Policing.

The police authority's priorities for 2008/09 are consistent with those identified in the control strategy, with the addition of anti-social behaviour. This was adopted by authority members in recognition of the views of the public, generated through proactive consultation activity.

Force Performance Overview

Force development since the 2007 inspections

Since the 2007 inspections, force developments have been prioritised in a number of key areas which are outlined below.

Force estate

A new custody facility for Newtown opened in May following a ten-month period of construction. The custody suite is at the cutting edge in terms of technological facilities to support and augment the roles and functions of custody staff across the county. The new facility is equipped with ten cells, associated Viper suite, fully equipped medical facilities, solicitor and family visiting areas and is 'future proof', making it able to meet increasing demands within the policing locality.

Land has been purchased for the development of a new station for Cardigan in the Ceredigion BCU. The structure and layout of the existing facility in the town centre does not meet the demands of modern policing, so the new development will commence in the coming year at a total cost of £2.5 million.

Proposals are being actively developed for a joint emergency services centre at Llandrindod Wells in Powys. This draws together the force, mid and west Wales fire and rescue service and Her Majesty's Courts Service. A study to ascertain the feasibility of the development is ongoing.

A site to relocate the helicopter support unit away from headquarters (HQ) has been identified at Pembrey in Carmarthenshire. Issues around the water table at the site, planning consents and agreement on the lease are in the process of being finalised.

Workforce modernisation

Pembrokeshire BCU has adopted a pilot scheme to introduce custody interview teams within the division. The corporate services department is evaluating this initiative to ascertain savings in officer time and establish the feasibility of rolling this out more widely across the force.

In addition, a programme to increase the number of custody detention officers across the force has been approved by the authority. Three additional posts will be created during 2008/09, with more during the following financial years, to assist the organisation in meeting its responsibilities in relation to safer detention.

Significant success has been achieved in attracting partnership funding for additional PCSOs across the force. Among the funding partners identified at present are a number of town and community councils and the Royal National Lifeboat Institution (RNLI).

Citizen Focus and Neighbourhood Policing

The force has established a Citizen Focus programme board chaired by the assistant chief constable (ACC) and has a clearly developed action plan, which is being driven by this forum.

During his temporary tenure, Deputy Chief Constable (DCC) Howard Roberts took a proactive lead in driving forward Neighbourhood Policing within the organisation, with the result that significantly more staff are now allocated to Neighbourhood Policing duties and there is greater corporacy with regard to implementation around the four BCUs.

As part of the wider Citizen Focus agenda, the force has instituted a professionalising customer services project, examining all aspects of customer contact with the force. The initial report and recommendations arising out of this project, specifically relating to front counter services, have been submitted to chief officers for consideration.

Protective services

Since the publication of the HMIC report *Closing the Gap*, the four Welsh forces have been working closely to bridge the gaps in protective services that were identified in the analysis. Furthermore, the force is currently finalising a capability assessment against the ACPO protective services standards to establish gaps in service delivery with a view to identifying threats and risks that need to be addressed.

Financial crime

As part of its commitment to enhancing its capability to deliver more effective protective services, the force has invested a number of resources into its investigation of financial crime. The investment has paid dividends in that the amount of monies seized by the force during the 2007/08 financial year was £967,567 compared with £271,130 in the previous year, an increase of 356%.

Neighbourhood Policing

2007/08 Neighbourhood Policing Summary of judgement	Meeting the standard
--	-----------------------------

Meeting the standard

Following the moderation process, Dyfed-Powys was assessed as meeting the standard. Neighbourhood Policing has been implemented to a consistent standard across the force.

Neighbourhoods are appropriately staffed (coverage).

Summary statement

The force is deploying across all its BCUs, the right people in the right place at the right times to ensure its neighbourhoods are appropriately staffed.

Strengths

- There are 227 electoral wards in the Dyfed-Powys Police area. Electoral wards formed the basic starting point for the consideration of neighbourhoods. Consideration was given to survey, crime, deprivation and other data combined with consultation. This resulted in 76 neighbourhoods, grouped into 17 inspector-led sections in the geographical boundaries of the four BCUs. Each BCU is coterminous with a county council boundary.
- Each section, comprising a cluster of neighbourhoods, is led by an inspector, invariably supported by either a sergeant dedicated to the neighbourhood role or by a 'hybrid' sergeant who has additional responsibility for response policing and general BCU uniform duties. A similar arrangement is in place for neighbourhood constables, whereby a hybrid constable performs the additional role of response in the relevant neighbourhood. Hybrid constables and sergeants are known as area neighbourhood constables and sergeants. In a number of rural neighbourhoods, an officer may be the named contact for more than one neighbourhood.
- The force undertakes continual reviews of boundaries at BCU level, taking account of public views expressed through survey work and face-to-face meetings. Powys division recently reviewed and changed a number of boundaries taking account of public and partner views, which led to an increase from 15 to 22 neighbourhoods. The BCU implementation group is chaired by the BCU commander and overseen by the force steering group that tasks formal boundary reviews.
- Each neighbourhood has a named contact, depicted clearly on the force website. The named contact is invariably supported by a small team; the size and make-up being determined by the demand profile of the neighbourhood.
- On 1 April, 2008, the staffing profile for Neighbourhood Policing included:
 - 20 inspectors;
 - 41 sergeants, seven of whom are dedicated;
 - 191 police constables, 89 of whom are dedicated;
 - 75 PCSOs, (includes one jointly funded);

- 34 special constables; and
- 9 volunteers.

This equates to 25% of the force establishment engaged in Neighbourhood Policing (including hybrid officers).

- Following a review of staffing, the force has included area neighbourhood constables and sergeants in Neighbourhood Policing numbers to reflect all officers engaged in Neighbourhood Policing activity. This has resulted in the numbers of constables showing an increase from 87 to 191 and sergeants from 28 to 41.
- The force allocation of 74 PCSOs continues to be enhanced by the joint funding initiative between Dyfed-Powys Police, the Countryside Council for Wales and Elan Valley Rangers for an additional PCSO providing a visible policing presence in the rural area of Rhyader, concentrating on local issues affecting that community and environment. This has provided police cover that would not otherwise have been available.
- All officers and staff selected for employment in Neighbourhood Policing are required to agree to a period of 36 months' tenure, which ensures a period of stability to the community they serve.
- At force level, the resource allocation group meets annually to consider bids from BCU commanders and to map changes into the forthcoming annual financial plan. At BCU level, BCU commanders chair regular resource allocation meetings in order to succession plan neighbourhood staffing.
- A maximum of nine additional PCSOs will be employed during 2008, on the basis of BCUs securing partnership funding for fifty percent of their annual salary. The remaining salary will be paid from a central fund.
- The Neighbourhood Policing abstraction policy is documented; it applies to neighbourhood officers and staff. The policy includes a target for officers and staff to remain on their appointed neighbourhood for 80% of their available duty time. Officers and staff interviewed demonstrated good understanding of the policy.
- The abstraction policy was reviewed in March 2008 and defines abstraction, using the Home Office definition as the "removal of officers from their neighbourhood or removal from their role of addressing priorities in their assigned neighbourhood".
- Any decision to abstract a member of the Neighbourhood Policing team from their dedicated role is taken by the duty supervisor who is responsible for recording the reason for abstraction on the electronic abstraction recording facility available on the force intranet.
- In February 2008, the force introduced an information technology (IT)-based abstraction database, designed with users in mind, to ensure that completion of abstractions takes minimal time to complete. The database provides oversight of abstraction at BCU and neighbourhood level. The inspection found that officers and staff found the system easy to use and abstractions are being recorded in accordance with the policy.
- The abstraction database automatically populates live performance data contained on the force intranet system. BCU commanders and ACPO are starting to hold relevant officers to account for abstraction performance through the performance meetings.

- The electronic abstraction database includes a search facility enabling corporate services to evaluate recorded data and produce a more in-depth performance package for consideration by force and BCU performance meetings.
- Live performance data from the force intranet system is used at BCU level performance meetings in order to hold inspectors to account for performance in this area. There was strong evidence of a change of culture among sergeants concerning abstracting officers now they are held to account.
- Dyfed-Powys Police covers the largest geographical area in England and Wales; over half the land mass of Wales, and encompasses sparsely populated rural areas and a number of small towns. Guidance is available that clarifies roles and resource deployment incorporating the rural-based area neighbourhood constables and sergeants who, in addition to their neighbourhood role, provide the fastest police response in the event of emergency.
- In February 2008 the Neighbourhood Policing database went live. Housed on the force intranet it has been designed to provide a corporate user-friendly platform to record:
 - neighbourhood profiles;
 - key individual networks (KINs);
 - community contacts;
 - community engagements; and
 - neighbourhood priorities and action plans.
- The inspection found evidence of deployment in response to neighbourhood profiles, examples including an officer of Polish descent posted to an area with an emerging Polish community and the spread of Welsh speaking officers across neighbourhoods in Ceredigion.
- BCU commanders have been given a more in-depth counter-terrorism briefing than the teams in order to provide them with a greater understanding to drive the action plan.
- The force was able to provide good examples that demonstrated how the counter-terrorism strategy is working in practice by way of information received from the public that would not have been given prior to raising awareness in the community.
- The inspection found the majority of neighbourhood officers and staff interviewed were aware of their role in relation to counter-terrorism, organised crime groups and vulnerable communities.
- The recognised training standard for Neighbourhood Officers and staff are in-house courses based on the NPIA CLDP – Neighbourhood Policing for Police Officers – and the wider Police Learning and Development Programme for PCSOs that have been adapted to meet local needs. A total of 138 officers and staff (42%) have completed the three-day induction course and are working through the programme. Additionally all PCSOs have neighbourhood training incorporated in their nine-week induction course.
- The Neighbourhood Policing CLDP now includes partners, which enriches the induction phase particularly around joint problem solving. Twenty environmental health officers from Carmarthenshire are undergoing the programme. The force would benefit from selling the advantages of this course to other county councils and partners.

September 2008

- BCU commanders review the ratio of inspectors and sergeants to PCs and PCSOs at the resource allocation meetings. Each BCU implementation group chaired by the BCU commander has oversight of the ratios.
- Divisional commendation ceremonies which take place quarterly include formal reward and recognition for neighbourhood officers and staff. Award winners' families are invited and local dignitaries and the media attend.
- All police officers employed in neighbourhood teams are rewarded with a special priority payment to reflect their role.

Work in progress

- Community profiles are in the process of being populated on the newly launched Neighbourhood Policing database. Community profiles are populated in a corporate framework and contain:
 - summary information concerning the neighbourhood;
 - deprivation statistics;
 - contacts;
 - KINs;
 - priorities;
 - action plans; and
 - meetings.

The profiles were populated to varying degrees – summaries mainly contain a tourist-type guide to the neighbourhood and the profile section was limited to deprivation data. The force is developing the profiles to ensure they are capable of forming the basis for the neighbourhood engagement and deployment strategies.

- A training gap analysis is currently under way to establish what Neighbourhood Policing training has already been delivered and to assess future training needs. This is due to be completed by June 2008.
- The training needs gap analysis was completed in May 2008 and has resulted in the following training plan:
 - prepare training/briefing package to educate all staff;
 - include Neighbourhood Policing in all initial recruitment training Initial Police Learning and Development Programme (IPLDP);
 - prepare training package for all communications centre staff in conjunction with HQ operations and information systems and technology (IS&T);
 - prepare and deliver training package on Neighbourhood Policing to divisional Station Duty Officers;
 - prepare modular training course for all newly appointed PCSOs; and
 - Neighbourhood Policing development training for existing and all newly appointed Neighbourhood Policing team staff.
- Despite the fact that the Neighbourhood Policing CLDP is mandatory, only 42% of officers and staff have commenced the programme. By October 2008, the force anticipates that the remaining 58% of staff will have commenced the programme.
- Appropriate means of formally recognising officers and staff employed in neighbourhoods is being considered at force level and due to the imminent ACPO changes will be picked up by the incoming team in June 2008.

Areas for improvement

- Although there was evidence of local review and change of neighbourhood boundaries, there is no systematic corporately-driven process to formally review neighbourhood boundaries in consultation with partners, agencies, and communities. Regular review with communities and partners would ensure that boundaries remain appropriate to effective delivery of Neighbourhood Policing.
- When non-urgent calls are received reference is not made to local priorities by call-handlers although this would assist the deployment decision and demonstrate knowledge and better inform the caller regarding their issue in cases where it is already a local priority.
- If neighbourhood officers and staff employed in areas of higher risk were to be security vetted to an appropriate level, this would enable special branch to brief and task them appropriately.
- Across the 76 neighbourhoods, there are only 7 dedicated Neighbourhood Policing sergeants. The majority of sergeants perform the dual role of neighbourhood and response, which includes custody officer duties. The response shifts and workload leaves little time for them to properly lead and supervise their neighbourhood teams. The force should consider ways of providing greater first line supervision and leadership to nurture and develop the Neighbourhood Policing teams.

Effective community engagement is taking place. Representative communities are being routinely consulted and are identifying local priorities and receiving feedback.

Summary statement

All neighbourhoods in the force area are actively engaging with their local police and its partners.

Strengths

- In order to maximise the effectiveness of neighbourhood meetings to consider, set and review local priorities, ensuring they are constructive and representative of the widest possible cross section of the community, Ceredigion BCU selects a panel from their KIN. Meetings are held in public but the panel sets and signs off priorities. It is recommended this template is considered as a corporate model as the inspection found a lack of understanding concerning this process on other BCUs and examples of meetings falling into disrepute due to low attendance by the same few people without making constructive suggestions.
- The marketing and communications group has a sub-group dedicated to Neighbourhood Policing which is chaired by the Neighbourhood Policing co-ordinator and includes representation from each BCU. The group meets on a regular basis to pro-actively market Neighbourhood Policing internally and externally.
- Over the past five months, the force has undertaken a considerable Neighbourhood Policing marketing campaign, which has involved the production and distribution of:
 - 50,000 beer mats;
 - 100,000 stickers;

September 2008

- 80,000 fridge magnets;
- 50,000 pens;
- 40,000 pencils; and
- 25,000 posters.

The initiative is linked with the national 'Name in every Neighbourhood' campaign. Highly visible double-page articles appeared in every local paper promoting the Neighbourhood Policing concept and identifying the local policing teams and their contact details. Similar eye-catching posters were designed to identify local neighbourhood teams and their contact details and were distributed for display in prominent public locations.

- Reality checks were conducted in Brecon, Newtown and Welshpool town centres. Posters were prominently displayed in a considerable number of shops and other public premises depicting the local neighbourhood teams with contact details. In Brecon and Newtown, PCSOs were observed stopping and talking to passers-by.
- The BBC Wales website in Ceredigion contains a prominent hyperlink to the Dyfed-Powys Neighbourhood Policing website as part of the ongoing neighbourhood awareness campaign.
- The force has invested in an easily accessible and corporately branded internet website that enables communities to access the name and contact details of local Neighbourhood Policing teams. It contains details of local meeting times, dates and venues. Communities can access their ward via a postcode look-up system linking the enquirer to their relevant team. Local priorities are displayed by neighbourhood.
- 'Bobby boxes' are deployed at prime locations in a number of rural communities. A bobby box is a secure post box, usually found in shop or post office premises, that provides an alternative opportunity for someone to make contact with their local team to raise concerns or provide information. The boxes are regularly emptied by officers and PCSOs while patrolling.
- There are a number of mobile police stations deployed to rural communities on a regular basis as surgeries. The locations and dates are widely advertised in advance. The surgeries provide a visible presence and reassurance to remote rural communities.
- The corporate community engagement and consultation strategy 2008–11 sets out how the force and police authority intend to continue to work together to enhance the quality and extent of community engagement and consultation with the public and key stakeholders. It supports the draft Citizen Focus strategy and sets out the strategic aims and priorities for community engagement and consultation that the force and police authority will be working towards during the next three years. It clearly outlines how priorities will be delivered, who will be responsible and how progress will be monitored.
- Proactive engagement of local and national media was recognised as an area unexplored by the force, which has resulted in the creation of a public relations (PR) and marketing manager post. The post-holder will be the strategic lead of the force marketing and communications group, which incorporates Neighbourhood Policing and Citizen Focus marketing sub-groups.
- 'Dog Watch' has been devised and launched in Ceredigion BCU and is an example of innovative engagement with a section of the community that is out walking at all hours, to gauge their concerns and share information.

- Criminal intelligence experts were consulted during the design of the Neighbourhood Policing database to ensure National Intelligence Model (NIM) and management of police information (MoPI) compliance in relation to community intelligence held on the system. The database is fully searchable by free-text search.
- Following proactive police activity a postcard has been designed to be distributed to addresses in order to reassure local communities, publicise police action and neighbourhood teams and encourage the communication of community and criminal intelligence.
- Effective information sharing between communities and Neighbourhood Policing teams, resulting in community intelligence, is evident. Examples include Neighbourhood Policing teams working in their communities on major crime investigations in order to gather community intelligence in support of the investigation, providing reassurance to the community and monitoring community tensions.
- The force incorporates questions in the face-to-face surveys and via the citizens' panels that provide random testing of the quality of community engagement. In January 2008 the citizens' panels were asked a number of questions, which have enabled the force to map the quality of community engagement.
- A group of local communities from Fishguard and Goodwich in Pembrokeshire were interviewed. They were largely complimentary about their neighbourhood team and were all members of the Partners and Communities Together (PACT) meeting which meets monthly. One overwhelming issue raised was the feeling that their neighbourhood boundaries need to be considered for review as the two places are distinct communities over two miles apart, both of which need a visible police presence. They were concerned that this has been raised at their meetings over a long period with no response from the force and they have asked the BCU commander to attend their next meeting. It was evident that although the group had no issues concerning engagement, techniques are limited to general patrol, meetings and surgeries. A long-term unresolved priority surrounds youths riding noisy motorcycles dangerously, despite repeated requests from local young people for a legal venue to be made available where they can ride without breaking the law or causing annoyance, but the solution has been limited to police enforcement. The younger members of the group thought a youth PACT meeting would be well attended but they were not interested in attending adult meetings. The group was critical of the force call centre from which they have difficulty receiving a response from during peak times.
- A group of local communities from Newtown in Powys were interviewed; the group included young and visible black and minority ethnic (BME) people. They were largely complimentary about their neighbourhood team who they believed to be overwhelmed with work. The group all agreed that the PCSOs are highly visible and make time to stop and talk to everyone including local youths. The neighbourhood has four distinct estates and includes the town centre. Four PACT processes are held in this neighbourhood to service the distinct communities all of which have differing priorities with the result that the 2 constables and 2 PCSOs are trying to joint problem solve 12 PACT priorities at any particular time. The group overwhelmingly felt the neighbourhood boundaries to be incorrect and had not been consulted concerning boundary review. The group stated they have repeatedly raised the issue at PACT meetings and one member addressed the ACC at a police authority community engagement meeting on the subject but they feel their voice is

unheard. Engagement is limited to informal encounters and PACT meetings. The youth members of the group feel they are not consulted and this could easily be remedied by the team attending school council meetings. It was acknowledged they do attend the youth centre. One or two of the group were aware of the team mobile phone number while others were not. They were overwhelmingly critical of the force call centre, which they have difficulty getting through to at peak times.

- BCU commanders have been given a more in-depth counter-terrorism briefing than the teams in order to provide them with a greater understanding to drive the action plan.
- The intelligence policy has been amended to provide more in-depth guidance concerning community intelligence. The director of intelligence has personally briefed all inspectors and above at a seminar, and PCSOs during their initial training course.
- Intelligence that has no criminal basis and is purely community-based is entered on the Neighbourhood Policing intranet site. This site has been designed with the aid of intelligence experts and is fully searchable; the force is satisfied that it is NIM and MoPI compliant. Supervisors have been trained to oversee their officer and staff entries to ensure they are routed to the correct system; additionally they have been given Regulation of Investigatory Powers Act 2000 awareness training around covert human intelligence source issues.
- The force was able to provide good examples that demonstrated how the counter-terrorism strategy is working in practice by way of information received from the public that would not have been given prior to raising awareness in the community.
- The inspection found the majority of neighbourhood officers and staff interviewed were aware of their role in relation to counter-terrorism, organised crime groups and vulnerable communities.
- An electronic link has been created from the force intranet tasking page to enable teams and officers during briefing to be made aware of neighbourhood priorities in their response area, enabling them to deal appropriately and provide greater information to members of the community when responding to calls. The inspection found high levels of knowledge of neighbourhood priorities among response officers.

Work in progress

- An IT solution is being developed to enable integration of the intranet based Neighbourhood Policing database with the public-facing website, which will enhance the level of public information, for example, updates concerning neighbourhood priorities. It is anticipated this will be operational by July 2008.
- Funding has been secured for the force to engage additional web design resources on a short-term basis to design a young persons' website enabling two-way communication. Young people from the community will be engaged in the design to maximise the appeal to the younger generation. Additionally a secure section of the force website will be designed to enable two-way communication between neighbourhood watch co-ordinators and their neighbourhood team. It is anticipated these will be live from October 2008.

- On 28 September 2008 the force will host a public open day at force HQ in Carmarthen in order to raise awareness of policing in the local communities and promote neighbourhood teams.
- Effective information sharing between communities and Neighbourhood Policing teams, resulting in community intelligence, is evident. Examples include Neighbourhood Policing teams working in their communities on major crime investigations to gather community intelligence in support of the investigation, providing reassurance to the community and monitoring community tensions.
- PCSOs will be tasked to undertake reassurance visits to victims of hate crime, repeat and vulnerable victims; guidance for PCSOs to support that role is being developed.

Areas for improvement

- The inspection found that neighbourhood meetings take place sporadically in a number of areas, while they occur monthly in others with no rationale for either. The force should consider corporate guidance concerning the frequency with which neighbourhood-based meetings to discuss, review and set priorities should take place.
- It is clear that community engagement has developed across the force since the HMIC Phase One inspection. A number of excellent individual examples of innovative engagement were demonstrated; however community engagement remains somewhat limited around neighbourhood meetings and surgeries. Little knowledge was demonstrated of how to engage with working families and other sections of the community who do not attend meetings or surgeries. The force should ensure that community profiles are developed to drive a wide range of engagement techniques appropriate to the particular neighbourhood.
- The force would benefit from the production of tactical community engagement guidance for officers and staff to provide direction and tactical options as a means of engaging more effectively and widely in tune with the neighbourhood profile.
- Neighbourhood teams in a number of areas have force mobile telephones but the contact numbers are not widely publicised. Although a number of people in the community have been given the numbers others have not and feel disadvantaged as they have to make contact with the team through force HQ. The force should consider corporate policy around the issue and publication of contact details for neighbourhood mobile telephones.
- Meetings with neighbourhood panels or with communities and partners to identify, agree and manage community priorities are badged differently in every BCU. A corporate approach to terminology would serve to minimise any confusion the public might have around these meetings and help simplify corporate marketing messages.
- The breadth and depth of community engagement across neighbourhoods is not tested by any means for example:
 - postcode mapping of who local teams are engaging with to identify gaps;
 - checking the list of PACT attendees and contacting previously active members that no longer attend to monitor satisfaction levels;
 - asking people in high crime areas not identified in the KIN or local profile whether they are engaged with their Neighbourhood Policing team; and

September 2008

- talking to people aged between 14 and 18 years and to people from Eastern European and other emerging communities to test involvement with their Neighbourhood Policing team and that joint problem solving is taking place.

In order to reassure itself that neighbourhood teams are using innovative methods of engaging with all sections of local communities the force should consider developing qualitative analysis.

- The Neighbourhood Policing database does not enable corporate oversight of the types of community engagement being undertaken on each BCU, which would enable performance management to drive an increase in the number and quality of engagements taking place and encourage innovation.

Joint problem solving is established and included within performance regimes.

Summary statement

Joint problem solving involves the police with partners and communities across most neighbourhoods. Joint problem solving activity is partly evaluated and demonstrates moderate problem resolution at neighbourhood level.

Strengths

- The Neighbourhood Policing database incorporates a section to capture problem solving action plans to enable progress to be updated and reviewed. The database is regularly updated by the Neighbourhood Policing teams.
- Joint problem solving performance is monitored and evaluated by way of dip-sampling undertaken by BCU commanders and the DCC. This process would be strengthened by formal inclusion in performance management meetings.
- On appointment, the DCC met with the chief executives of all four county councils in order to develop the concept of Neighbourhood Policing among strategic partners and as a result has secured the agreement in principle for funding to enable the commencement of drug testing at all custody sites in the force. This initiative will provide clarity in terms of the number of persons arrested who have misused controlled drugs.
- In Carmarthenshire, there are examples of co-location of neighbourhood teams with local housing, which has developed an excellent working relationship in relation to anti-social behaviour with joint visits to tenants being conducted when they or their children are involved in anti-social behaviour; this ensures a cohesive action plan from the outset. The force should look to build on these examples and mirror them in other county council areas.
- Co-location of resources with partners is considered in the estates strategy. A recent example was provided regarding a shared building in Brecon although at this stage it is too early to realise the operational benefits. A similar co-location opportunity is being planned for a new building in Llandrindod Wells.
- Carmarthenshire County Council has employed a community safety manager to implement the CSP strategy and provide a natural progression towards a significantly greater emphasis on tactical partnership working.

- In addition to singular repeat victims, repeat venues and streets, other issues are now being researched in respect of crime and anti-social behaviour and presented to BCU tactical tasking and co-ordinating groups in order for neighbourhood teams to be tasked in response to local priorities as appropriate.
- Joint strategic assessments have recently been completed in all BCUs and consequently the force is working with partners to develop shared analytical resources to better enable the process and inject more shared data into the assessment process.
- An excellent example of joint problem solving is 'Cleaner, Greener, Safer Streets' in Carmarthenshire where a multi-partner and community team is assembled and targeted to an intelligence-led hotspot. An intensive high profile operation is conducted jointly with the community to regenerate an area. This has occurred on five occasions and the impact on crime and perceptions of crime has been significant on each occasion. This has attracted the attention of national media and is likely to be the subject of a BBC Panorama documentary. The force should consolidate excellent practice and promulgate this elsewhere.
- In Pembrokeshire 'Not in my neighbourhood week' took place in October 2007 and involved police and partners working together in concentrated community 'clean up' projects, execution of drugs warrants, other enforcement activity, extra patrols and education road shows. The events centred around the five main town centres and results included:
 - over 35 community 'clean up' projects being undertaken across the BCU.
 - nearly 900 Neighbourhood Policing letters being delivered;
 - over 100 referrals being made to the bobby van;
 - over 1,700 pupils being given talks in schools;
 - about 200 home fire safety check referrals being made;
 - over 250 pieces of crime prevention advice being issued;
 - over 60 commercial premises and over 50 licensed premises being visited by Trading Standards and the police;
 - PCSOs spending over 130 hours on dedicated foot patrols in the communities;
 - over 50 fixed penalty notices being issued by traffic wardens;
 - over 70 people being given verbal advice;
 - the Driver and Vehicle Licensing Agency clamped 59 vehicles, reported a further 72 for no insurance and had over 200 hits on their automatic number plate reader; and
 - a total of 14 Misuse of Drugs Act Warrants, 1 firearms warrant and 1 animal welfare warrant being executed.
- A multi-agency and partner environmental tasking group exists in Carmarthenshire; this group meets monthly and is chaired by the local authority environmental services lead. Issues addressed include theft of metal, waste carrier movement, un-roadworthy vehicles, unlicensed disposal sites and other criminal issues. This model has worked particularly successfully and may be used as a blueprint for crime and anti-social behaviour tasking.
- Problems identified by community members at PACT meetings or other community engagement types are recorded on the neighbourhood database and discussed at the subsequent PACT meeting where the priorities are identified and agreed.

September 2008

- The results of activity to address problems are recorded on the neighbourhood database, in the PACT meeting minutes and through local media publications.
- Resolved priorities are signed off at PACT meetings once the community is satisfied that the issue has been resolved. The neighbourhood database is updated accordingly and overseen by the relevant supervisor.
- Divisional seminars attended by partners have been held throughout the force to address joint problem solving. The CLDP includes input on joint problem solving, 42% of neighbourhood staff have commenced the programme and the remainder will commence by October 2008.
- 'Identification to Solutions' has been produced by the force as guidance to aid neighbourhood officers and staff in relation to problem solving. The guidance includes a useful section on the contribution that can be made by partners. The favoured models are SARA (scanning, analysis, response, assessment) and the Problem Analysis Triangle.
- 'What works for us' is an intranet site in the Neighbourhood Policing database enabling good practice to be disseminated across the force for other teams to emulate.

Work in progress

- Following publication of the Beecham report, the Welsh Assembly Government has introduced six official pilot sites of local service boards (LSBs), Carmarthenshire being one of these. The LSB includes additional partners such as fire services, health and probation services. The Chief Executive of Carmarthenshire Council chairs both the LSB and CSP in order that the CSP operates at a strategic level with the chair empowered to commit resources. The two meetings in Carmarthenshire will not be merged as the chief executive sees a clear role for each. There is no directive or steer from the Welsh Assembly Government on the LSB terms of reference, membership or way in which they should operate.
- Joint tactical tasking with partners is the natural follow on from the joint strategic assessment process. Carmarthenshire is piloting an inspector embedded in the county council who acts as a conduit between BCU tasking and county council tasking. The force intends to learn lessons from this pilot and may develop the concept further.
- Following the recent joint strategic assessment process, there is a combined police/partner recognition of the need to fund a joint strategic analytical function to enhance the production of future analytical products and minimise the impact on police tactical crime analysts. This is being jointly progressed with county councils and the Welsh Assembly Government.

Areas for improvement

- Evaluation and performance monitoring in respect of joint problem solving has yet to be developed by the force in order to fully embed the concept and drive innovation.
- Joint problem solving is occurring to varying degrees throughout the force. The inspection found areas where joint problem solving is advanced and others where it is more limited. There should be a corporate drive to spread learning from the better examples across the force.

- A learning needs analysis for partners and the community regarding joint problem solving training needs has not been undertaken by the force.

The outcomes of Neighbourhood Policing are being realised by the surveyed public.

	SPI 2a Percentage of people who think that their local police do a good or excellent job		KDI Percentage of people who 'agree local police are dealing with anti-social behaviour and crime that matter in this area'		SPI 10b Percentage of people who think there is a high level of anti-social behaviour	
	Difference from MSF	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change	Difference from MSF	2005/06 to 2007/08 change
Dyfed Powys Police	+2.1pp	+0.8pp	+4.2pp	+0.3pp	-1.4pp	+0.5pp

Summary statement

The SPI/KDI data shows that force performance is not significantly different to the average for the MSF.

The SPI/KDI data also shows that force performance is unchanged compared with two years ago.

Context

The SPI and KDI statistics are obtained from the PPAFs to March 2008. These figures are survey-based and have been analysed for statistical significance, which can be explained in lay terms as follows: 'The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.'

Note: When comparing the force's performance with previous years, year-on-year statistical significance is explained as follows: 'The difference in force performance between the years compared is unlikely to have occurred by chance.'

There is a summary of how statistical significance is used at Appendix 2 at the end of this report.

As part of the BCS, approximately 1,000 interviews are undertaken in each force area in England and Wales. Included in the survey is the individual's assessment of whether the local police are doing a good job, whether the police are dealing with anti-social behaviour

and crime that matter in their area, and whether anti-social behaviour in their area is a problem.

SPI 2a – percentage of people who think that their local police do a good or excellent job.

55.9% of people surveyed in the year ending March 2008 think that their local police do a good or excellent job, which is not significantly different to the average for the MSF.

Force performance was unchanged in the year ending March 2008; 55.9% of people surveyed think that their local police do a good or excellent job, compared with 55.1% in the year ending March 2006.

KDI – percentage of people who ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’.

58.5% of people surveyed in the year ending March 2008 ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’, which is not significantly different to the average for the MSF.

Force performance was unchanged in the year ending March 2008; 58.5% of people surveyed ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’, compared with 58.2% in the year ending March 2006.

SPI 10b – percentage of people who think there is a high level of anti-social behaviour.

8.8% of people surveyed in the year ending March 2008 think there is a high level of anti-social behaviour, which is not significantly different to the average for the MSF.

Force performance was unchanged in the year ending March 2008; 8.8% of people surveyed think there is a high level of anti-social behaviour, compared with 8.3% in the year ending March 2006.

Strengths

- In relation to the percentage of people who ‘agree local police are dealing with anti-social behaviour and crime that matter in this area’, Dyfed-Powys Police are 4.2% above the MSF average in the figures April 2007 to March 2008. The remaining SPIs are in the MSF average.
- The Neighbourhood Policing database contains an impressive array of performance data which in live time updates itself from other force systems. The data can be displayed at force, BCU and neighbourhood level and includes 30 indicators under the categories:
 - community cohesion and access;
 - feelings of safety and perceptions of anti-social behaviour;
 - experience of crime and anti-social behaviour;
 - local contact with the police;
 - local engagement; and
 - confidence.
- The command and control system (STORM) and crime recording systems have recently been reconfigured to align to neighbourhood boundaries enabling

neighbourhood level data to be obtained on crime and incidents including anti-social behaviour.

- The annual BCS collects information about victims of crime, circumstances in which incidents occur and the behaviour of offenders in committing crimes and includes crime unreported to police. During 2006/2007, Dyfed-Powys featured among the top 10 forces in England and Wales and performed better than its MSF in every category.

Work in progress

- Current performance measures are largely quantitative although the force is developing qualitative performance measurements to better reflect the Neighbourhood Policing role and encourage development and innovation.

Area for improvement

- Performance focus at the delivery end has not yet fully moved towards neighbourhood and Citizen Focus measures. On a visit to Newtown Police Station, the inspection team saw a performance notice board populated with crime and sanction detection performance information. There was no similar notice board containing Citizen Focus or Neighbourhood Policing performance information.

Force-level and local satisfaction/confidence measures are used to inform service delivery.

Summary statement

The force partially understands the needs of its communities. Identified service improvements are frequently made to improve local service delivery.

Strengths

- In order to drive the culture change necessary to fully embed Neighbourhood Policing, the Roads Policing strategy has been updated to engage roads policing officers with Neighbourhood Policing issues. Speeding is one of the most prolific neighbourhood priorities and, as a consequence, each neighbourhood has access to a traffic SPOC with geographical oversight of traffic issues in their area.
- Twice yearly, the police authority BCU link members chair widely advertised public consultation meetings to receive direct public feedback on local policing. The issues are discussed at the police authority community engagement committee, attended by the Chief Constable, to inform policing plans and NIM products.
- Corporate services undertakes comparative analysis of force performance and direction of travel, which is reviewed at force performance meetings. Some indicators are broken down to neighbourhood level and available on the neighbourhood database for BCU-level performance meetings.
- The Neighbourhood Policing database contains an impressive array of performance data, which in live time updates itself from other force systems. The data can be

displayed at force, BCU and neighbourhood level and includes 30 indicators under the categories:

- community cohesion and access;
 - feelings of safety and perceptions of anti-social behaviour;
 - experience of crime and anti-social behaviour;
 - local contact with the police;
 - local engagement; and
 - confidence.
- The command and control system (STORM) and crime recording systems have recently been reconfigured to align to neighbourhood boundaries enabling neighbourhood level data to be obtained on crime and incidents including anti-social behaviour.
 - The annual BCS collects information about victims of crime, circumstances in which incidents occur and the behaviour of offenders in committing crimes and includes crime unreported to police. During 2006/2007, Dyfed-Powys featured among the top 10 forces in England and Wales and performed better than its MSF in every category.
 - Force and BCU performance meetings take place monthly and are presented in a PowerPoint format. Both levels of meeting incorporate user satisfaction data broken down to BCU level, providing comparative analysis and direction of travel.
 - Each BCU has in place a citizens' panel run in conjunction with the county council, and other partner agencies. The panels consist of a total of some 4,000 people who are consulted quarterly through a choice of electronic or postal media about their opinions on a variety of policing and partner issues. Panel members are selected at random from postal address lists and recruited in a way that best matches the demographics of the area in which they are located. A third of the panel members are refreshed annually to prevent survey fatigue. Following a recent survey, the force reviewed and changed front counter opening times.
 - Corporate services conducts annual face-to-face surveys in conjunction with members of the police authority. The survey is carried out in two high profile locations in each BCU to seek views on customer satisfaction and local policing issues. The results are analysed and inform ACPO and police authority performance meetings.
 - The views and opinions of young people throughout the force area are sought by way of a 'virtual focus group'. All secondary schools in Wales hold school councils made up of a cross section of pupils from each age group. Out of 40 schools in the area, 24 have agreed to be part of the scheme. The force is able to email surveys or issues for discussion to the group and receives an email response following the meeting.

Work in progress

- Two researcher posts have been created to enable the force to conduct local level surveys seeking feedback on local policing issues and neighbourhood teams, in addition to national SPI survey work.
- Activity-based surveying of uniformed public-facing officers and staff is under way with a view to establishing those BCUs with the highest level of visibility in order that those with lower levels can learn lessons and increase uniformed presence.

Areas for improvement

- None identified.

The force demonstrates sustainable plans for Neighbourhood Policing.

Summary statement

The force and the police authority, have convincingly shown how they have ensured Neighbourhood Policing will be sustained beyond April 2008.

Strengths

- The joint Dyfed-Powys Police/Police Authority Policing Plan 2008 clearly demonstrates that Neighbourhood Policing underpins all other operational activities.
- Neighbourhood Policing forms a central plank of the 2008–11 Policing Plan which is about to be published. The force is committed to a significant number of Neighbourhood Policing bases and the estate strategy contains plans to increase these further. Although the force has no specific contingency fund for Neighbourhood Policing it is in a good position financially.
- A revised governance structure has been established to ensure ownership and accountability at BCU commander level. This structure is made up of a force steering group, which sets strategic policy and ensures corporacy and minimum standards. Each BCU has an implementation group chaired by the BCU commander. The force steering group meets monthly and is chaired by the DCC. The group includes a Police Federation and a PCSO representative together with representatives of the police authority. The BCU groups have police authority and partner representation. In June 2008, the steering group will be subsumed into the Citizen Focus programme board to be chaired by the incoming ACC.
- A revised Neighbourhood Policing action plan has been formulated which encompasses the areas for improvement from the HMIC Phase one inspection and NPIA Neighbourhood Policing embedding visits. It has recently been further updated with actions following publication of the *Review of Policing* conducted by Sir Ronnie Flanagan. The DCC reviews the Neighbourhood Policing action plan at the steering group.
- Currently the ACPO portfolio lead for Neighbourhood Policing is the DCC and the lead for implementing the Citizen Focus agenda is the acting ACC (A/ACC). The force plans to merge the two portfolios once the new ACC takes up his post early in June 2008.
- The police authority has a lead member for Neighbourhood Policing and a representative link member for each BCU who is also a member of the relevant CSP. The link members chair meetings that hold the BCU commanders to account in relation to performance which includes Citizen Focus and Neighbourhood Policing. Each link member reports to the police authority community engagement committee that meets quarterly to monitor force-level performance in these areas.
- Twice yearly, the police authority BCU link members chair widely advertised public consultation meetings to receive direct public feedback on local policing. The issues

are discussed at the police authority community engagement committee, which is attended by the Chief Constable, to inform policing plans and NIM products.

Work in progress

- During the past three years Neighbourhood Policing has been allowed to develop under the autonomy of BCU commanders, based on the pilot BCU and good practice. With a growing realisation that BCU commanders were in some instances working against corporate standards, the DCC has recently introduced 'corporate obligations' which will ensure corporacy where determined by the DCC but allow for local development in other areas in accordance with local needs and issues.

Areas for improvement

- None identified.

Developing Citizen Focus Policing

2007/08 Developing Citizen Focus Policing Summary of judgement	Meeting the standard
---	-----------------------------

Meeting the standard

A Citizen Focus ethos is embedded across the force, establishing an initial baseline.

Summary statement

The force partially understands the needs of its communities. Identified service improvements are frequently made to improve local service delivery. The force partially communicates the National Quality of Service Commitment standards, the Code of Practice for Victims of Crime standards and the force corporate/accessibility standards to its communities.

Service users' views are partially sought and are partially used to improve service delivery.

Strengths

- Corporate services conducts annual face-to-face surveys in conjunction with members of the police authority and representatives from Neighbourhood Policing teams. The surveys are carried out in two high profile locations in each BCU seeking views on local policing and customer satisfaction. The results are analysed and inform ACPO and police authority meetings. In the summer of 2007, over 500 people were surveyed in this way.
- The 2008–11 policing plan has been heavily influenced by analysis of all public survey data, reflected in the set priorities which include:
 - anti-social behaviour;
 - more visible and accessible police; and
 - drug/alcohol misuse
- Each BCU has in place a joint citizens' panel run in conjunction with the county council and other partner agencies. They consist of a total of some 4,000 people who are consulted quarterly through a choice of electronic or postal media about their opinions on a variety of policing and partner issues. The panels are selected at random from postal address lists and recruited in a way that best matches the demographics of the area in which they are located. A third of the panel members are refreshed annually to prevent survey fatigue. Following a recent survey, the force reviewed and changed its front counter opening times.
- Twice yearly, the police authority BCU link members chair widely advertised public consultation meetings to receive direct public feedback on local policing. The issues are discussed at the police authority community engagement committee, attended by the Chief Constable, to inform policing plans and NIM products.
- Examples where demonstrable improvements to service delivery have been made

following identification of service users' views include:

- Citizens' panel surveys in Pembrokeshire and Carmarthenshire regarding the communications centre identified being able to contact Neighbourhood Policing teams directly as a service that the public required. As a result, procedures were introduced in support of Neighbourhood Policing to provide direct access to local, named neighbourhood officers and PCSOs through their individual airwave sets. This contact can be achieved across the force by utilising the non emergency number 0845 330 2000. In addition, a further point of contact has been made available with Neighbourhood Policing team email accounts being directly available through the force website. These improvements were reported back to panel members in their regular newsletter.
 - In all public consultations, the overwhelming request of the public is for increased visibility and accessibility of police services. As a direct result and in support of Neighbourhood Policing during 2008/09, matched funding has been set aside for the provision of an additional nine PCSOs across the four BCUs in the force specifically for this purpose. The remainder of the funding is being met either from BCU funds (by agreement with the regional crime director) or through agreements with other bodies including town and community councils and the RNLI.
 - Negative user satisfaction experiences and negative experiences among the BME community are reported quarterly to the superintendent operations performance meetings. They are broken down by crime/incident type and by geographical area. There is often specific information in relation to the officer/staff member dealing with the incident and these are dealt with to improve service delivery.
 - As part of the force ongoing Charter Mark assessment through CMAS (Charter Mark Accreditation Service) concern was raised about the condition of some of the front counters and their lack of corporacy. As a result, a professionalising customer services project has recently been completed which makes a number of recommendations around physical improvements to front counters, an agreed pattern of opening times and a significant enhancement in corporacy. Subject to chief officer endorsement, these recommendations will be driven through by the professionalising customer services project board.
- The views and opinions of young people throughout the force area are sought by way of a 'virtual focus group'. All secondary schools in Wales hold school councils made up of a cross section of pupils from each age group. Out of forty schools in the area, 24 have agreed to be part of the scheme. The force is able to email surveys or issues for discussion to the group and receives an email response following the meeting.
 - The force has invested in an easily accessible and corporately branded internet website that enables communities to access the names and contact details of their local Neighbourhood Policing team and local meeting details. Communities can access their ward via a postcode look up system that links the enquirer to their relevant team. Local priorities are displayed by neighbourhood with each local site depicting the priorities.

- Powys BCU is piloting a customer service unit (CSU) which handles all non-emergency calls to the BCU. The aim of the unit is to provide a service better tailored to the needs of the individual caller and, at the conclusion of each call, the caller is questioned regarding knowledge of their local policing team and provided with details of their next neighbourhood meeting or surgery. A recent review demonstrates significant cost saving at the same time as increased customer satisfaction; the force is considering how best to replicate this across the force.
- A front counter was visited by the inspection team who found the accommodation to be clean and tidy; posters were up to date including details of the local neighbourhood team. Opening times were on prominent display in an external display cabinet and an outside phone which links directly to the force control room is accessible to members of the community during out of office hours. One member of staff was on front counter duty and the inspection team was not kept waiting in the reception foyer on arrival.
- All HQ communications centre staff have received basic Citizen Focus training as part of their call-handling training package.
- A duty management system is in place throughout the force, which enables communications staff to have knowledge of uniformed officer and PCSO duties for the current day and forthcoming month.
- The police authority has a lead member for Neighbourhood Policing and a representative link member for each BCU who is also a member of the relevant CSP. The link members chair meetings that hold the BCU commanders to account in relation to performance which includes the use of embryonic data in relation to Citizen Focus and Neighbourhood Policing. Each link member reports to the police authority community engagement committee that meets quarterly to monitor force level performance in these areas.
- A business change manager (BCM) has been recruited from a highly successful worldwide retail organisation to drive business change in Dyfed-Powys. The role is to organise project work in line with organisational strategy and the BCM is leading on a number of Citizen Focus-based projects highlighted as works in progress below.
- An electronic link has been created from the force intranet tasking page to enable teams and officers during briefing to be made aware of neighbourhood priorities in their response area, enabling them to deal appropriately and provide greater information to members of the community when responding to calls. The inspection found high levels of knowledge of neighbourhood priorities among response officers.
- The quality of service commitment (QoS) is communicated through the force Local Policing Charter which is available at police stations, offices and libraries as well as electronically via the internet. Communication to vulnerable groups is delivered through the network of BCU based confidence and equality groups which inform the force confidence and equality board. A revised version of the charter and one page summary to assist public interpretation is being updated and will be published by summer 2008.
- The force website provides comprehensive detail of the victims' charter via the link: <http://www.dyfed-powys.police.uk/en/whatwedo/victims/victims/>. When officers deal with a victim of crime a copy of the national victim of crime leaflet is provided and explained to the victim by the officer dealing with the case.

- A QoSC web page on the public-facing internet clearly sets out the level of service that can be expected by anyone having contact with Dyfed-Powys police under the following headings that hyperlink to other related and useful sites:
 - making it easy to contact us;
 - providing a professional and high quality service;
 - dealing with your initial enquiry;
 - keeping you informed;
 - ensuring your voice counts;
 - dealing effectively with victims of crime;
 - listening and responding to your concerns and complaints; and
 - dealing with freedom of information requests.
- The joint Dyfed-Powys Police/Police Authority Policing Plan 2008–11 provides public explanation and highlights the significance of the QoSC.
- Confidence and equality groups held at BCU level and chaired by local chief inspectors are in place across the force to seek the views of minority groups in the community and act as an opportunity for the force to brief the groups concerning issues such as the Citizen Focus Agenda and QoSC. Issues highlighted in these groups are escalated as necessary to the force-level board chaired by the ACC.
- For the three-month period October to December 2007, 16 direction and control complaints were closed, reflecting the low volume of such complaints received by the force.
- A researcher/analyst in the business improvement section of corporate services is responsible for analysing quality of service complaint trends. Any instances where service levels have fallen below what should be expected are copied to the relevant BCU commander so that any service recovery issues can be progressed and the matter raised with the officer concerned. A similar process is entered into where an officer has delivered a particularly high level of service and the matter appears to merit note in that individual's personal development portfolio.
- Examples of modification of service delivery following the investigation of direction and control complaints are:
 - changes to the system for sending letters of no further action following road traffic accidents;
 - additional supervision input into the consideration process prior to application for anti-social behaviour orders.
 - software modification to flag Police National Computer (PNC) information markers that require review to ensure all PNC markers remain current and accurate;
 - inclusion of training inputs from Autism Cymru on training courses held at police HQ; additionally, custody units in the force received instruction on how to deal with detained persons with this condition; and
 - lessons learnt from family liaison issues arising from fatal road traffic collision investigations are incorporated into future training courses for staff tasked with dealing with such sensitive matters.
- The National Quality of Service Implementation Plan is a comprehensive document

which breaks down the QoSC into its distinct areas depicting owners, milestones and updates. The process is co-ordinated by the corporate services department. Updates are presented to the chief officer group corporate strategy board and the police authority performance management and scrutiny committee.

- The implementation plan has a traffic light system providing an overview of areas where the force is meeting or failing to meet the standard. In areas where the force is failing to meet the standard there is an action plan in place to address the issues.
- Since 1992, the force has held the Charter Mark standard, the only accreditation scheme that assesses service delivery from the customer perspective. This standard is reviewed annually as part of a rolling programme through CMAS which forms an integral part of ongoing monitoring processes around Citizen Focus issues in general and the NQoSC in particular.
- There are robust processes in place to monitor compliance with the Victims' Code of Practice. Performance is reviewed regularly at BCU and force-level performance meetings and the force is achieving high compliance levels.

Work in progress

- There are numerous formal and informal community engagements that constantly take place throughout the force, raising issues about service provision. The force has no system to collect this information from the various sources into a central repository or to analyse it to ascertain common trends where service deficiencies or strengths may be highlighted.
- The force is about to launch public and staff suggestion schemes to seek users' views and improve local-level service delivery. The staff suggestion scheme has been operating successfully for a number of years but was revamped around two years ago. This is intranet based and driven by the corporate services department. When suggestions are received they are allocated to a cadre of evaluators around the force (based on the expertise of the individuals concerned) who then make a recommendation on the feasibility of implementation (benefits to the organisation, customers, costs of implementation etc.) If agreed by chief officers, successful suggestions are duly implemented. Feedback is always provided to the originator whether their proposal is implemented or not. The public suggestion scheme will be implemented from early September. This has been developed by a member of corporate services staff as part of her higher education studies and is similar in structure to the internal scheme, although clearly more tailored to the needs of members of the public. The scheme will go live once formal testing and Welsh language issues have been addressed.
- A proposal by the all-Wales contact management group has been agreed in principle to undertake an all-Wales public expectation survey focusing on the public expectations when they contact the police. The business case outlining the consultation exercise to include four regional focus groups, 5,000 postal surveys and 400 telephone interviews is currently being considered by the all-Wales collaboration team and will be led by Gwent Police.
- Statutory victim satisfaction surveys are still conducted by way of post. Two researcher posts have been created to conduct these surveys by telephone and will additionally be deployed for approximately 40% of their time undertaking local-level satisfaction surveys seeking feedback on service provided in response to calls for assistance, local policing issues and neighbourhood teams. This will enable

qualitative performance data to be included to local level and will commence once suitable people have been recruited.

- Funding has been secured for the force to engage additional web design resources on a short-term basis to design a young persons' website enabling two-way communication. Young people from the community will be engaged in the design to maximise the appeal to the younger generation. Additionally a secure section of the force website will be designed to enable two-way communication between neighbourhood watch co-ordinators and their neighbourhood team. It is anticipated these will be live from October 2008.
- A duty management system has recently been rolled out which enables call-handlers to have access to the electronic diaries of all officers in order to directly schedule appointments.
- The single non-emergency number (SNEN) for the force is 0845 330 2000. As a result of recent feedback from survey data, the force is in the process of changing this number to a lower call rate number. In due course, this issue will be considered on an all-Wales basis, learning the lessons from Cardiff 101, and possibly extending the 101 SNEN across Wales.
- Overwhelming public feedback has been obtained in respect of visibility issues, therefore activity based surveying of uniformed public-facing officers and staff is under way with a view to establishing those BCUs with the highest level of visibility in order that those with lower levels can learn lessons and increase uniformed presence.
- An internal survey of front counters is being undertaken using the HMIC thematic report 'Open All Hours' and NPIA guidance as a benchmark. This work will result in a costed options paper for consideration by the chief officer group.
- A Citizen Focus strategy is currently in draft format to support the force vision of 'Safeguarding our Community' by seeking continually to achieve high levels of satisfaction, trust and confidence through the consistent delivery of a high quality policing service that meets the diverse needs of individuals and of communities.
- A comprehensive action plan is in place to take forward the Citizen Focus strategy through delivery of five key strategic elements, namely:
 - quality and standards;
 - embedding Neighbourhood Policing;
 - contact management;
 - professionalising customer services; and
 - business as usual.

Underpinning these five strategic elements are four enabling work streams of performance and resource management, fairness and equality, learning and development and keeping people informed that will support and enhance delivery of the strategic elements. Each of the five elements is owned by a senior manager who is responsible for reporting progress on a monthly basis to the Citizen Focus programme board which in June 2008 will merge with the Neighbourhood Policing steering group and be chaired by the incoming ACC.

September 2008

- The professionalising customer services strand of the Citizen Focus strategy is led by the BCM and includes the following workstreams:
 - front counter services;
 - customer service units; and
 - centralised command and control.
- As a consequence of survey feedback, a review is under way to incorporate modern communications technology into force communications systems. This will enable the receipt and transmission of messages by short message service (SMS) from mobile phones and will include the facility to receive photographs and video clips from mobile phones or computers. This will be a leap forward as pictures of crimes in action will be instantly available to police systems for transmission and in addition to receiving text, the force will have the option to mass broadcast text messages to persons signing up by location, gender, age, etc, in relation to operational or survey work.
- The Citizen Focus programme board was inaugurated in March 2008 and has met twice, chaired by the A/ACC. The police authority was not represented on this board; however, in June 2008 the Citizen Focus programme board will be chaired by the incoming ACC and the Neighbourhood Policing programme board will be subsumed as a strand of Citizen Focus.
- In May 2008, the Citizen Focus programme board tasked the production of the corporate Citizen Focus communication strategy. This is being developed by the recently appointed PR and marketing manager.
- A Neighbourhood Policing and Citizen Focus poster is being designed to promote the issues internally and externally. The draft poster depicts the five elements of the strategic approach to Citizen Focus as:
 - quality and standard;
 - effective neighbourhood team;
 - improving customer access;
 - professionalising customer services; and
 - putting customers at the centre of service delivery.

Although the strategic headings are shown, the poster does not detail what the strategic headings mean or highlight corporate standards.

- In the event of organisational or individual learning being identified from information arising from quality of service complaints, communication is made with the relevant BCU, department or business area lead to consider and action any recommendations accordingly. The force is soon to establish a strategic learning the lessons committee to be chaired by a chief officer. Representation on this committee will include legal services, human resources, and professional standards in an effort to coordinate and enhance the organisational learning process.

Areas for improvement

- Although all officers and staff are able to access the neighbourhood management database, when non-urgent calls are received reference is not made to local priorities although this would assist the deployment decision and demonstrate knowledge and better inform the caller regarding their issue in cases where it is already a local priority.
- In the financial year 2006/07 the force recorded 507 complaints against police of which 23 were direction and control issues. In the year 2007/08 the force recorded

429 complaints, 43 of which were direction and control. The current analytical function does not appear to extend to identifying the trend or reason for such a dramatic increase in a period of one year, which would contribute to further improvements in service delivery.

- A number of strategic managers in the force were unaware of the process to deliver the QoSC to communities or areas where the force is currently failing to meet the standards. The force should re-invigorate the processes that appear previously to have been very strong.

The force has integrated Citizen Focus and operational activity, such as contact management, response, Neighbourhood Policing, investigation and through the Criminal Justice process.

Summary Statement

The force has implemented corporate service standards expected of all staff when dealing with the public. Satisfaction and confidence performance is partially integrated into BCU and force performance management processes.

Service users' views are sought and are used to improve service delivery.

Strengths

- In order to commence the cultural shift necessary to embed Citizen Focus principles in everyday policing, every officer and member of police staff will have a specific Citizen Focus-based objective in their personal development review plans which are currently being set for the forthcoming year.
- The Local Policing Charter sets out standards that staff must meet in all their dealings with members of the public. These cover many areas, but the high level principles state that staff must:
 - act with integrity and treat everyone we deal with fairly and openly;
 - treat everyone politely and with respect;
 - take concerns seriously and explain what we are doing to deal with them, including whether or not we are taking action and why; and
 - provide people with the help and advice they need.
- The force communications centre has an identified principle and service standard in its strategy that ensures that public access to the force is maintained 24 hours a day throughout the year. It also states that members of the public are greeted bilingually on answering and are provided with a positive experience during their contact.
- The following Citizen Focus issues are explored and emphasised in training programmes at force and BCU level such as IPLDP, BCU level 'managing difference workshops' and professionalising the investigative process:
 - being professional in what we say and do;
 - being professional in our interaction with our customers;
 - explaining the action we are taking, or why we are not able to take action;
 - making follow up calls to keep relevant people informed;
 - showing understanding when people contact us;
 - understanding people have perceptions and people have needs;
 - taking into account the vulnerability of the individual, the seriousness of the incident and the type of investigation to follow; and

- the impact on the community.
- When considering the implementation of the Citizen Focus agenda, the force consulted a section of the community through a BCU citizens' panel. The view put forward by the panel was not to adopt any form of new branding but to focus on the force vision of 'Safeguarding our Communities'.
- Currently the ACPO portfolio lead for Neighbourhood Policing is the DCC and the lead for implementing the Citizen Focus agenda is the A/ACC. The force plans to merge the two portfolios once the new ACC takes up his post early in June 2008.
- The Citizen Focus programme board was established in March 2008 under the leadership of the A/ACC (now chief superintendent, Powys BCU) and meets monthly to drive forward the Citizen Focus agenda. The board is attended by BCU commanders, the police authority diversity officer (when appointed), the BCM/IS&T representative, and heads of the following departments:
 - learning and development;
 - corporate services;
 - crime;
 - human resources;
 - operations;
 - criminal justice; and
 - professional standards.
- Elements of Citizen Focus are reviewed at BCU performance meetings and each BCU has targets set in relation to victim satisfaction based on SPI 1 data. Meetings link into the live performance information contained in the neighbourhood database.
- The force performance meeting includes Citizen Focus data. The SPIS are presented depicting force level figures with the exception of SPI 1a-e, which is broken down by sub-category and BCU level performance.

Work in progress

- The head of the force communications department is developing an internal call management strategy with recommendations for voicemail and public access to direct dial extensions to implement corporate standards around staff accessibility. (Due July 2008.)
- A Citizen Focus training needs review is being undertaken to establish what Citizen Focus content exists in current learning and development programmes with the aim of embedding Citizen Focus standards in all future programmes.
- The Citizen Focus strategy is in draft format awaiting formal sign off in early June 2008 by the newly appointed Chief Constable. The strategy centres on five key strategic elements:
 - quality and standards;
 - embedding Neighbourhood Policing;
 - contact management;
 - professionalising customer services;
 - business as usual.
- Pro-active engagement of local and national media has been recognised as an area unexplored by the force. As a result a PR and marketing manager post has been

created. The post-holder will be the strategic lead of the force marketing and communications group, which incorporates Neighbourhood Policing and Citizen Focus marketing sub-groups.

- A degree of reliance is placed on the fact that SPI data is positive and the force on the whole enjoys good relations with the communities it serves. Nobody interviewed had knowledge of the ACPO Citizen Focus vision.
- Statutory user satisfaction surveys are still conducted by way of post. Two researcher posts have been created to conduct these surveys by telephone and will additionally be deployed for approx 40% of their time undertaking local-level satisfaction surveys seeking feedback on service provided in response to calls for assistance, local policing issues and neighbourhood teams. This will commence in October 2008 and enable qualitative performance data to be included to sub-BCU level.

Areas for improvement

- The Local Policing Charter was little known by officers and staff interviewed. If the updated version is to form the cornerstone of Citizen Focus standards for officers and staff, it will require extensive marketing.
- None of the officers, staff or focus groups interviewed have undergone any form of Citizen Focus training or received any briefing related to delivery of Citizen Focus policing other than a 'quick briefing' recently sent by email to all officers and staff by the chair of the Citizen Focus programme board. The briefing note sets out the general principles of Citizen Focus.
- A conscious decision has been made by the force not to brand the Citizen Focus principles. The Citizen Focus vision and corporate standards were unknown by officers and staff of all levels interviewed by HMIC although a small number had read the recent email circulation. The force should consider branding which would provide officers and staff with a strapline or mnemonic as a base for the corporate standards. As the force has recently appointed a proactive PR and marketing manager it should also consider an intensive internal marketing campaign to increase the awareness of staff.
- Formal commendation for delivery of a positive experience to the public has not been developed and is not included in the Citizen Focus action plan. In order to drive the culture change necessary to embed the Citizen Focus principles, the force should consider how it will formally recognise officers and staff who deliver a positive experience to the public.
- Performance focus at the delivery end has not yet moved towards Citizen Focus measures. On a visit to Newtown Police Station, the inspection team saw a performance notice board which was entirely populated with crime and sanction detection performance information. There was no similar notice board containing any Citizen Focus or Neighbourhood Policing performance information.
- Citizen Focus performance data is restricted to quantitative data; no qualitative data trends are analysed and produced in order to provide understanding of what lies beneath the numbers, for example trends as to why victim or user satisfaction is particularly high or low in certain areas.

The force can demonstrate that the relevant SPIs remain stable as a minimum.

	SPI 1e Satisfaction with the overall service provided		SPI 3b Satisfaction of users from BME groups with the overall service provided	SPI 3b Gap – comparison of satisfaction of white users and users from BME groups with the overall service provided
	Difference from MSF	2005/06 to 2007/08 change	2005/06 to 2007/08 change	+/-%
Dyfed-Powys	+2.1pp	+1.2pp	-5.5pp	6.1pp

Summary statement

The SPI data shows that force performance is significantly better than the average for the MSF.

The SPI data also shows that force performance is unchanged compared with two years ago.

Satisfaction of users from BME groups with the overall service provided is unchanged.

There is a satisfaction gap between white users and users from BME groups with the overall service provided. Users from BME groups are 6.1 percentage points less satisfied.

Where there is a gap in satisfaction with service delivery between white users and users from BME groups, the force has evidenced that it is taking action to understand and narrow the gap.

Context

The SPI statistics are obtained from the PPAFs to March 2008. These statistics are survey-based and have been analysed for statistical significance, which can be explained in lay terms as follows: ‘The difference in performance between the force and the average for its MSF is unlikely to have occurred by chance.’

Note: When comparing the force’s performance with previous years, year-on-year statistical significance is explained as follows: ‘The difference in the force performance between the years compared is unlikely to have occurred by chance.’

There is a summary of the statistical analysis methodology at Appendix 2 at the end of this report.

Victims of crime and users of police services are surveyed using the Dyfed-Powys Police’s own user satisfaction surveys, which comply with national standards and thus allow

comparison with other forces. Surveys are based on a sample size of 600 interviews per BCU.

SPI 1e – satisfaction with the overall service provided.

84.6% of people surveyed in the year ending March 2008 were satisfied with the overall service provided, which is significantly better than the average for the MSF.

Force performance was unchanged in the year ending March 2008; 84.6% of people surveyed were satisfied with the overall service, compared with 83.5% in the year ending March 2006.

SPI 3b – comparison of satisfaction for white users and users from minority ethnic groups with the overall service provided.

Force performance was unchanged in the year ending March 2008; 77.7% of users from minority ethnic groups were satisfied with the overall service provided, compared with 83.2% in the year ending March 2006.

There is a satisfaction gap between white users and users from minority ethnic groups with the overall service provided. Users from minority ethnic groups are 6.1 percentage points less satisfied.

Where there is a gap in satisfaction with service delivery between white users and users from minority ethnic groups, the force has evidenced that it is taking action to understand and narrow the gap.

Strengths

- Elements of Citizen Focus are reviewed at BCU performance meetings and each BCU has targets set in relation to victim satisfaction based on SPI 1 data. Meetings link into the live performance information contained in the neighbourhood database.
- The force performance meeting has started to include Citizen Focus data. The SPIs are presented depicting force level figures with the exception of SPI 1a-e, which is broken down by sub-category and BCU level performance.
- Powys BCU piloted a hate crime support officer whose role is to liaise with, support and advise minority and vulnerable groups, in particular those subject to racist and homophobic incidents. The role specifically includes liaison with victims of hate crime to oversee service delivery. The evaluation of this post was extremely positive and the force will roll this out in each BCU.
- The crime system enables monitoring of compliance with the Victims' Code of Practice; the force has achieved high levels of compliance by introducing these measures into BCU and force-level performance meetings.
- The inspection found high levels of understanding and application of the Victims' Code of Practice in all focus groups.

Work in progress

- Two researcher posts have been created to enable the force to conduct local level

surveys seeking feedback on local policing issues and neighbourhood teams in addition to national SPI survey work. This will commence in October 2008.

- Activity based surveying of uniformed public-facing officers and staff is under way with a view to establishing those BCUs with the highest level of visibility in order that those with lower levels can learn lessons and increase uninformed presence.

Areas for improvement

- None identified.

Appendix 1: Glossary of Terms and Abbreviations

A

ACC	assistant chief constable
A/ACC	acting assistant chief constable
ACPO	Association of Chief Police Officers

B

BCM	business change manager
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic

C

CLDP	Core Leadership Development Programme
CMAS	Charter Mark Accreditation Service
CSP	community safety partnership

D

DCC	deputy chief constable
-----	------------------------

H

HMI	Her Majesty's Inspector
HMIC	Her Majesty's Inspectorate of Constabulary
HQ	headquarters

I

IPLDP	Initial Police Learning and Development Programme
IT	information technology
IS&T	information systems and technology

K

KDI key diagnostic indicator

KIN key individual network

L

LSB local service board

M

MoPI management of police information

MSF most similar force(s)

N

NIM National Intelligence Model

NPIA National Policing Improvement Agency

NQoSC National Quality of Service Commitment

NRPP National Reassurance Policing Programme

P

PACT Police and Communities Together

PCSO police community support officer

PNC Police National Computer

PPAF Policing Performance Assessment Framework

PR public relations

Q

QoSC quality of service commitment

R

RNLI Royal National Lifeboat Institution

S

SGC	specific grading criteria
SNEN	single non-emergency number
SPI	statutory performance indicator
SPOC	single point of contact

Appendix 2: Assessment of Outcomes Using Statutory Performance Indicator Data

Context

The HMIC grading of Neighbourhood Policing and Citizen Focus for each force takes performance on the key SPIs as a starting point. These are derived from the PPAF and are survey based.

The survey results come from two different sources:

- **Neighbourhood Policing**
Results come from the BCS, which questions the general population. The annual sample size for the BCS is usually 1,000 interviews per force.
- **Developing Citizen Focus Policing**
Results come from forces' own user satisfaction surveys. The annual sample size for these user satisfaction surveys is 600 interviews per BCU.

Understanding survey results

The percentage shown for each force represents an estimate of the result if the whole relevant population had been surveyed. Around the estimate there is a margin of error based on the size of the sample surveyed (not on the size of the population).

This margin is known as a **confidence interval** and it will narrow or widen depending on how confident we want to be that the estimate reflects the views of the whole population (a common standard is 95% confident) and therefore how many people have to be interviewed. For example, if we have a survey estimate of 81% from a sample of approximately 1,000 people, the confidence interval would be plus or minus 3 and the appropriate statement would be that we can be 95% confident that the real figure in the population lies between 78% and 84%.

Having more interviewees – a larger sample – means that the estimate will be more precise and the confidence interval will be correspondingly narrower. Generally, user satisfaction surveys will provide a greater degree of precision in their answers than the BCS because the sample size is greater (1,000 for the **whole force** for the BCS, as opposed to 600 **for each BCU** for user satisfaction).

HMIC grading using survey results

In order to **meet the standard**, forces need to show no 'significant' difference between their score and the average for their MSF or against their own data from previous years. Consequently, force performance could be considered to be 'exceeding the standard' or 'failing to meet the standard' if it shows a 'significant' difference from the MSF average or from previous years' data.

HMIC would not consider force performance as 'exceeding the standard' if SPI data were travelling in the wrong direction, ie deteriorating. Likewise, credit has been given for an upward direction in SPI data even if performance falls below the MSF average.

Understanding significant difference

The calculation that determines whether a difference is statistically significant takes into account the force's confidence interval and the confidence interval of its MSF.¹ The results of the calculation indicate, with a specified degree of certainty, whether the result shows a real difference or could have been achieved by chance.

This greater level of precision is the reason why a difference of approximately two percentage points is statistically significant² in the case of the user satisfaction indicator, whereas a difference of around four percentage points is required for the BCS indicators. If the sample size is small, the calculation is still able to show a statistically significant difference but the gap will have to be larger.

[Produced by HMIC based on guidance from the NPIA Research, Analysis and Information Unit, Victoria Street, London.]

¹ The BCS results are also corrected to take account of intentional 'under-sampling' or 'over-sampling' of different groups in the force area.

² It is likely that there is a real, underlying difference between data taken at two different times or between two populations. If sufficient data is collected, the difference may not have to be large to be statistically significant.