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26<sup>th</sup> July 2013

Rt Hon Theresa May MP  
Home Secretary  
2 Marsham Street  
London  
SW1P 4DF

*Dear Home Secretary,*

I write to offer my comments on the findings of the HMIC national review, *Policing in Austerity: Rising to the Challenge* (July 2013), and the specific references made to Dyfed-Powys within it.

I support the view of HMIC which recognises that Dyfed-Powys has shown a strong response to the spending review. We are on track to deliver our plans savings by March 2015. More importantly, the police force has achieved this whilst maintaining performance. Crime continues to fall and satisfaction with policing remains high.

The review states that Dyfed-Powys has reduced spending by 12%, less than the national average of 17%. It suggests that we have greater untapped opportunities to save money than other forces. While I accept the general point, such comparisons require some caution. Our low population and geographical size make direct comparison with other areas difficult. There are costs to our geography that statistics do not capture.

Nevertheless, we must make more of partnerships to deliver improved service and savings. We are embarking on a major reform program to precisely that end. It has three principal strands.

The Chief Constable is developing a Rural Policing Strategy to meet our biggest challenge – geography. We want to be the country's and go-to experts on rural policing. This will draw heavily on support from communities, businesses, voluntary organisations and other agencies, in the proud tradition of British policing.

Under the banner of 'Public First' we are fundamentally reforming our support organisation to deliver better service at lower cost. Unsurprisingly, this focusses on putting the public need first in everything we do. Amongst other things, we will wherever possible integrate our activities much more closely with local authorities and other partners. I believe this is the best way of achieving economies of scale in such a sparsely populated area.

We are reviewing the plethora of partnerships which surround crime and antisocial behaviour. Our commissioning plans will provide clear leadership on community safety with a focus on prevention, reoffending and protecting the vulnerable.

I acknowledge concerns about morale. We will do everything we can to ensure all our plans are communicated openly, widely and freely in order to reassure staff and benefit from their contribution.

I will place a copy of this response on my [website](#).

Yours sincerely,

A handwritten signature in black ink that reads "Christopher Salmon". The signature is written in a cursive style with a horizontal line underlining the name.

**Christopher Salmon**  
**Police and Crime Commissioner**

Cc: Drusilla Sharpling, HM Inspector of Constabulary, Wales and Western Region