



Comisiynydd Heddlu a Throseddu
Dyfed-Powys
Police and Crime Commissioner

BUSINESS PLAN 2023-24



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1. Introduction

The Police and Crime Commissioner for Dyfed-Powys (Commissioner) has a legal duty to publish a plan which sets out their police and crime priorities. The Police and Crime Plan (PCP) 2021-25 sets out the Commissioner's priorities for the Dyfed-Powys area.

This Business Plan sets out in more detail how the Office of the Police and Crime Commissioner (OPCC) will deliver the Commissioner's priorities outlined in the PCP for 2023/2024. Commissioners and their Chief Executives are not required by law to produce a Business Plan, but doing so represents best practice, underpins good governance and transparency, and sets out the services provided and commissioned by the Commissioner (and the organisation that supports them), for the benefit of the public. It is primarily intended as an internal document and is an operational tool to enable planning and delivery. It will be a "live" document and changes over the year are to be expected. If new, significant pieces of work are required throughout the period of this plan the OPCC Executive Team will consider whether they should supersede current projects.

The Chief Executive will be responsible for the Business Plan and progress will be monitored via the OPCC Executive Team. This plan will be used by OPCC staff to

ensure that their work assists in meeting the strategic objectives, by the Commissioner to hold the OPCC to account, and by the Dyfed-Powys Police and Crime Panel to support their awareness and understanding of the work of the OPCC and how it supports the Commissioner in delivering the PCP.

The business planning cycle and timeline is outlined in Appendix 1. The Business Plan will not provide full details of activities that are considered to be business as usual. As such, this document does not provide a comprehensive overview of the activity that will be undertaken by the OPCC. The intention of this document is to outline areas of work that we want to prioritise and drive forward.

The Annual Report will capture performance against the objectives outlined in this Business Plan along with reflection of progress against the PCP more broadly.

The OPCC works within the principles of the Wellbeing of Future Generations (Wales) Act 2015, the Code of Ethics, the Nolan Principles of Public life the Public Sector Equality Duty and pays due regard to the Socioeconomic Duty.

2. Vision and Values

Vision: A Dyfed-Powys of Safe Communities

As set out in the Police and Crime Plan 2021 -2025, the overarching vision for the Commissioner is to keep the communities of Mid and West Wales safe, maintaining trust and confidence in our police and criminal justice system as whole. This means:

- We keep our communities safe, supporting them when there is crime and antisocial behaviour.
- Our services are accessible to all communities recognising diversity and Welsh language.
- We take a public health approach to high community harm problems, including substance misuse, violence against women and girls and mental health.
- We deliver a policing and justice system that meets our communities' crime prevention needs, protects the public and builds resilience.
- Our meaningful, far-reaching public engagement drives strategic decision making.

Values

In order to achieve the vision of "A Dyfed-Powys of Safe Communities" the police and all other criminal justice system organisations are encouraged to work efficiently and effectively by:

- **Working together.** Organisations and communities in the Dyfed-Powys area work together and our needs and goals are balanced with those of other public bodies.
- **Being accountable.** We are transparent and accountable to the people of the Dyfed-Powys area.
- **Being sustainable.** We maintain and enhance social environments, which support economic and ecological resilience, aligned with biodiverse natural environments and healthy functioning ecosystems. This supports our commitment and the capacity to adapt to change, balancing short term needs with safeguarding our future.
- **Engaging widely.** People who reflect the diversity of the Dyfed-Powys Police force area, are involved in decisions that matter to them.

3. The role of the Office of the Police and Crime Commissioner

Our Mission Statement is 'To support the Police and Crime Commissioner to achieve effective outcomes for the public'. One of the main roles of the OPCC is to make sure that the Commissioner exercises their powers properly and responsibly. The Police Reform and Social Responsibility Act (PRSRA) 2011 establishes Police and Crime Commissioners within each Force area in England and Wales, giving them responsibility for the totality of policing within their area. It requires them to hold the Chief Constable to account for the operational delivery of policing, including the Strategic Policing Requirement published by the Home Secretary.

Section 70 of the PRSRA requires the Secretary of State to issue a Policing Protocol, which applies to every Chief Constable and Police and Crime Commissioner. This protocol sets out the roles and responsibilities of all involved in the quadripartite relationship, namely Police and Crime Commissioner, Chief Constable, Police and Crime Panel and Home Secretary.

The establishment and maintenance of effective working relationships by these parties is fundamental. It is expected that the principles of goodwill, professionalism, openness and trust will underpin the relationship between them and all parties will do their utmost to make the relationship work.

To monitor compliance with the Policing Protocol Order 2011, the OPCC have developed a health check which covers all the areas in the protocol that the Commissioner has legal power and duty over. Performance is monitored and published on a quarterly basis, with reports submitted to the Police and Crime Panel who hold the Commissioner to account in relation to progress.

Furthermore, as outlined previously, it is the role of the OPCC to support the Commissioner in the development and delivery of the Police and Crime Plan. The police and crime priorities for Dyfed-Powys are:

- Victims are supported – The Commissioner wants to ensure that victims are recognised and supported, tailoring responses to their individual needs.

- Harm is prevented – The Commissioner wants to prevent harm to individuals and communities caused through crime, anti-social behaviour and vulnerability.
- Our Justice System is more effective – The Commissioner is committed to working with partners, communities and victims to improve confidence in the criminal justice system.

In order to support the Commissioner in discharging their statutory responsibilities and deliver the Police and Crime Plan priorities, it is critical to ensure that the OPCC team is effective, dynamic and flexible. This means ensuring that the OPCC team is led and managed effectively with the appropriate organisational culture, resources and systems in place.

The Commissioner is supported by a team of professionals who each have specific responsibilities. They advise the Commissioner on areas such as finance, governance, policy, performance and scrutiny, public engagement, commissioning, and partnerships, and support the Commissioner to discharge his statutory responsibilities.

These individuals are in politically restricted posts and do not support any of the Commissioner's political work.

The OPCC Structure

In addition to the statutory functions of the Chief Executive and the Chief Finance Officer, the OPCC is structured into five main functions, namely:

Commissioning and Partnerships

The Commissioning and Partnerships work includes:

- Commissioning and contract management of services to help victims cope and recover from the impact of crime and to support the reduction of reoffending and harm amongst offenders within Dyfed-Powys.
- Management of the OPCC's partnership commitments, including the PCC's reciprocal duty to work with partners to reduce crime and antisocial behaviour, along with funds at the PCC's disposal to enable partners to deliver on projects that help to meet the priorities of the Police and Crime Plan.
- Supporting the Commissioner in his work with partners to ensure an effective and efficient criminal justice system, along with scrutiny of outcomes delivered under the Victims' Code of Practice.

Assurance and Scrutiny

The Assurance and Scrutiny work includes:

- Developing and maintaining an understanding of the main issues affecting policing, community safety and the criminal justice system both locally and nationally.

- Analysing Force and OPCC risks developing informed scrutiny activity.
- Maintaining and ensuring effective management of all volunteer schemes and activity.
- Delivering scrutiny activity findings for the PCC, Chief Executive and Police and Crime Panel.
- Effective handling and management of complaint reviews received from the public and professional bodies in a timely fashion.
- Provision of advice and support to the PCC on quasi legal procedures; including managing the Police Appeals Tribunal process.
- Police Misconduct Panels, Legally Qualified Chairs and Pension Forfeiture Appeals.

Strategy and Policy

The strategy and policy work includes:

- Development, monitoring and implementation of the PCP.
- Leading on specific policy areas to design, develop and propose appropriate courses of action to help meet the PCP.
- Environmental scanning and analysis.
- Deep dive reviews and project work in support of the PCP.
- Policy influencing and lobbying activity.
- Ensuring the PCC complies with their statutory duty to respond to all reports published by HMICFRS.

Communications and Engagement

The Communications and Engagement activity includes:

- Meaningful, far reaching and inclusive public engagement which informs strategic decision making.
- Providing feedback to local communities on the outcome of engagement activity.
- Engaging with young people through our Youth Engagement Forum
- Ensuring victims have a voice through our Victim Engagement Forum
- Community Engagement Days to provide the public and community representatives an opportunity to engage with the PCC
- Share our communications with traditional Media outlets (TV, Radio, Newspapers)
- Sharing news and engaging with our audiences through social media platforms
- Holding Focus Groups as part of consultations
- Publish a Monthly bulletin
- Ensure Website content is kept updated with news, events and key activities
- Attending Summer shows and events including Royal Welsh Show and Eisteddfod
- Producing video content
- Organising Conferences

Business Support

The business support activity includes:

- Enabling the delivery of effective governance by ensuring appropriate arrangements are in place.
- Monitoring performance in relation to the OPCC's compliance of statutory responsibilities.
- Risk Management.
- Taking forward the Commissioners value – Being Sustainable
- Budget monitoring. .

Budget for 2023/2024

The budget for the Office of the Police and Crime Commissioner comes from Central Government and the precept. The budget information for this financial year is:

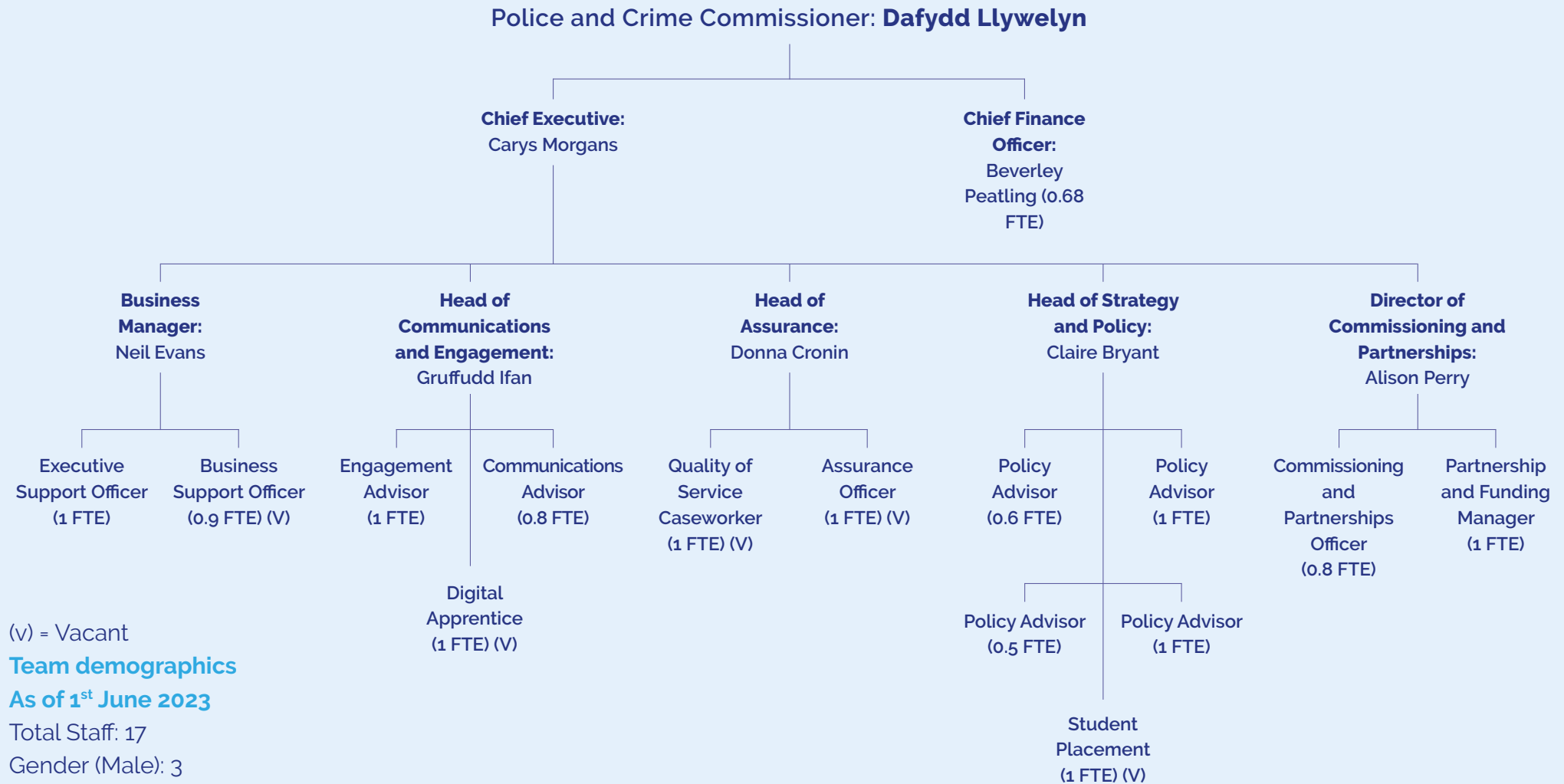
PCC Office Costs	£1,281,000
PCC Commissioning	£2,466,000
PCC Income	-£1,412,000

This gives a net budget for the Police and Crime Commissioner of £2,335,000



OPCC Structure

The OPCC establishment is detailed below. As of 1st June 2023, there are 17 individuals within the office including the Commissioner and the structure is set out below along with the team demographics.



(v) = Vacant

Team demographics

As of 1st June 2023

Total Staff: 17

Gender (Male): 3

Gender (Female): 14

Staff Members with a disability: 0

Staff members from an ethnic minority background: 0

4. Action Plans for 2023/24

The Action Plan is the key to ensuring this Business Plan is a “living” document which provides direction and clarity for the OPCC Team on the work to be undertaken. It provides the “golden thread” between the priorities in the PCP, the PCC’s statutory duties and the work required to enable the efficient and effective running of the team. From this Plan each business area will develop its own workplan

setting out further details about how they contribute to the delivery of objectives outlined below, which in turn will feed into each staff members' individual objectives. In this way, we can be sure that all of our activity is aligned with and contributing to delivering the PCC's main functions and that each staff member is clear in their contribution to the successful achievements of the OPCC.

Police and Crime Plan - Victims are Supported

Police and Crime Plan Priority 1 – Victims are Supported 2023/2024 Business Objectives	Lead	Timescale
Completion of Victims Needs Assessment (including consideration of Children and Young People (CYP), protected characteristics and families of offenders accused of indecent images of children)	Director of Commissioning and Partnerships	Complete
Recommission Victim Services including consideration of provision for Children and Young People	Director of Commissioning and Partnerships	1 st April 2024
Recommission Independent Sexual Violence Advisory services in collaboration with South Wales and Gwent OPCCs	Director of Commissioning and Partnerships	1 st April 2024

1

1

Police and Crime Plan Priority 1 – Victims are Supported 2023/2024 Business Objectives	Lead	Timescale
Continue to collaborate with Policing and Health Colleagues as part of the Regionalisation of Sexual Abuse Services across South, Mid and West Wales	Director of Commissioner and Partnerships	April 2023 ongoing
Commencement of new Independent Road Victim Advocacy service provided by BRAKE road traffic charity	Director of Commissioner and Partnerships	Complete
Ongoing management of funding to support Youth Offending Teams restorative work with victims	Director of Commissioning and Partnerships	Ongoing
<p>Training to ensure that the staff within the office receive training on dealing with victims so that they become trauma informed.</p> <p>As part of the Office Away Days that will look separately at each of the priorities contained within the Police and Crime Plan. This will assist staff in undertaking their roles and increase their knowledge base and provide skills in dealing with victims.</p>	Business Manager	September 2023
<p>Meeting our obligations to the Victims Code and Witness Charter</p> <p>Work is required to ensure compliance with VCOP via continued scrutiny through OOC and QAP.</p>	Head of Assurance	December 2023

1

Police and Crime Plan Priority 1 – Victims are Supported 2023/2024 Business Objectives	Lead	Timescale
<p>Effective Complaints Resolution</p> <p>Monitoring all complaints made against Officers and Staff. Scrutinising the performance of the Force's complaints management process. Dip sampling of such cases enables oversight and monitoring. The purpose is not to review the final decision reached in individual cases, but rather to undertake a general review of compliance with procedure, complaint handling techniques and natural justice to ensure public confidence in the police complaints system.</p>	<p>Head of Assurance</p>	<p>Ongoing</p>
<p>FCC scrutiny of calls / handling</p> <p>Efficient and effective responses to the public calls for help. There is a requirement to monitor and review the timeliness, professionalism and handling of both 999 and 101 calls to the force communication centre.</p>	<p>Head of Assurance</p>	<p>Jan 2024</p>
<p>Force Operating Model</p> <p>The Project set out to put victims at the heart of everything the Force do, understanding demand, improving processes, and influencing culture to enable Dyfed-Powys Police to be more efficient and effective. The new approach has been operational for over 12 months. Assurance work to be conducted against the 9 principles of the intended model.</p>	<p>Head of Assurance</p>	<p>September 2023</p>

1

Police and Crime Plan Priority 1 – Victims are Supported 2023/2024 Business Objectives	Lead	Timescale
<p>Victim Engagement Forum</p> <p>Consult and engage with victims to ensure that the voice of those with lived experiences influences the development and scrutiny of victims' services.</p> <p>FAQ Sheets on website</p> <p>Develop Frequently Asked Question sheets for public to download on OPCC website.</p>	<p>Head of Communications and Engagement</p> <p>Head of Communications and Engagement</p>	<p>Ongoing</p> <p>June – July 2023</p>
<p>Deep Dive review into the management of Stalking and Harassment offenders.</p>	<p>Head of Strategy and Policy</p>	<p>Feb – June 2023</p>
<p>Introduce Victims' Champions</p> <p>Representatives from the Victim Engagement Forum who are victims of Force's priority crimes. These will have regular meetings with PCC and the Force lead to act as a critical friend and advisor.</p>	<p>Head of Strategy and Policy</p>	<p>December 2023</p>

Police and Crime Plan - Harm is Prevented

2

Police and Crime Plan Priority 2 – Harm is Prevented 2023/2024 Business Objectives	Lead	Timescale
Ensure appropriate governance of the Home Office Domestic Abuse Perpetrator fund and submit bid for new round of funding	Director of Commissioner and Partnerships	Complete
Ensure Home Office Serious Violence Duty funding is utilised appropriately to support partners in delivering against the Duty	Director of Commissioner and Partnerships	April 2023 ongoing
<p>Continue collaborative work with Area Planning Boards to jointly commission preventative and treatment services for individuals with substance misuse and their families.</p> <p>This should include evaluation of the outcomes achieved by individuals receiving services, both from a public health and criminal justice perspective.</p>	Director of Commissioner and Partnerships	April 2023 ongoing
Recommission Offender Diversionary Scheme service	Director of Commissioner and Partnerships	October 2024

Police and Crime Plan Priority 2 – Harm is Prevented 2023/2024 Business Objectives	Lead	Timescale
<p>Safer Streets</p> <p>To continue to project manage the fund under Safer Streets 4 and consider an application to Safer Streets 5 funding once the application period is open.</p>	Director of Commissioner and Partnerships	Ongoing
Support the work of the Mid and West Wales Real Living Wage Steering Group	Head of Strategy and Policy	Ongoing
<p>Illegal Drug Use – Follow up on 2019 Deep Dive</p> <p>Reviewing the effectiveness of the Force in addressing the issue of illegal drugs throughout the Dyfed-Powys area. Taking in to account the rise in Organised Crime Groups as well as both the public interest and the national press.</p>	Head of Assurance	September 2023
<p>All Wales Protocol – Reducing the Criminalisation of care experienced children and young adults.</p> <p>Check and test training on youth justice and its impact.</p>	Head of Strategy and Policy	September 2023

Police and Crime Plan Priority 2 – Harm is Prevented 2023/2024 Business Objectives	Lead	Timescale
<p>Healthcare in Custody</p> <p>Custody Suites require Healthcare Provisions 24/7 to provide support. Widely known that this is a considerable issue with detainees having to be transported across the force area to differing custody suites. Consideration of the following questions:</p> <ol style="list-style-type: none"> 1. What is the current contract with HCP provider? 2. What are the current levels in custody suites? 3. What is the impact of reduced coverage? <p>How can this be addressed and resolved?</p>	Head of Assurance	December 2023
<p>Youth Engagement Forum – Consult and engage with Youth Engagement Forum throughout the year, to ensure we provide a platform for young people to influence the future of policing and crime prevention in their local areas. Meetings are held twice per academic term. Recruitment is to be conducted on an annual basis, during summer months.</p>	Head of Communications and Engagement	Ongoing
<p>Youth Forum Conference – Work with Youth Forum members to host a Youth Conference for key stakeholders to discuss key findings of the Forum's 2022-23 Y Sgwrs Consultation.</p>	Head of Communications and Engagement	July 2023
<p>Develop proposal for drugs intelligence amnesty to support Chief Constable's priority to tackle the supply of illegal drugs</p>	Head of Strategy and Policy	December 2023

Police and Crime Plan Priority 2 – Harm is Prevented 2023/2024 Business Objectives	Lead	Timescale
Collaborative post with University of Wales Trinity Saint David - support and facilitate improved links with academic institutions, bringing research and practice together	Head of Strategy and Policy	September 2023
Early Intervention and Prevention Research and Mapping (Local Criminal Justice Board & Serious Violence and Organised Crime) Engagement with the teams across DPP to review interventions and engagement to those entering the Youth Offending Teams.	Head of Strategy and Policy	March 2024
Deep Dive review to inform the PCC's ability to lobby for an increase in the age of criminal responsibility. To include consideration of availability of intervention and prevention, children in care protocol and findings from Y Sgwrs Consultation.	Head of Strategy and Policy	October 2023



Police and Crime Plan - An Effective Justice System

3

Police and Crime Plan Priority 3 – An Effective Justice System 2023/2024 Business Objectives	Lead	Timescale
Develop and maintain the LCJB Performance Framework to provide a deeper understanding of local criminal justice performance.	Head of Strategy and Policy	September 2023
Evaluate whole system approach to female offending in Dyfed-Powys and explore options for development of a Women's Centre	Director of Commissioning and Partnerships	April 2024
IOM (Integrated Offender Management) Housing Pilot roll out across Force area to ensure provision of temporary move-on accommodation, enabling the rehabilitation and resettlement of offenders	Director of Commissioning and Partnerships	June 2023
<p>Reducing reoffending strategy scrutiny</p> <p>Understand what is an effective reduction in reoffending and what are targeted interventions. Consider:</p> <p>What is delivered by HMPPS?</p> <p>Community Based interventions and diversions?</p> <p>Numbers of licence recalls back within custody from DPP?</p> <p>LCJB to be accountable in reducing reoffending.</p> <p>Criminogenic needs assessment.</p>	Head of Assurance	December 2023

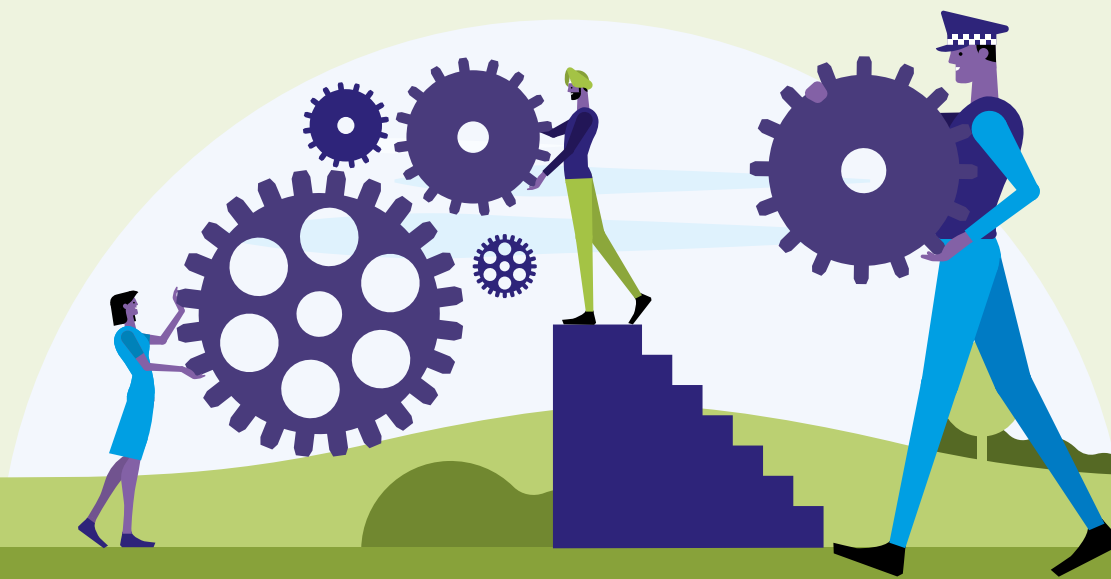
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Police and Crime Plan Priority 3 – An Effective Justice System 2023/2024 Business Objectives	Lead	Timescale
<p>Restorative Justice</p> <p>Consider value for money, success factors and stories.</p> <p>Regional YOT's will collaborate to re-establish a regional restorative approaches group aimed at supporting regional approaches and offering opportunities.</p>	<p>Head of Strategy and Policy</p>	<p>December 2023</p>
<p>Community Remedy Review –</p> <p>Consult with public and update the Community Remedy options menu for dealing with low-level crime and anti-social behaviour outside of the court system in the Dyfed-Powys Police force area.</p>	<p>Head of Communication and Engagement & Head of Strategy and Policy</p>	<p>July 2023</p>
<p>Oversight of secure accommodation for Children</p>	<p>Head of Strategy and Policy</p>	<p>October 2023</p>
<p>Strategic Equality Plan</p> <p>Work with local public bodies in Carmarthenshire, Ceredigion, Pembrokeshire and Powys to devise a public consultation in readiness for our Strategic Equality Plan review 2024-2028.</p> <p>Ensure that our Strategic Equality Plan reflects relevant objectives within CIW Anti-Racist Action Plan, NPCC's Police Race Action Plan, Welsh Government's Anti-Racist Wales Action Plan, and APCC's Equality Framework.</p>	<p>Head of Communications and Engagement</p>	<p>April – September 2023</p>

Values

1

Value 1 – Working Together 2023/2024 Business Objectives	Lead	Timescale
Mental Health Lobbying – supporting the introduction of Right Care, Right Person approach in Wales.	Head of Strategy and Policy	Ongoing
Work with local businesses to raise awareness and prevent violence and abuse towards shop workers and encourage cyber resilience.	Head of Strategy and Policy With Head of Communications and Engagement.	February 2024
Support the Force with adhering to the Anti-Social Behaviour (ASB) Victim Promise, raising awareness in the use of the ASB Case Review and facilitate ASB Case Review Appeals.	Head of Strategy and Policy with Head of Assurance	January 2024



2

Value 2 – Being Accountable 2023/2024 Business Objectives	Lead	Timescale
Domestic Abuse & Rape survivor engagement - Listening to those with lived experience to provide DPP and local criminal justice agencies with feedback to improve the service provided to victims.	Head of Strategy and Policy and Head of Communication and Engagement	May – June 2023
Support the public to make informed and appropriate choices when accessing our services by: <ul style="list-style-type: none"> ■ Ensuring we have an easily accessible website that signposts individuals to specialist services as well as our own internal services; ■ Ensuring that however, an individual contacts the office they will wait no longer than 48 hours to receive the information they require. ■ Ensuring that the Police have sufficient understanding and awareness of services commissioned in order to bring them to the attention of victims and individuals who would benefit from accessing services 	All	Ongoing

3

Value 3 – Being Sustainable 2023/2024 Business Objectives	Lead	Timescale
Fair Funding Settlement Lobbying by making the case for Wales to receive a fair allocation of funding arising from the Comprehensive Spending Review, review of police funding formula or other relevant distribution of resources.	Chief Finance Officer	Ongoing
Develop and embed an innovative culture in terms of sustainability by Monitoring the reduction of our Carbon footprint and ensuring our estate, vehicle fleet, supplies services processes and procedures are environmentally responsible by receiving regular information and attendance and relevant meetings.	Business Manager	Ongoing
Drive efficiency through collaboration and learning We will maximise opportunities with partners to realise efficiency and value across the whole system and continually benchmark with others	All	Ongoing
Encourage partnership working to respond to the Climate Emergency, both in terms of Sustainability and environmentally friendly policies, and ensuring we have the collective capability and capacity to deal with the impact of Climate Change, such as flooding and severe weather episodes.	All	Ongoing

4

Value 4 – Engaging Widely 2023/2024 Business Objectives	Lead	Timescale
Police Apprenticeship Funding Lobbying	Chief Finance Officer	Ongoing
Developing a new Communications and Engagement Strategy	Head of Communications and Engagement	July 2023
Encourage age-appropriate, racially and culturally sensitive services	All	Ongoing
Work towards the National Equality Standard and sign the race equality pledge.,	All	Ongoing

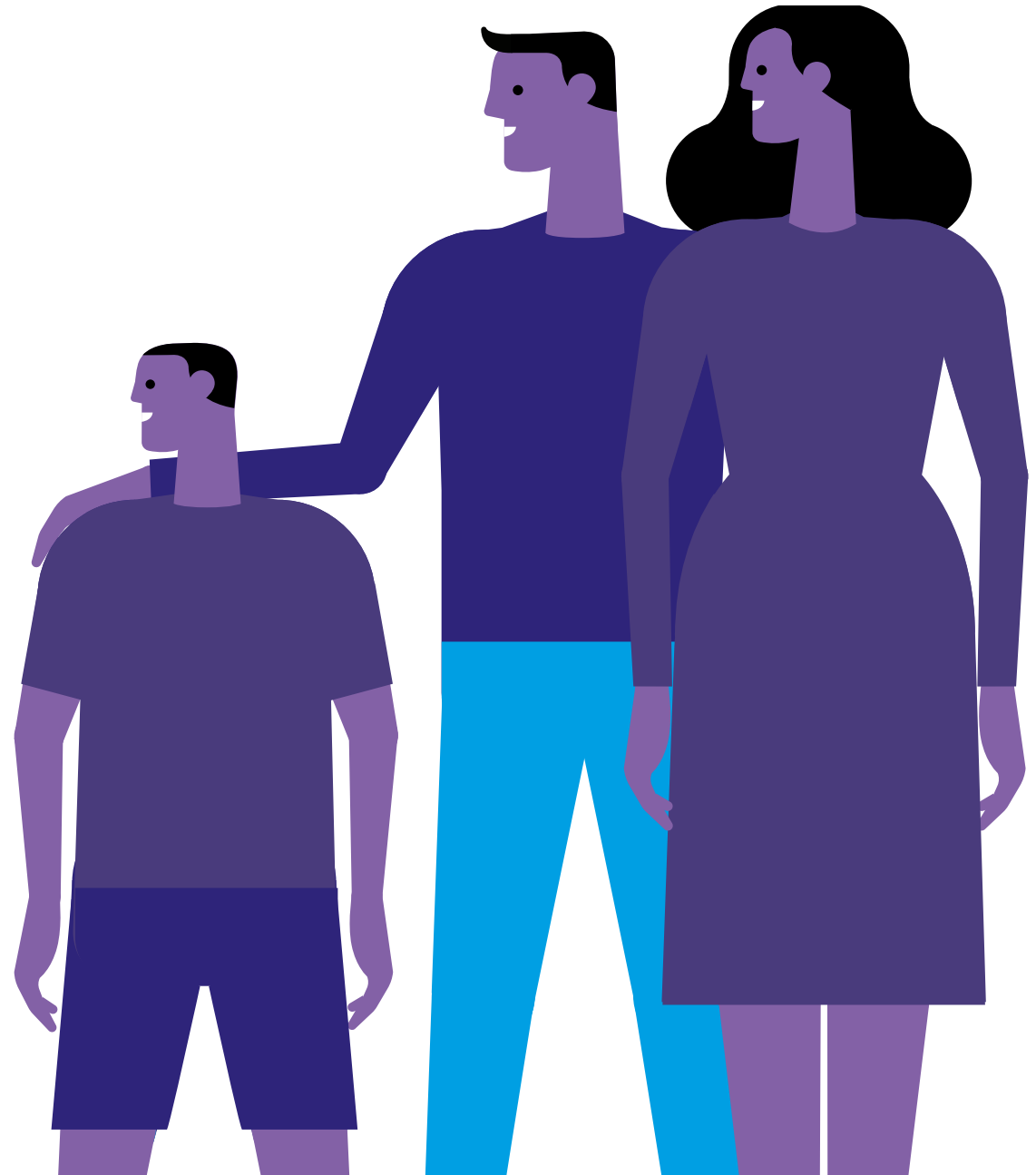


5. OPCC Performance

We will report our specific objectives, timelines and progress to the Commissioner and the Executive Team on a quarterly basis. The Commissioner will subsequently present performance reports to the Police and Crime Panel and publish them. As a result, the communities of Dyfed-Powys will be able to see:

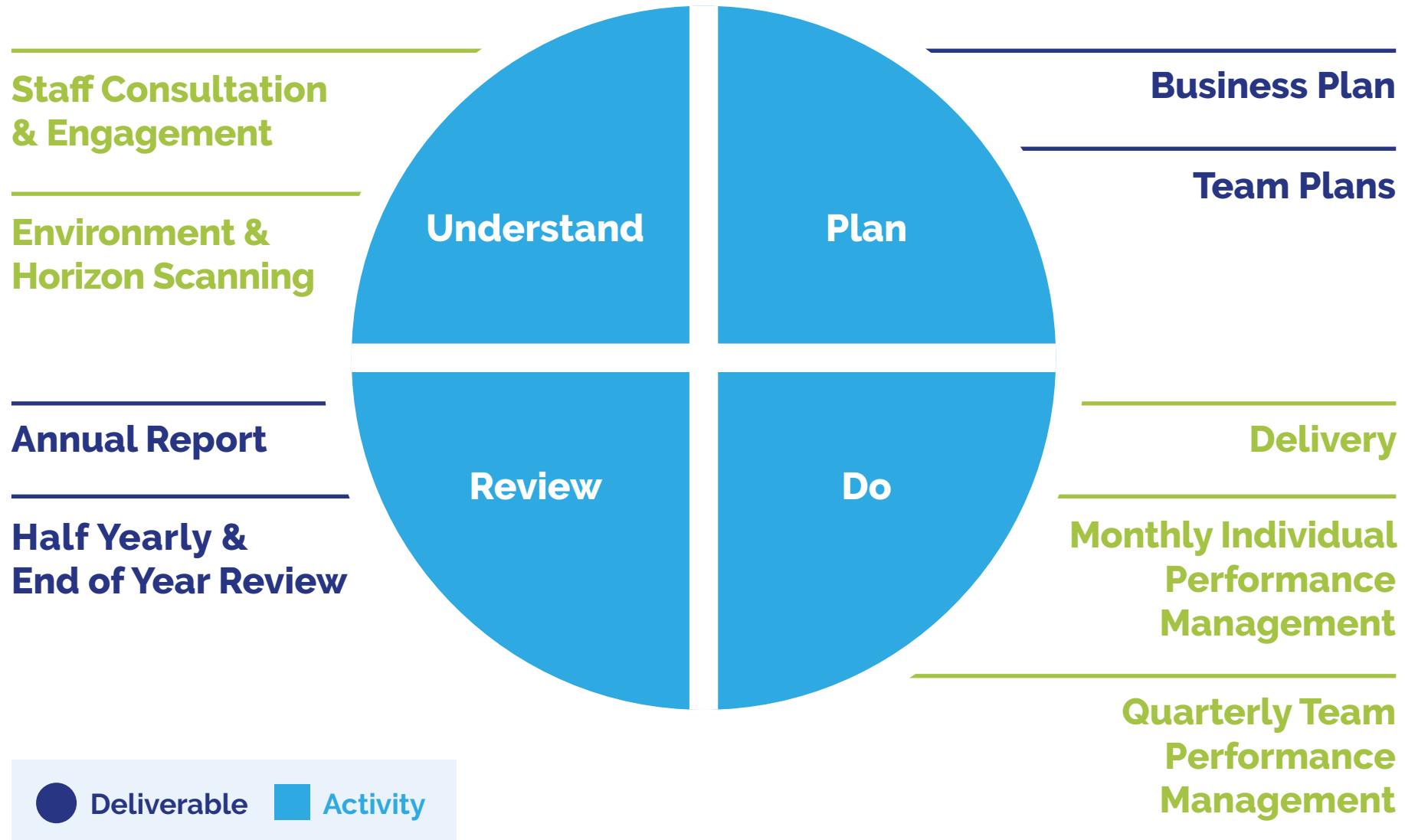
- Our activities and deliverables
- Our intended outcomes - aligned to the Police and Crime Plan
- Our performance against intended outcomes and how successful we have been.

The overall performance information will form part of the statutory Annual Report from the Commissioner to the Panel and the public.



APPENDIX 1

Business Planning and Monitoring Cycle and Timeline



Timeline





Comisiynydd Heddlu a Throseddu
Dyfed-Powys
Police and Crime Commissioner