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## 1.SUMMARY

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### 1.1 PROJECT TITLE.

<b>Policing Priorities - Performance Review Project</b>
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*This application for the Tilley Award 2000, is submitted on behalf of the Gwynedd Division of the North Wales Police, under the Organisational Infrastructure Project category.*

### 1.2 NATURE OF PROBLEM ADDRESSED.

Targets set by the Strategy to Reduce Crime and Disorder in Gwynedd 1999 were incorporated into the Gwynedd Divisional Policing Plan 1999/00 which was published in April 1999.

The targets were clearly defined, but the Division did not have an established method of monitoring and evaluating performance in relation to them.

### 1.3 EVIDENCE USED TO DEFINE PROBLEM.

Historically, targets for each of North Wales Police's six divisions were identical, with performance being measured centrally by headquarters, and statistical data disseminated on a monthly basis in a paper format.

The Strategy to Reduce Crime and Disorder in Gwynedd 1999 sets **local** targets to deal with **local** problems. It was recognised that these targets would now need to be measured at a more local level. Responsibility for achieving the targets is devolved to local managers, and access to information relating to their performance would assist them to implement solutions to problems.

### 1.4 DESCRIPTION OF RESPONSE TO PROBLEM

An I.T. based process was developed providing:

- SCANNING - Performance against target data presented in a widely accessible format and updated monthly;
- ANALYSIS --- Divisional and local analysis of the data enabling diversion of resources/change of tactics as required;

- **RESPONSE** - Formal status report prepared by local manager. These reports are then analysed by the Divisional Operations Manager in advance of a monthly Performance Review Meeting;
- **ASSESSMENT** - Performance is discussed at a monthly review meeting attended by Divisional Command Team members and local managers. A positive and healthy debate is encouraged allowing best practice to be shared. On a quarterly basis, performance data is summarised and presented to the Crime and Disorder Executive Group.

### **1.5 IMPACT OF RESPONSE AND HOW MEASURED**

The process provided many benefits during 1999/00, contributing significantly to the Gwynedd Division's commendable performance.

The process has brought short-term focus to a long-term strategy, and enabled a rate of achievement that compares very well with that experienced pre the introduction of this process.

By default, this process has contributed to something the Division has failed to achieve previously - the effective communication of policing plan priorities to all members of staff.

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## 2. DESCRIPTION OF PROJECT

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### 2.1 PROFILE OF THE GWYNEDD DIVISION

The North Wales Police area is divided into six territorial divisions (BCU 's), of which Gwynedd is one. Each division's boundaries mirrors those of the six Unitary Authorities in North Wales, and benefit from devolved managerial, budgetary and operational responsibilities. The **Division** is sub-divided into seven smaller areas corresponding to natural community and geographic areas. These are referred to as Policing **Districts** and are commanded by an Inspector. Each District contains one or more **Sections**, which are further sub-divided into **Sectors**.

*(See Map at paragraph 2.4)*

Gwynedd covers by far the largest geographical area (630,000 acres) of the region 's six Unitary Authorities, and extends from the City of Bangor in the north to the Dovey Bridge near Machynlleth in the south.

Gwynedd has relatively few major towns. Only Bangor, with a normal population of 14,600 (excluding 7,000 students) and Caernarfon with a population of 9,430 exceed the 5,000 mark. Almost **45%** of the population lives dispersed either in the open countryside or villages with a population of less than 1,250.

In terms of static population size, the County of Gwynedd - with a resident population of 118,000 - stands in third place to the Unitary Authorities of Flintshire and Wrexham, which have resident population figures of 141,387 and 126,787 respectively. Thus the overall population density averages 0.46 persons per hectare which is one third of the Welsh average. This low population level and sparsity factor is especially important as it increases the cost of providing public services, including policing.

Gwynedd attracts large numbers of tourists throughout the year, but particularly during the summer months, when its population is massively increased by the influx of thousands of visitors to this spectacular, and largely unspoilt region of Wales. An indication of the effects of tourism on the County 's population levels is given by recorded increases in the population of the Llyn Peninsula alone in the summer period from a static figure of 27,000 to between 120,000 to 130,000. In the Southern part of the County, huge numbers of holidaymakers (mainly from the Midlands) visit Meirionnydd, many of whom are drawn to the caravan/camping sites along the Cambrian Coast.

Most of the County's area lies within the Snowdonia National Park, which was designated in 1951, in recognition of the importance and special character of the area - the highest status of landscape possible within England and Wales. It offers splendid outdoor pursuits opportunities and challenges to satisfy a wide range of interests. Mountaineering, climbing, hill-walking, fishing, pony trekking and cycling

are just some of the activities which are enjoyed within the National Park and additionally, impressive water-sports facilities are available at centres within Gwynedd such as Pwllheli, Abersoch, Porthmadog, Barmouth, Aberdovey, Bala Lake and Trewern.

These attractions are easily accessible from heavily populated areas such as Liverpool, Chester and Manchester via the A55 corridor. For example, a car journey from Liverpool to Caernarfon in the heart of Gwynedd can be completed in an hour and a half.

The county is predominantly Welsh speaking and many Town and Community Councils within it conduct their business through the medium of the Welsh language. The delivery of any quality public service in tune with what the local people want, therefore, requires a sensitive appreciation of this important factor.

## 2.2 NORTH WALES POLICE'S POLICING STRATEGY

*Our Vision: "A Safer North Wales"* -- It is a source of pride that the area has relatively low rates of crime and disorder. Despite the Force's recent impressive performance, it is recognised that current levels of offences and incidents of disorder are neither acceptable nor inevitable and that there is much work yet to be done. The Force is facing a reduction in financial resources in real terms, therefore it must seek to develop more efficient methods of working. The vision provides an overall focus for the Force's activities and summarises the long-term outcomes the Force is trying to achieve.

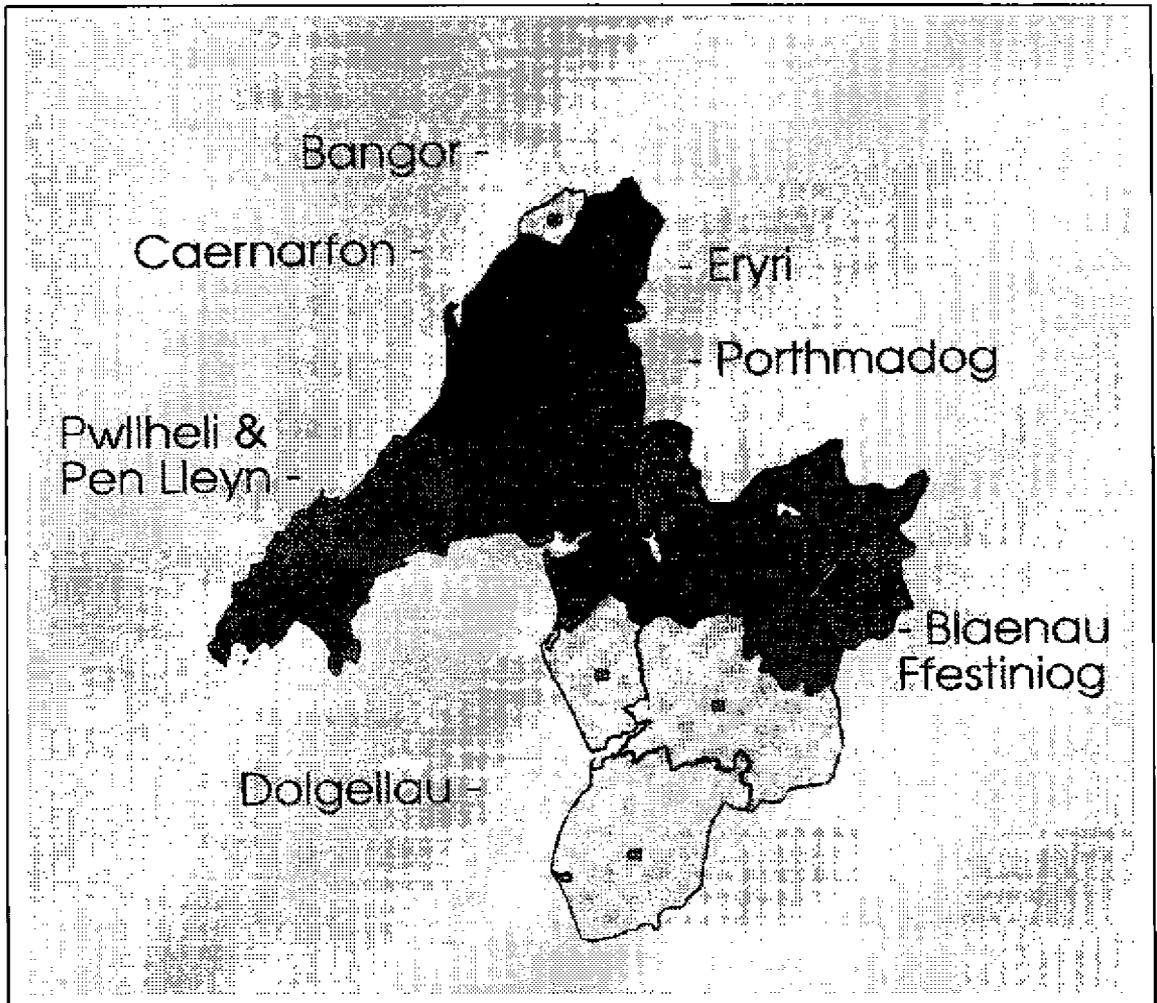
Less crime	Confidence in the Force's ability to assist in tackling individual and community problems
Less fear of crime	Satisfaction with the services the Force provides
Less anti-social behaviour	Community support for the Force's actions and it's policies
Conflict-free roads	Pride in the North Wales Police by those that work for it or live in it's area

As previously mentioned, the Force's performance strategy is founded on empowerment, with responsibility for Divisions achievement delegated to Divisional Commanders. Currently, about 85% of the force's budget is devolved, with the flexibility that budgetary control affords being a major contributor to much of the success the force is currently enjoying. This successful model has been replicated in the Gwynedd Division with the seven District Inspectors being afforded responsibility for their own budget. Such a system provides flexibility of response when resources can be directed towards an identified need without recourse to line command.

### 2.3 GWYNEDD DIVISION'S MISSION STATEMENT

TO EXTEND A COMPREHENSIVE RANGE OF  
POLICING SERVICES, AVAILABLE AT ALL  
TIMES, WHILST MAKING THE BEST POSSIBLE  
USE OF OUR RESOURCES, TO DELIVER THE  
HIGHEST QUALITY OF SERVICE TO PEOPLE  
IN GWYNEDD

2.4 MAP OF GWYNEDD'S POLICING DISTRICTS



## 2.5 PROJECT BACKGROUND

There is a growing interest in POP in Gwynedd. It sits well with:

- Her Majesty's Inspectorate of Constabulary report on crime reduction, Beating Crime;
- The requirements of the Crime and Disorder Act 1998;
- Association of Chief Police Officers commitments emphasising crime reduction; and
- The Local Government Act 1999, which requires police authorities to prepare best value performance plans for each financial year.

The Crime and Disorder Act, 1998, places a statutory duty on chief police officers and local authorities to devise and implement a strategy for reducing crime and disorder.

In the case of Gwynedd, a Community Safety Executive Group has been established under the joint chairmanship of the Chief Executive of Gwynedd Council and the Gwynedd Divisional Commander of the North Wales Police. This forum has jointly drawn up the Strategy to Reduce Crime and Disorder in Gwynedd. The Home Office has identified the County as a Statutory Partnership Pathfinder site.

In the light of issues highlighted in the Audit Report 1999 (the Strategy's forerunner) and the main issues brought forward in the extensive consultation process, seven Strategic Priorities were identified, and each strategy priority was implemented through one or more Actions Plans.

For each action plan there are: -

- Objective(s)
- Identified performance indicator(s)
- Tactical options, all of which will be considered for implementation at relevant opportunities
- Lead and support responsibilities
- Target outputs and outcomes for the initial tactical choices, for which there is a definite commitment, together with a lead responsibility.

Targets and Action Plans allocated to officers of the Gwynedd Police Division were dovetailed into the Policing Plan 1999/2000 and afforded priority status.

## **2.6 POLICING PRIORITIES FOR GWYNEDD 1999/00**

- 1. Youth Crime --** To deal speedily and effectively with young offenders and to work with other agencies to reduce offending and re-offending.
- 2. Crime and Disorder -** To identify and reduce local problems of crime and disorder in partnership with local authorities, other local agencies and the public.
- 3. Drug-related Crime -** To target and reduce drug-related crime in partnership with other local agencies, via the Gwynedd Drug and Alcohol Action Team, in line with the Government's strategy 'Tackling Drugs to Build a Better Britain'.
- 4. Promoting Road Safety -** To promote greater road safety for all road users.

## **2.7 WHAT WAS THE PROJECT TRYING TO ACHIEVE**

Historically, each of the six division's targets were identical, with performance measured centrally by headquarters and statistical data disseminated on a monthly basis in a paper format. Local analysis of trends was subsequently conducted on an ad hoc basis. In 1999, for the first time, each division's targets in relation to Crime and Disorder were different. Each division had been heavily involved in the audit process, and strategies had been developed based on local findings.

Although Targets and Action Plans were very clearly defined, the Division did not have an established method of monitoring and evaluating performance in relation them. It was recognised that the absence of such a structured approach would make focusing towards and maintaining ownership of targets difficult to achieve.

The objective of this Project therefore, was to rectify this by providing a mechanism, which would accomplish the following, and which would enable a Problem Orientated Policing approach: -

- Local Managers with lead responsibility for Crime and Disorder Action Plans and Targets needed to know how they were performing statistically against a set benchmark. This in turn would give them an indication of what effect their problem-solving tactics were having.
- The Divisional Command Team needed to know how local managers were performing in relation to their targets, and as such, also required access to the statistical data.

- A mechanism enabling local managers to provide feedback to the Command Team on their performance, the tactics being used, what was working well, resource issues etc.
- A forum where the Command Team could meet with local managers to critically discuss performance and resource issues, as well as sharing good practice.
- Results of the process to be reported to the multi-agency Crime and Disorder Executive Group on a quarterly basis.
- The timely identification of target achievement in order for resources to be directed to areas of greatest need.
- Creation of a dynamic statistical system that by providing a transparency and early indicator of target success or failure, would encourage ownership and input from all staff.

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### 3.SCANNING

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#### 31 SCANNING - THE PROVISION OF STATISTICAL INFORMATION

North Wales Police has a centrally (headquarters) based department, which publishes a paper-based monthly Management Information Bulletin (MIU Bulletin) for the service. This document measures the force's performance in relation to policing priorities, and as such contained valuable information for this project.

However, it was quickly established that this document would not cater for local targets, which would need to be measured at District and Sector levels. The Crime and Disorder Action Plans in particular were after all implemented to remedy *local* problems, and would therefore have to be measured locally.

The Gwynedd Division has a Crime and Disorder Reduction Unit with a responsibility for analysis of crime and incidents. The Sergeant in *charge of* this department was given the key role of collating, analysing, presenting and disseminating the statistical information.

North Wales Police is fortunate to possess modern and sophisticated computer systems that record details of reported and detected crime, offender details, calls from the public for police service etc. This information is crucial to any analysis of crime and disorder in the county

The data sources for the project were therefore identified as:

- Computerised Crime and Incident Management System (CRIMES)
- Computerised Operational Information System (OIS)
- Paper-based Management Information Bulletin

A schedule (copy attached at Appendix A) outlining the Targets and Action Plans, and the providers of the source data was prepared by the Crime and Disorder Reduction Unit (CDRU).

The data provided by CDRU was retrieved monthly using numerous (over 100)pre-defined searches on both the aforementioned computer systems. This data was then entered, again on a monthly basis into Microsoft Excel spreadsheets in the following format:

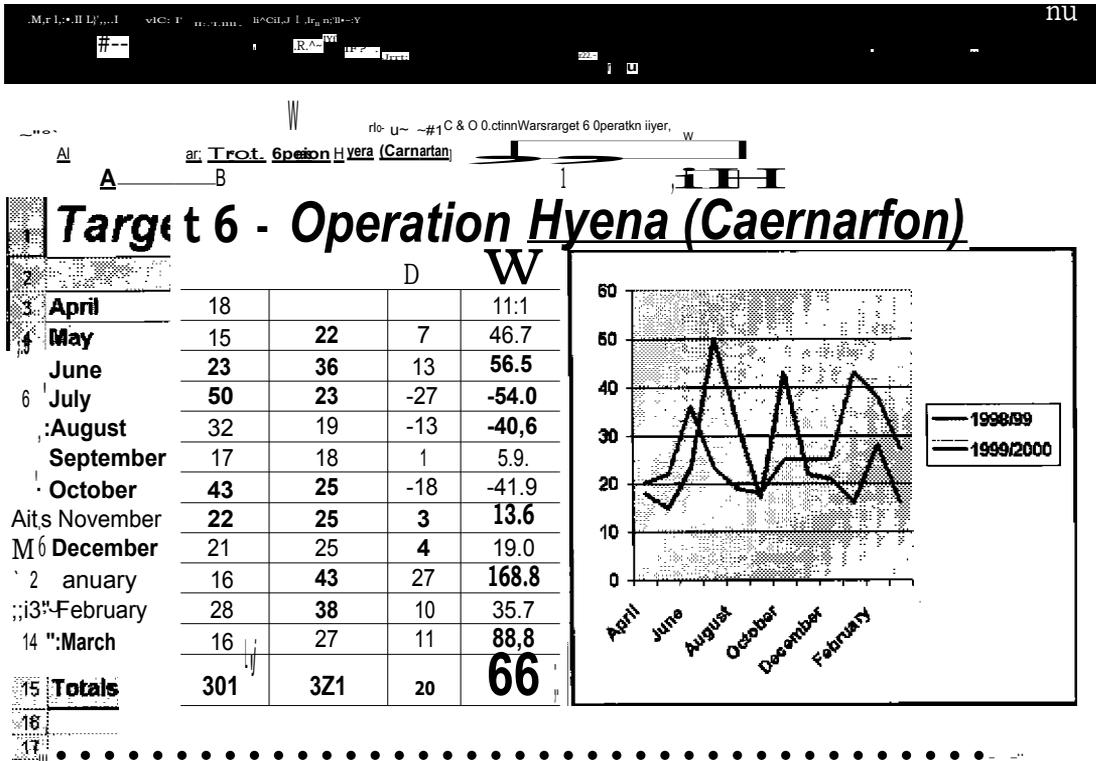
## Target 2 -Reduce Level of All Crime

April	499	506	7	1.4
May	594	600	6	1.0
June	597	600	3	0.5
July	600	527	-73	-12.2
August	561	570	9	1.6
September	613	499	-114	-18.6
October	529	490	-39	-7.4
November	549	457	-92	-16.8
December	426	354	-72	-16.9
January	441	521	80	18.1
February	493	474	-19	-3.9
March	561	484	-77	-13.7
<b>Totals</b>	<b>6483</b>	<b>6082</b>	<b>-381</b>	<b>-5.9</b>

**Target = 2% Reduction**

Gwynedd's Crime and Disorder Strategy Targets are set as varying percentage reductions PER ANNUM over A THREE YEAR PERIOD commencing 1/4/99. Data in the table's first column therefore represents a baseline figure for each month from April 98 to March 99. Data in the second column is in effect the Strategy's YEAR 1 figures. The variation (actual and % difference) columns were automated using formulas to provide interested parties with a month on month comparison with the corresponding period last year, as well as an indication of cumulative performance.

Performance data in relation to some targets was also presented in graph format.



Data from the MN Bulletin was manually transferred from the paper document into the same electronic format.

*Since the Bulletin itself is initially produced using Excel prior to being printed and distributed, this process is clearly inefficient. It has been identified as such, and future developments of the project aims to rectify this.*

### 3.2 SCANNING -- ACCESSING THE PRESENTATION

It was recognised from the onset that the method of presentation of the data was of vital importance as well as its accessibility. It was decided that the presentation would be I.T. driven, and the use of paper minimised.

North Wales Police has invested heavily in information technology in recent years, and the Project was to benefit from the extensive networked availability of Microsoft software within the Division, as well as the flexibility afforded by an internal e-mail system.

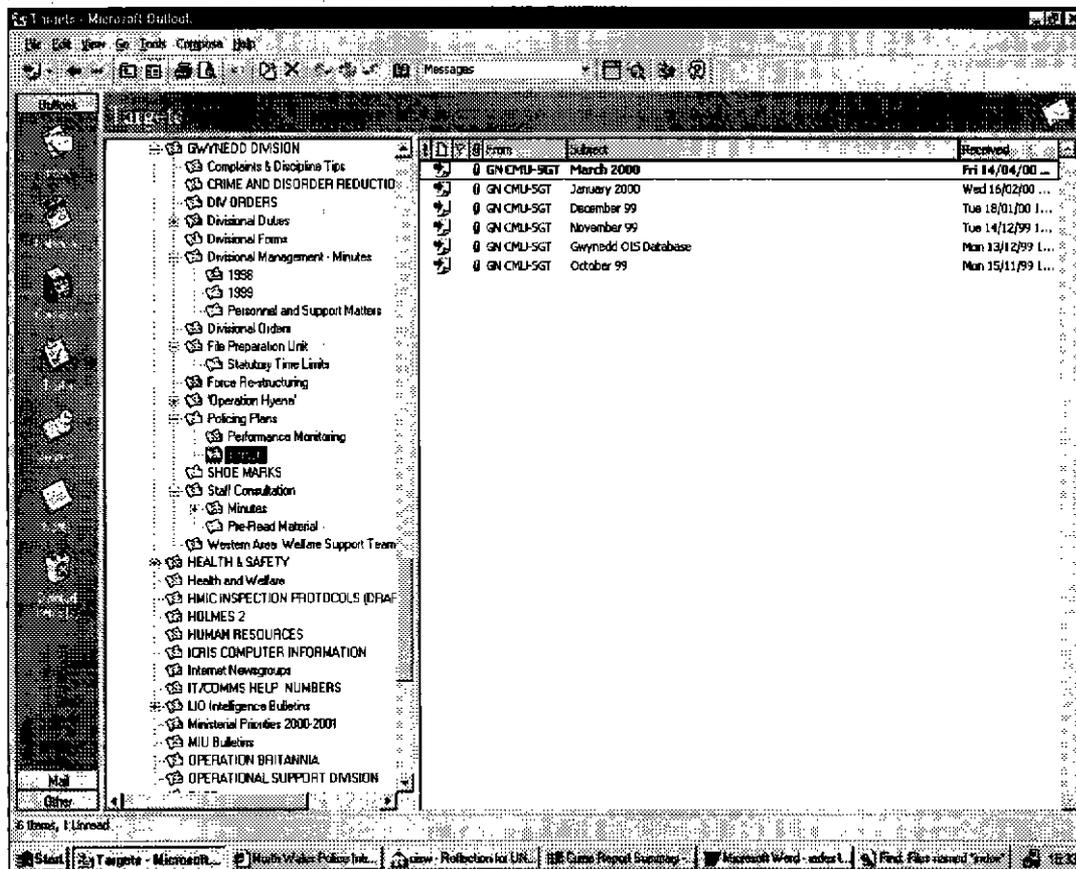
A dynamic PowerPoint presentation was developed which contained hyper-links to spread sheets containing relevant data. This presentation was made available globally within the division via the e-mail system. Although very 'user-friendly', training in its use was given to District Inspectors on a one-to-one basis. Further training was then cascaded locally by these officers.

Data was collected on a monthly basis and the presentation updated at the same time.

As well as providing the spreadsheets showing trends etc., a Microsoft Access database containing the raw data was also made available via the e-mail system. This allowed further in-depth local scanning where required.

Users could access the presentation via following process:

1. North Wales police has an internal e-mail system which is accessible to all staff via over 800 networked personal computers. There is at least one terminal in each of Gwynedd's police stations. A Gwynedd 'public folder' has been created to hold useful information relating to the Division. A sub-folder titled Policing Plans' contains:
  - Performance Monitoring Information - i.e. Monthly consolidated Feed-back templates; and
  - Targets - Monthly PowerPoint presentation outlining Targets and Performance.



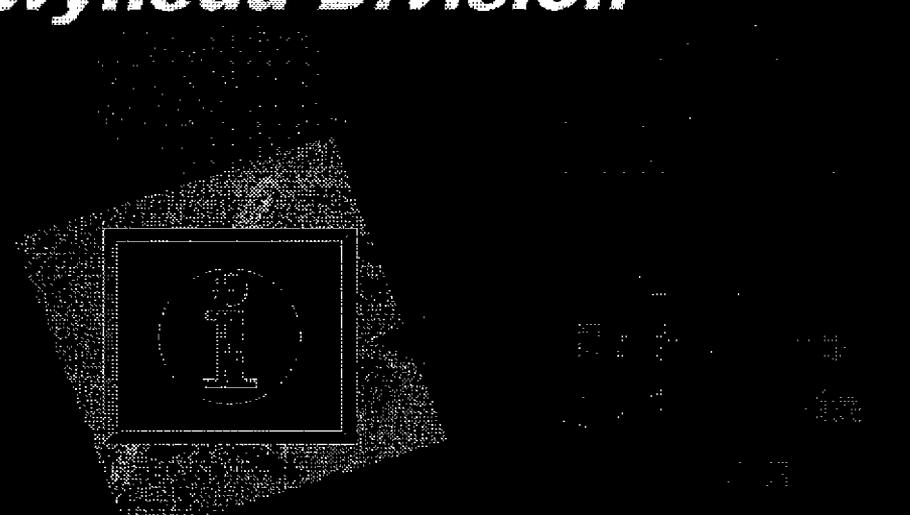
2. In the interests of appearance and 'user-friendliness', the presentation is dynamic and menu-driven. The user makes use of the computer's mouse to navigate through the presentation by clicking on action buttons which hyperlink to slides, other presentations and excel spread sheets, thus 'drilling down' to the required data.

For example, an officer wishing to view the success of Porthmadog in achieving Crime and Disorder Action Plan 1.3 (*To reduce the level of violent crime, vehicle crime, theft, criminal damage and disorder in specified action zones by 5% per annum over a three year period commencing 1/4/99*), would follow the following simple steps:

- Open the application – Slide A
- Click on Crime and Disorder – Slide B
- Click on Action Plans – Slide C
- Click on Action Plan 1.3 – Slide D
- Select Porthmadog – Slide E, to view data

Slide A

# **Gwynedd Division**



## **Monthly Review of Priorities**

Slide B

# **Index to Priorities**

1. Youth Crime [\[1\]](#)
2. Crime & Disorder [\[2\]](#)
3. Drug Related Crime [\[3\]](#)
4. Road Safety [\[4\]](#)

[\[5\]](#) **Click to End Show**

Slide C

# Crime & Disorder

## Targets

1. Action Plans 
2. Reduce Level of All Crime 
3. Reduce Burglary Dwelling 
4. Reduce BOTD 
5. Increase Reporting of Domestic Violence 
6. Reduce Vehicle Crime  
7. Reduce Violent Crime 

Slide D

# Crime & Disorder

## Action Plans

- 1.1 City Centre Management, Bangor 
- 1.2 Town Centre Management, Caernarfon 
- 1.3 Other 'Action Zones' 
- 1.4 'Crime-Only Hotspots' 
- 1.5 Burglary 
- 1.6 Rural Vehicle Crime 
- 1.7 Abandoned 999 Calls 

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## **4. ANALYSIS**

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### **4.1 ANALYSIS - MAKING SENSE OF THE DATA.**

Upon receipt of the data via the presentation, District Inspectors were charged with analysing it further. They were now in possession of an up to date picture of how their District was performing in relation to its targets. The presentation also allowed them to quickly ascertain what was going well, and what wasn't. Such a process provides an early warning system of non-achievement against target, enabling a diversion of resources / change of tactics to be implemented by the District Inspector or Divisional Operations Manager. As such, the data received enabled them to make educated decisions in relation to deployment of resources.

The presentation was also analysed by the Chief Inspector in charge of Operations within the Division on behalf of the Command Team. This officer views the Division's performance from a global perspective, and again was able to use the data to make reasoned judgements in relation to resourcing and initiatives, whilst assessing District performance.

A structured 'POP Package' System, based on 'SARA' and 'PAT' was already in use within the Division. (See Appendix B). This documentation is used by the Inspectors to implement initiatives as required, thus allowing problems to be identified and suitable responses designed.

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## **5. RESPONSE**

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### **5.1 RESPONSE - USING THE DATA.**

On a specified date every month, District Inspectors were required to provide a formal response to the Chief Inspector, Operations in relation to the performance of their District for the period in question. The details required were:

- An appreciation of the factors contributing to the performance against each target;
- A summary of what contributed to target achievement i.e. best practice;
- An overview of what was planned to respond to under performance against target; or
- A request for assistance if target achievement was considered unlikely

In the interests of efficiency, and in order to maintain the paper-free ethos of the project, a Microsoft Word template was prepared in the form of a schedule listing the Division's targets (See Appendix C). This template was published on the e-mail system, and was completed by the Inspectors and sent in this format.

The Chief Inspector would then collate and analyse the responses in advance of the Divisional Management Meeting. This process assures that whilst local solutions to local problems remains the goal, problems requiring a wider intervention can be identified and actioned.

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## 6. ASSESSMENT

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### 6.1 ASSESSMENT - WHAT HAS BEEN ACHIEVED?

The Divisional Management Meeting was identified as the forum where performance would be discussed. The meeting is chaired by the Divisional Commander and attended by the Command Team, District Inspectors and other key divisional personnel.

A standing agenda item titled 'Monthly Review of Priorities' was established. This item was presented by the Chief Inspector, Operations against a backdrop of the previously circulated PowerPoint presentation.

Officers with lead responsibility for targets were questioned about progress and given an opportunity to share best practice and detail planned approaches to existing problems. The positive and healthy nature of this debate provides an opportunity for colleagues to suggest / recommend alternative approaches which had brought success in their District. The meeting is minuted and issues arising are actioned and allocated as appropriate. The minutes are themselves maintained in the e-mail public folder thereby providing a database of historic problems and solutions - a reference tool to aid future divisional research.

On a quarterly basis, performance against targets is summarised by the Chief Inspector, Operations, and presented at a meeting of the Crime and Disorder Executive Group. (See Appendix D)

The dual process of:

- Visibility of performance by target area published on a monthly basis on a system accessible to every member of the force; and
- Analysis of performance in the presence of all Divisional Management Team members

has contributed to a knowledge by Inspectors of factors contributing to the performance of their District, which is unheralded. With the expectation of monthly analysis of performance, District Inspectors could not achieve results without a co-ordinated response by all their staff. By default, this process has contributed to something the Division had failed to achieve previously - the effective communication of policing plan priorities to all members of staff.

The monthly review of Crime and Disorder Action Plans has brought short-term focus to a long-term strategy (3 years). The degree of urgency this frequency of review has introduced, has enabled a rate of achievement that compares very well with that experienced pre the introduction of this process. Prior to the first annual review of the strategy, several targets have formally been accepted by the Crime and Disorder Executive Group as 'achieved' - a status yet to be matched by any of the other partnerships in North Wales, nor in any of the other Pathfinder' sites.

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## **7. THE FUTURE**

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As we move into year two of Gwynedd's Strategy to Reduce Crime and Disorder, the presentation of data will require to be updated. Other factors will also have an impact on its appearance for 2000/01.

### **7.1 RESTRUCTURING PROCESS.**

On 1<sup>st</sup> April 2000, the North Wales Police underwent a restructuring process, which saw the six former territorial divisions merging into three. The Gwynedd Division merged with Anglesey forming the Western Division. The newly formed Command Team consider the performance measurement process developed within Gwynedd last year as being worthy of adoption as operating procedure for the Western Division.

### **7.2 NEW ANNUAL POLICING PLAN.**

The Annual Policing Plan for 2000/01 is the sixth to be published jointly by the North Wales Police Authority and the Chief Constable. It differs from those of previous years in order to satisfy the requirements of the Local Government Act 1999, which imposes upon police authorities and local authorities alike, the need "to prepare a best value performance plan for each financial year". Accordingly, the Best Value Performance Plan now forms an integral part of the Annual Policing Plan. The ethos of this performance review process, which allows resources to be allocated to what is relevant in proportion to the problem, sits well with the concept of best value.

Priorities and targets contained in this year's policing plan have been amended slightly in content and order. The presentation will need to be adapted to reflect this.

### **7.3 NEW TECHNOLOGY**

The presentation, when initially designed and implemented in 1999, strove to make best use of the technology available at time. However, since then, North Wales Police's continued investment in I.T. has resulted in the development of a web-based INTRANET system.

This system, currently being piloted in the Western Division, includes a facility which will allow each Division / Department to create and maintain its own web-site. The system will be accessible throughout the Force, and will provide an excellent communication tool. The presentation is currently being developed in order that it can be accessed via the divisional web site.

#### **7.4 LEARNING FROM EXPERIENCE**

The process as developed last year provided many benefits and contributed significantly to the Gwynedd Division providing the best performance against targets of all the divisions in North Wales.

However, it is recognised that it can be developed further, especially in terms of easy retrieval of data by ALL staff. The presentation of statistical data last year was 'target driven', and despite being widely accessible, in the main attracted interest from managers with responsibility for targets. In effect, the user selected a target from a menu to view the relevant performance data.

As well as retaining this facility, it is considered that further benefit will be achieved by developing the presentation as an operational briefing tool. Using the web-technology now available, the same data will from now on, be retrievable by entering location parameters. In essence, a patrol officer from Bangor will be able to select and view the targets and current performance appertaining to his/her district. He or she will then have access to as much information on targets and performance as the local inspector and the Command Team.

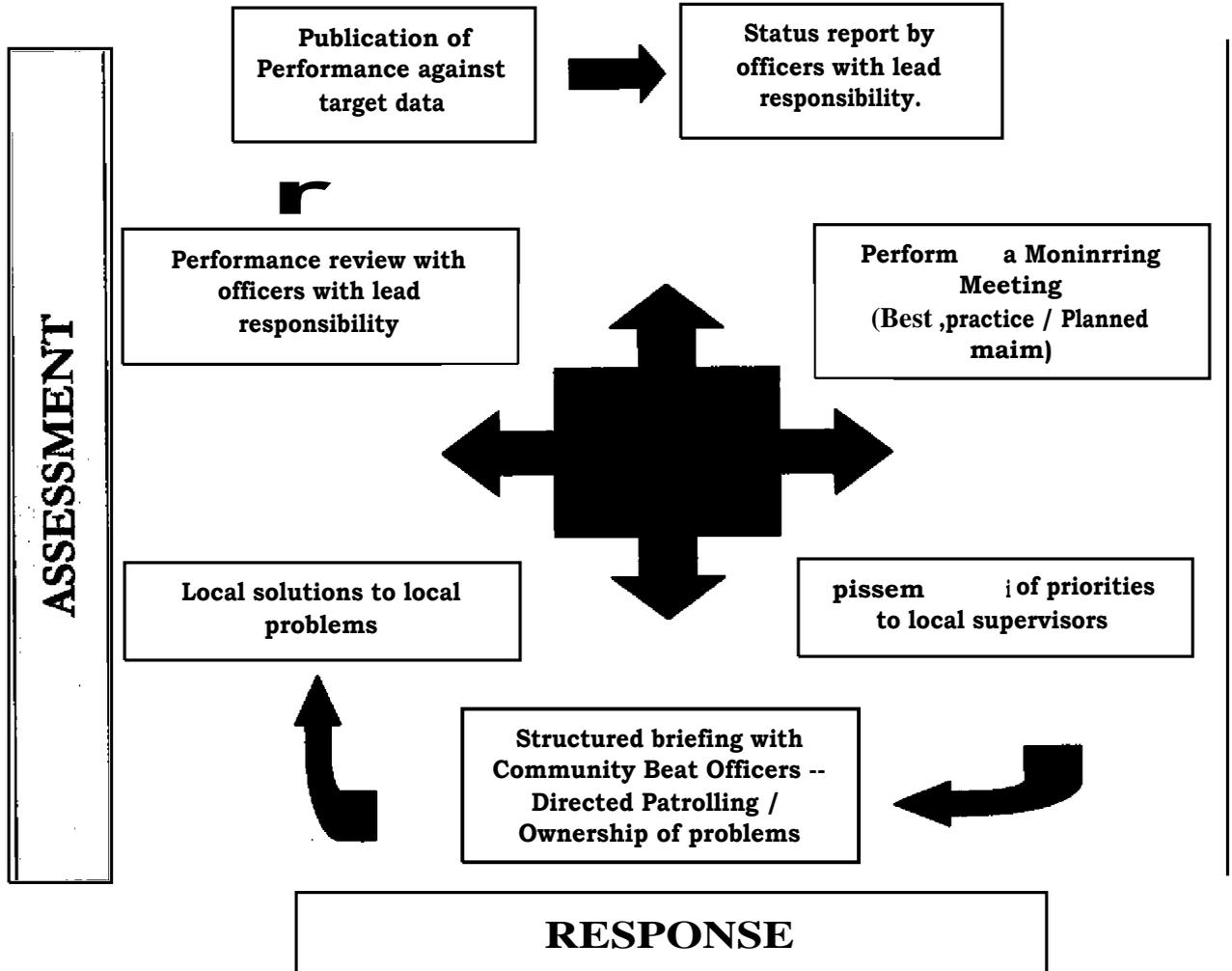
The INTRANET also provides an on-line 'discussion forum' facility which will enable officers at ground level (duly armed with performance data), to easily communicate views or suggestions upwards along the chain of command.

The provision of performance against target data for every section in every district within the new Western Division via a readily accessible system, will facilitate the introduction of the final cog in the process - a fully structured performance management cycle

This vision, soon to be realised is as detailed in the diagram overleaf:

7.5 VIRTUOUS CYCLE.

**SCANNING**



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## 8. CONCLUSION

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The performance review process, which was developed, is considered to have been successful locally. Following the amalgamation of Gwynedd and Anglesey into the Western Division, the new Command Team has adopted the process as operational procedure.

During a recent multi agency Crime and Disorder Audit practitioners meeting, the Force's Community Safety Coordinator, Detective Inspector Mark Owen, highlighted the process as good practice.

In terms of tangible evidence of success, reference must be made to the Gwynedd Division's performance during 1999/00. By enabling managers to focus on targets and performance together with structured monitoring and evaluation, the process was certainly a contributory factor in achieving the commendable performance Which can be summarised as follows: -

### Priority Number One - Youth Crime

	Target	Gwynedd 1998/99	Gwynedd 1999/00	Force 1999/00
Youth Files Fully Satisfactory	70%	83.5%	93.8%	89.5%
Youth Files within Time Guidelines	75%	92.2%	99.5%	95.3%

### Priority Number Two - Crime & Disorder

All Crime Recorded	-2%	-5.8%	+1.3%
Vehicle Crime Recorded	-6%	-1.1%	+3.4%
Burglary Dwelling Recorded	-2%	-22.9%	-9.7%
Action Plan 1.2 Town Centre Management, Caernarfon (Crime Reduction)	-5%	-17.1%	N/A
Action Plan 1.6 Rut-al Autocrime	-10%	-73.9%	N/A

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## APPENDIX A

**Month MARCH 2000**

<b>laigetOm Action Plan 11: Bangor C~ centre ICRIMI</b>	<b>CDRU</b>	
<b>Action Plan 13 : Bangor clay Centre IDISORDERI</b>	<b>CDRU</b>	
<b>Action Plan tl : Banger NNW ICRIM©</b>	<b>CDRU</b>	
<b>Actium Plan tl : Banger Unreel IDISOIIDEIII</b>	<b>CDRU</b>	
<b>Action Plan 12 : Caornaran Town Centre MEMO</b>	<b>CDRU</b>	
<b>Action Plan 12 : Caernarfon Town Centre (DISBROW</b>	<b>COMB</b>	
<b>Action Plan 1.3 : Other 'Action Zones' IPENRHSSORBNEDDI</b>	<b>CDRU</b>	
<b>Actin Plan 12: Other Action linos' IPORTHMADOOI</b>	<b>CDRU</b>	
<b>Action Manta : Other 'Whin Ioner' MVO BANCERI</b>	<b>CRRU</b>	
<b>Action Plan 1.S : Omer "Action leers' IPWLLHEUI</b>	<b>CURD</b>	
<b>Acorn Plan tS : Other 'Action lames' IIIAENAD FIUSTINIOCI</b>	<b>CORD</b>	
<b>Action Plan tS : Other 'Acton locos" IBETNESDAI</b>	<b>CDRU</b>	
<b>Action Plan 1,4.: 'Crime Bahl Hetspels' IMAESTI1YFAIO</b>	<b>CDRU</b>	
<b>Action Plan 14: 'Trims Only Retspots' [IYIAESOEIRCHEIII</b>	<b>COIN</b>	
<b>Action Plan 14: 'Crime OM Hetsoots' [UPPER BANGUI</b>	<b>CDBU</b>	
<b>Action Plan t5 : Reduce Burglary Dwelling MAN ==</b>	<b>MIU Bulletin</b>	
<b>Action Plan 1.5: Deduce Burglary Dwelling ICAERNARFONI</b>	<b>MO Bulletin</b>	
<b>Action Plan t5: Reduce Burglary Dwelling IBIAENAU I FESTIN10OI</b>	<b>MIU Bulletin</b>	
<b>Action Plan t5 : Reduce Burglary Dwelling IPOBTHMADOOI</b>	<b>MIU Bulletin</b>	
<b>Action Plan t5 : Reduce Burglary Dwelling IPWWIEI1I</b>	<b>MIU Bulletin</b>	
<b>Action Plan 1.5 : Reduce Burglary Dwelling (BETHESDA)</b>	<b>MIU Bulletin</b>	
<b>Action Flab t5 : Reduce Burglary 011 IBANGOBI</b>	<b>CDRU</b>	
<b>Action Plan t5 : Reduce Burglar OD ICAERNAIIFOIA</b>	<b>CRRU</b>	
<b>Action PiauiA : Reduce Rural Vehicle Crime IABEBBWYNGREGIIO</b>	<b>CORD</b>	
<b>Action Plan 1.6 : ladies Rural Vehicle crime WANT FFRANCONI</b>	<b>COBB</b>	
<b>FitTerw : Reduce Level of All OWN</b>	<b>MNi Bulletin</b>	
<b>I t Be<sup>9</sup>un Burglary Dwelling</b>	<b>MIU Bulletin</b>	
<b>MINI M: Reduce Burglary Dwelling Repeat Victimization</b>	<b>MIU Bulletin</b>	
<b>T et : Bodice Burglary OTO</b>	<b>MIU Bulletin</b>	
<b>Taget19~C: Reduce Burglary OM RepeatVicU~atten</b>	<b>MIU Bulletin</b>	
<b>T I : increase Reperlag Level of Domestic Violence</b>	<b>MW Bulletin</b>	
<b>TByetFI : Reduce Domestic Valence Repeat Victimization</b>	<b>MIU Bulletin</b>	
<b>TafgatSIX : Reduce Vehicle &amp;elate</b>	<b>MIU Bulletin</b>	
<b>T t \$SVSI : Reduce Violent Crime</b>	<b>BIM Bulletin</b>	
<b>Faftet : Increase Drug Supply Arrests</b>	<b>MIU Bulletin</b>	
<b>I et: Increase Drug Referrals</b>	<b>MIU Bulletin</b>	
<b>Mot: Reduce Fatal Casualties</b>	<b>Miu ardletlm</b>	
<b>Tom! : Reduce Sedans Casualties -</b>	<b>MIU Bulletin</b>	

# Scanning

Reference Number ( Allocated by DI;rISU )	District	Sector

**Description of the Problem**

<b>Where does it occur :</b>	
<b>When does it occur :</b>	
<b>How often does it occur :</b>	
<b>Over what period does it occur : ( e.g. weekends, evening etc. )</b>	
<b>Other Information :</b>	

## Problem Analysis Triangle

<u><i>Features of the Location</i></u>	<u><i>Features of caller / victim</i></u>	
<p>-----</p> <p>-----</p> <p style="text-align: center;"><u><b>PROBLEM</b></u></p> <p>-----</p>	<p>-----</p> <p>-----</p> <p>-----</p>	<p>-----</p> <p>-----</p> <p>-----</p>
<u><i>Features of offender /source of problem</i></u>		
<p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p> <p>-----</p>		

Reporting Officer	Station / Department	Date submitted to D.I.M.S.U.
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**Please attach any information. correspondence to support your heliet that the problem exists.**

# Analysis

D.L.M.S.U. 2

What implications does the problem base for the Police ? ( LT. Scan )

a)	Average number of incidents per month	
h)	Average number actually attended by Police	
c)	Average number of officers attending incident	
d)	Estimated time spent per month dealing with problem	
e)	Total estimated hours in resourcing the incidents	

Tick relevant boxes  
Positive Negative

Conclusions

O.L.S.			
C.R.L.M.E.S.			
LCRLS			
CUSTODY			
D.P.O. check			
C.P.O. check			
Other			

**Summary of Proposed solutions to tackle problem :**  
**( To include agencies and contacts within )**

Form completed by :

Date :

--	--

District Inspector :

Date forwarded :

Further report date :

--	--	--

Please use D.I.M.S.U. 3 Response form for your further report

# Response

D.I. I.S.1\_~. 3

What action (if any ) is planned to address this problem ?

Prepare and attach ACTION PLAN

Over what period is the action to take place

How do you expect the action taken will have an *effect on* the problem ?  
( Set Gut your goal in line with the criteria for success  
e.g. To reduce calls by 50%

Resources allocated to the problem

RESOURCES	HOURS	COST (£ )
Police Officers (ordinary time )		
Police Officers ( overtime )		
Special Constabulary		
Additional Costs		

### Summary of action taken

Please include any other agencies utilised if different to proposed solution and the impact they made.

Form completed by :

Date :

Please attach all information and action plans that were used to tackle the problem and return to D.I.M.S.U. for full assessment, the findings will he reported hack to your District or Departmental Inspector

# Assessment

D.1.11.S.U. 4

What dries the Analysis now rel eal ( I.T. Scan )

Tick relevant boxes

## Conclusions

Positisc Ne,atitie

<i>O.I.S.</i>			
<i>C.RLM.E.S.</i>			
<i>LC.R.I.S.</i>			
<i>CUSTODY</i>			
<i>D.P.O. check</i>			
<i>C.P.O. check</i>			
<i>Other</i>			

## Criteria for Success

Totally eliminated	
Reduced number of incidents l resources allocated ( % )	
Reduced seriousness of incidents	
Better method of handling incident	
Removing the problem from Police consideration	

Did the District achieve it's goal ( tick).

Summary of lessons learned ( Any good practice identified ? )

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## Objective Category

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Form completed by :

Date :

--	--

District Inspector :

Date forwarded :

Further report date :

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## APPENDIX C

# MONTHLY REVIEW OF PRIORITIES

## GWYNEDD DIVISION

RETURN FOR THE MONTH OF: November 1999

PRIORITY NUMBER ONE: YOUTH CRIME

TARGET	LEAD RESPONSIBILITY	TARGET ACHIEVEMENT	COMMENTS	ACTIONS
1. Deal with 80% of cases with P.T.I. time guidelines	<i>Crime Manager</i>	99.1%	Month - 100% representing continuing good performance	
2. To ensure 70% of cases meet performance management quality targets.	<i>Crime Manager</i>	95.3%	Month - 100% representing continuing good performance	

**PRIORITY NUMBER TWO: CRIME & DISORDER**

ACTION PLAN	LEAD RESPONSIBILITY	TARGET ACHIEVEMENT	COMMENTS	ACTIONS
<p>1.1 City Centre Management, Bangor.</p>	<p><i>District Police Inspector Bangor</i></p>	<p>Reduce Crime by 5%                      BG3 = -19%                      BG6 = -13.7%</p> <p>Reduce Disorder by 5%</p>	<p><b>CRIME</b> To date there has only been 2 months where there has been an increase for BG3 and BG6.                      Operation Slade anti-shoplifting campaign currently running (December).                      One Hyena target – Marcus Shane Davies arrested for shoplifting – bail refused as committed whilst on bail. Appeared in Court – 12 months probation!!!!                      Steven Ashton arrested for shoplifting – bailed with strict conditions and added to target list for Hyena.                      Errors in Beat No.'s resulting in incorrect figures. E.g. BG3 for November the 3 attempt murders/assaults on CID at Bethesda are crimed under BG3.</p> <p><b>DISORDER</b> Initial leap caused by CCTV now leveling off, resulting in a drastic decrease this month for BG3. If current trend continues we should get nearer our target by the end of the year.                      Inaccurate Beat numbers leads to misleading figures.</p>	<p>Action: Inspector Roberts to liaise with PS Eynon.</p>

			<p>E.g. for November - Of the 24 incidents recorded as BG3 8 should have been BG6</p> <p>One incident recorded for BG3 should have been Bethesda -55W 2111 Aband. 999 outside Spar Llanllechid !!!!!!!</p> <p><b>One incident recorded for BG6 should have been BG1</b></p> <p>- 119W 9/11 Anti. Social - Penrhyn Avenue, Maesgeirchen.</p> <p>Of the 13 incidents recorded for BG6 - 7 were from Blanche Davies, Coed Celyn, incidents classified as Mentally ill person, <b>no officers are resourced.</b></p> <p>If officers are not resourced could these not be classified as Miscellaneous which would <b>not</b> come under Disorder figures.</p>	<p>Action: Insp Roberts to Liaise with Insp Wilson.</p> <p>Action - To discuss with Insp. Roger Wilson.</p> <p>N.B. Blanche currently in Hergest - calls may now come from there.</p>
<p><b>1.2 Town Centre Management, Caernarfon</b></p>	<p><i>District Police Inspector, Caernarfon</i></p>	<p><b>Reduce Crime by 5%</b></p> <p>Actual = -25%</p> <p><b>Reduce Disorder by 5%</b></p> <p>Actual = -3.9%</p>	<p>Slight increase in offences in Caernarfon</p>	

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## APPENDIX D

## CRIME & DISORDER - POLICE LEAD RESPONSIBILITIES

			Crime	Disorder
<b>1.1 City Centre Management, Bangor</b>	Reduce level of crime and disorder per 100 population by 5%	<b>City Centre</b>	-16.5 (202)	-3.4% (169)
		<b>Hirael</b>	-23.4 % (4941)	13.4% (635)
<b>1.2 Town Centre Management, Caernarfon</b>	Reduce level of crime and disorder per 100 population by 5%		<b>Crime -17.1% (422)</b>	
			<b>Disorder -3.7% (631)</b>	
<b>1.3 Designation of other 'Action Zones'</b>	Reduce relevant crime categories per 100 population by 5%	<b>See Over</b>		
<b>1.4 'Crime-only' Hotspots</b>	Reduce overall level of violent crime, vehicle crime, theft and criminal damage per 100 population in Bangor (Maestryfan, Maesgeirchen & Upper Bangor) areas by 5%	Violent Crime %	-14.3 (18)	+44 (36)
		Vehicle %	<b>+48.9 (70)</b>	+21.6 (62)
		Theft %	-4.8 (60)	-31.6 (26)
		Criminal <b>Damage%</b>	-46.9 (17)	-40 (27)
<b>1.5 Burglary</b>	Reduce the number of burglaries in the home by 2%	Bangor	-2.5 (78)	-16 (121)
		Caernarfon	0 (52)	-61.9 (56)
		Blaenau	20 (12)	
		Porthmadog	100 (12)	
		Pwllheli	-72 (26)	
		E n	-7.7 (12)	
<b>1.6 Rural Vehicle Crime only sites</b>	Reduce the overall level of crime per 100 population at Abergwyngregyn and Nant Ffrancon by 10% per year	<b>Action Plan Successfully Completed</b>		
<b>6.1 Reduction of Speeding &amp; Incidence of Dangerous/Careless Driving</b>	Reduce fatal and serious road casualties by 2% per year		-6.7% (14)	+24.4% (107)
<b>7.1 Offenders from outside Gwynedd</b>	Reduce crime opportunities for potential offenders from outside North Wales and to co-ordinate initiatives within North Wales			

## Appendix: Action Plan 1.3 Target Achievement

Figures are % increase or reductions. (Figures in brackets are occurrences).

### Designation of 'Other Action Zones'

	Violent Crime	Vehicle Crime	Theft	Criminal Damage	Disorder
<b>Penrhosgarnedd, Bangor</b>	0 (22)	62.9 (57)	-11.8(90)	-6.3 (15)	-5.3 (285)
<b>Porthmadog</b>	0 (24)	-3.8 (25)	-12 (44)	-46 (19)	-4.9 (368)
<b>Maes Barcer, Caernarfon</b>	-33.3 (14)	27.7 (60)	13.8 (33)	-21.4 (22)	-11.8 (381)
<b>Pwllheli</b>	<b>68.2 (37)</b>	142.1 (46)	-48 (64)	21.2 (40)	-5.6 (473)
<b>Blaenau Ffestiniog</b>	19.2 (31)	47.4 (56)	12.9 (35)	9.1 (36)	7.5 (388)
<b>Bethesda</b>	0 (38)	42.7 (147)	52.4 (64)	66.7 (30)	13.6 (669)

**Target = -5%**