



**Police and Crime**

**Commissioner for Dyfed-Powys**

# **Dyfed Powys Police and Crime Commissioner – Business Plan**

**Quarter 3 2023/24 Summary Performance Report**

## Introduction

During late 2022/2023 the Office of the Police and Crime Commissioner developed a Business Plan for 2023/2024 that would assist with the delivery of the actions contained within the 2021/2025 Police and Crime Plan.

The report is set out to mirror the format of the Police and Crime Plan in that it lists actions under each of the three Priority Areas and each of the four Values set out in the Plan.

Each action contains a narrative on the progress made up to the end of Quarter Three

Each action is given a RAG rating to highlight any areas of concern.

**Green** - Work complete, no additional work necessary.

**Amber** - Partially complete, some additional work necessary

**Red** - Not yet started.

## Executive Summary

The following report covers the reporting period of Q3 of the financial year 2023/24 (Oct, Nov, Dec 2023)

The actions that are currently marked as a Red are purely on the basis that they have not had work commenced on them yet. 2 of them will be commenced from Quarter 4 but a decision has been made that one will be postponed and included within the next Business Plan.

### RAG status comparison

#### Summary:

Within the 2023-2024 Business Plan are 51 actions. Recorded below is a summary of the total number of different RAG statuses. This will then be compared in future reports.

	Qtr 2	Qtr 2	Qtr 3	Qtr 3
Red	3	6%	2	4%
Amber	35	69%	29	57%
Green	13	25%	20	39%

**Priority One – Victims are Supported.**

Action Required	RAG	Quarter 3 Progress Update
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)	Green	This action was completed in Quarter two and reported in the previous update report.
Recommission Victim Services including consideration of provision for Children and Young People	Yellow	Technical evaluation complete and preferred provider noted. However, award decision cannot be finalised until commercial evaluation is also complete. Whilst the commercial bid submitted for service delivery is acceptable, the existing team bring Local Government Pension Scheme Terms and Conditions and the financial impact of this needs to be evaluated by the pensions administrator. We are currently awaiting actuarial valuation to enable final negotiation to take place with the preferred provider. This will result in a delay to the commencement of new service on 1st April 2024 and is being closely monitored.
Recommission Independent Sexual Violence Advisory services in collaboration with South Wales and Gwent OPCCs	Yellow	Evaluation complete and contract awarded late December. Successful provider will start in place 1st April 2024. Some TUPE implications for South Wales but Dyfed Powys team should remain stable.
Continue to collaborate with Policing and Health Colleagues as part of the Regionalisation of Sexual Abuse Services across South, Mid and West Wales	Yellow	Implications of phase 1 financial agreement modelled by OPCC and Force finance colleagues. Required uplift factored into 24/25 budgets. Awaiting Phase 2 and 3 financial models from Wales Sexual Assault Services programme team. Risk remains delivery of new Health based Aberystwyth site and transfer of existing acute services.
Commencement of new Independent Road Victim Advocacy service provided by BRAKE road traffic charity	Green	Pilot has been extended to end March 2025 to allow for full evaluation, taking account of training and implementation phase with full referral process only in place in Q4 of 23/24. Longer term, potential multi-year proposal will be required in Term 4.
Ongoing management of funding to support Youth Offending Teams restorative work with victims	Green	This action was completed in Quarter two and reported in the previous update report.
Training to ensure that the staff within the office receive training on dealing with victims so that they	Green	Staff attended a lunchtime learning session delivered by Public Health Wales that increased the knowledge base and provided key information for those staff who deal with

<p>become trauma informed. 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>		<p>victims. The session was recorded so that it can be used as a refresher or by any new staff within the Office.</p>
<p>Meeting our obligations to the Victims Code of Practice (VCOP) and Witness Charter Work is required to ensure compliance with VCOP via continued scrutiny through Out of Court Disposal (OOC) and Quality Assurance Panel (QAP).</p>		<p>Discussions continued at an all-Wales and local level. OPCC staff attended all-Wales meetings to share feedback on the proposed way forward at this level. DPP and Goleudy progressed plans for internal VCOP compliance activity and are due to update the OPCC. The Head of Assurance is involved in all discussions. A briefing has been developed on the Witness Charter, and discussions are to be had as to suitable future scrutiny activity. Discussions ensure around a Victim Experience Panel whilst conversations continued around the VCOP dip sampling. OPCC Quality Assurance Panel already consider the victim experience. Considerations are being made to ensure that Victim experience is incorporated into all scrutiny activity.</p>
<p>Effective Complaints Resolution 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>The Assurance Team completed 3 rounds of dip sampling of closed complaint cases. Consideration was given to complaints closed as "other action" and complaints which have been investigated in accordance with Schedule 3 of the Police Reform Act 2002. Terms of reference for the Professional Standards Department (PSD) Assurance Board meeting between OPCC and PSD has been agreed and the first meeting has been arranged for the beginning of March. Continued to meet with PSD on a monthly basis where we discuss any community concerns which have come in through the OPCC, concerns raised through complaint reviews and oversight of Misconduct cases.</p>
<p>Force Communication Centre (FCC) Scrutiny of calls / handling Efficient and effective responses to the public calls for help. There is a requirement to monitor and review</p>		<p>It was decided that QAP would consider the digital desk within the FCC as it was an area that hasn't been considered previously. The purpose was to consider whether there was any disproportionality towards the public who communicated via digital services.</p>

the timeliness, professionalism and handling of both 999 and 101 calls to the force communication centre.		
<p><b>Force Operating Model</b> 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>The Force Operating Model continues to be reviewed by Dyfed-Powys Police as part of their year 2 Force Review programme. The Head of Strategy and Policy continues to oversee progress through attendance at the Project Board meetings and will identify the appropriate juncture to undertake assurance activity to identify the impact any developments have had on services to victims and communities.</p>
<p><b>Victim Engagement Forum (VEF)</b> 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>Correspondence with Local Criminal Justice Board (LCJB) partners in December 2023 has resulted in a number of requests for engagement with VEF members, both from DPP and the Crown Prosecution Service. Meetings are scheduled for January 2024 to progress engagement opportunities.</p>
<p><b>FAQ Sheets on website</b> Develop Frequently Asked Question sheets for public to download on OPCC website.</p>		<p>FAQs have been completed for OPCC Complaints procedures. Further discussions are needed to identify what other FAQ sheets could be developed.</p>
<p><b>Deep Dive review into the management of Stalking and Harassment offenders.</b></p>		<p>Deep Dive review was completed in Quarter 2. DPP commenced regular internal meetings where the Deep Dive findings are utilised to shape their response to stalking and harassment. DPP will provide an update on progress against recommendations at Policing Board.</p>
<p><b>Introduce Victims' Champions</b> 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>The proposal submitted to the PCC and his Executive Team was discussed at length at their meeting of 14 November 2023, where it was agreed that this should be a matter deferred until term 4. The new victims' services will have been commissioned by that point which may also impact on considerations for the role of Victims' Champion.</p>

## Priority Two – Harm is Prevented

Action Required	RAG	Quarter 3 Progress Update
Ensure appropriate governance of the Home Office Domestic Abuse Perpetrator fund and submit bid for new round of funding	Green	Future funding for regional perpetrator programmes being discussed at Regional VAWDASV Strategic Board and recommissioning of services planned.
Ensure Home Office Serious Violence Duty funding is utilised appropriately to support partners in delivering against the Duty	Yellow	Workshop held to shortlist plans for use of non-labour funding. Labour funds to be fully utilised with broader application across all specified authorities. Non-labour funds for 23/24 and onwards will follow delivery plan emerging from workshop.
Continue collaborative work with Area Planning Boards to jointly commission preventative and treatment services for individuals with substance misuse and their families.  This should include evaluation of the outcomes achieved by individuals receiving services, both from a public health and criminal justice perspective.	Yellow	Final delivery report from Buvidal evaluation anticipated end of March. Task and finish group of the Area Planning Board (APB) commissioning colleagues established to plan and implement recommissioning of Tier 2 services.
Recommission Offender Diversionary Scheme service	Green	Contract was extended in Quarter 2 to run to 31 <sup>st</sup> March 2025 with a view to a new contract agreed and in place from 1 <sup>st</sup> April 2025.
Safer Streets  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.	Yellow	Safer Streets 4 now complete and final claims submitted.  Safer Streets 5 bid successful; however, we have recently had notification that the funding for 24/25 has been cut and currently remodelling the expenditure to apply the relevant reductions.
Support the work of the Mid and West Wales Real Living Wage Steering Group	Green	A meeting of the steering group was held on 11/1/24 where consideration was given to the forthcoming year's activity and plans towards regional accreditation action planning. The Head of Strategy and Policy was nominated to participate in a working group to progress the regional action plan - this will be established by the Steering Group organisers.
Illegal Drug Use – Follow up on 2019 Deep Dive	Red	This work will not be undertaken during this PCC term and will be delayed until the next term and included within the next Business Plan

<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>		
<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>		<p>Is planned for Policing Board on 09/05/2024. The Force created a workflow in Niche to capture the data to allow for checking and testing. OPCC have been updated from the Youth Justice Lead at the Mid and West Wales Safeguarding Board that Dyfed-Powys Police is ahead of other Forces in trying to capture data. There has been activity to remind officers of the guidance and new workflow. Transferred from Head of Strategy and Policy to Business Manager for progressing via Policing Board.</p>
<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"> <li>1. What is the current contract with HCP provider?</li> <li>2. What are the current levels in custody suites?</li> <li>3. What is the impact of reduced coverage?</li> </ol> <p>How can this be addressed and resolved?</p>		<p>HCP continues to be a risk; however, measures have been put in place to reduce the risk with introduction of tele med services being implemented which the Force are finding the data positive. A service delivery plan is in place with the current service provider who are focussing on their recruitment of HCP. Force is in regular contact with service provide to ensure sufficient coverage of HCP's in custody. ICV's continue to monitor any concerns through their visits at each custody and there is a good relationship between Custody staff and the OPCC with regular updates being provided.</p>
<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</p>		<p>We extended our recruitment campaign for the Youth Forum in to Q3 from Q2, due to the low numbers of applications received to join the forum. The new closing date will be in January (Q4), and an induction event has been organised at Police Headquarters on 31 March for all Youth Ambassadors.</p>

be conducted on an annual basis, during summer months.		
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.		Completed in Quarter 2.
Develop proposal for drugs intelligence amnesty to support Chief Constable’s priority to tackle the supply of illegal drugs		The proposal has been developed and the work is pended until Term 4.
Collaborative post with University of Wales Trinity Saint David - support and facilitate improved links with academic institutions, bringing research and practice together		Post holder has been appointed and commenced in role on 5 <sup>th</sup> February 2024.
<p>Early Intervention and Prevention Research and Mapping (Local Criminal Justice Board &amp; Serious Violence and Organised Crime)</p> <p>Engagement with the teams across DPP to review interventions and engagement to those entering the Youth Offending Teams.</p>		<p>This has concluded following the presentation of the intervention and prevention services at LCJB on 30/11/2023. Information fed into Serious Violence Duty workshop with Crest Advisory in January 2024.</p> <p>The Criminal Justice in Wales Steering Group noted the D-P area were leading the way in this area of work.</p>
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.		This report has been completed and presented for the OPCC Executive Team. A decision has been made to pause lobbying due to the current landscape. The OPCC communicated with Welsh Government and UK Government, as well as discussing the topic with youth justice teams, youth ambassadors, and academics with a keen interest in youth justice (through Hwb Doeth). While there is appetite in Wales to consider this work, the focus at present is devolution, to allow for making changes independently to youth justice. The topic is not a priority for UK Government. The OPCC further met with APCC who were considering a specific portfolio lead for children - the OPCC suggested the age of criminal responsibility as an example of work that needed further attention.



### Priority 3 – An Effective Justice System

Action Required	RAG	Quarter 3 Progress Update
Develop and maintain the LCJB Performance Framework to provide a deeper understanding of local criminal justice performance.	Green	Data is reported at each meeting, with a more in depth focus once a year. New data dashboard will be created for next financial year.
Evaluate whole system approach to female offending in Dyfed-Powys and explore options for development of a Women's Centre	Yellow	Women's centre under development and due for completion end of March 2024. This will represent a significant step forward in service delivery. Review of whole system approach for female offending likely to feature in LCJB delivery plan for 24/25.
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	Yellow	Ceredigion best practice model continues. Positive progress being made in Pembrokeshire and Powys, with discussions ongoing in Carmarthenshire.
Reducing reoffending strategy scrutiny  Understand what is an effective reduction in reoffending and what are targeted interventions. Consider:  What is delivered by HMPPS?  Community Based interventions and diversions?  Numbers on licence recalls back within custody from DPP?  LCJB to be accountable in reducing reoffending  Criminogenic needs assessment	Red	This work will not be undertaken during this PCC term and will be delayed until the next term and included within the next Business Plan.

<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>This work has been deferred until Q4. Discussions have commenced with the Force to establish a present picture. Force lead has recently changed. Meeting held with Restorative Justice Treatment manager for HMPPS to ascertain how this is working since the service was reabsorbed into HMPPS. Other developments such as the victim service re-commissioning due in April 2024 and the IJ delay until Oct 2024 will affect the progress of this objective.</p>
<p>Community Remedy Review – 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>Delay in publishing following discussions regarding timing with Force Anyti-Social Behaviour (ASB) leads and resourcing challenges within OPCC. Menu was published 07/12/23.</p>
<p>Oversight of secure accommodation for Children</p>		<p>Briefing paper provided to OPCC Executive Team 14/11/2023. Actions agreed and being progressed: Topic scheduled for review at Policing Board meeting on 09/05/2024 and matter to be considered by the custody scrutiny panel.</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>During Q3, we worked closely with DPP EDI Manager to consider the new SEP. We have started to draft the new plan, and have proposed the four new Objectives, which will go to Force Embracing Diversity Group for sign off and to OPCC Executive Team for final sign off in Q4 ahead of publishing.</p>

Action Required	RAG	Quarter 3 Progress Update
Mental Health Lobbying – supporting the introduction of Right Care, Right Person (RCRP) approach in Wales.	Green	Increased capacity due to new Policy Advisor in team: Weekly meetings with Force to discuss the implementation of RCRP in DP. Also, a part of the RCRP Teams channel to monitor progress and escalate matters of importance to the PCC. Implementation of RCRP will commence in Autumn 2024 on completion of training.
Work with local businesses to raise awareness and prevent violence and abuse towards shop workers and encourage cyber resilience.	Yellow	Scoping exercise carried out to understand Dyfed-Powys and UK position on this issue. Proposal on how to engage with this work will be formulated for Term 4.
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.	Yellow	A review of ASB has been scheduled in to the QAP forward plan and a dip sample of closed complaint cases concerning ASB has been scheduled in to the scrutiny workplan.

### Value 2 – Being Accountable

Action Required	RAG	Quarter 3 Progress Update
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.	Green	DPP will give their formal response in Policing Board meeting in January (Q4) . Their response will be fed back to all the Victim Engagement Forum members who took part in the Consultation.
Support the public to make informed and appropriate choices when accessing our services by: <ul style="list-style-type: none"> <li>· Ensuring we have an easily accessible website that signposts individuals to specialist services as well as our own internal services;</li> <li>· Ensuring that however, an individual contacts the office they will wait no longer than 48 hours to receive the information they require;</li> </ul>	Yellow	Commissioned services information is included on website and in PCC newsletters - need to refresh internal communications to ensure officers are aware. Many commissioned services provide input to officer training, including domestic and sexual violence services, victim services and offender diversion scheme.  A feedback form for complaint reviews has been created which will be sent to complainants following a completed complaint review. This will enable the OPCC to collate feedback to improve the service.

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		
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### Value 3 – Being Sustainable

Action Required	RAG	Quarter 3 Progress Update
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.		Lobbying remains ongoing and due to the nature of the issue this is included on the Corporate Risk Register.
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.		The Business Manager continues to attend Sustainability Group Meetings. The issue of Sustainability has been the subject of consideration at a Policing Board Meeting and the Commissioner has been made aware of the progress being made in reducing the Carbon Footprint across the Force. This was demonstrated by comparing information against an established base line that has been developed and highlights the relevant reductions.
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		Considerations are being towards an All-Wales Scrutiny collaboration. All-Wales OPCC Policy Network has been developed, enabling discussions on shared responses to consultations and benchmarking / learning on common policy areas.
Encourage partnership working to respond to the Climate Emergency, both in terms of Sustainability and environmentally		Discussions have commenced in relation to establishing an All-Wales resource to assist all Forces as they respond to the climate emergency. Progress will be monitored via the Sustainability Group

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.

#### Value 4 – Engaging Widely

Action Required	RAG	Quarter 3 Progress Update
Police Apprenticeship Funding Lobbying		Work is ongoing across the Welsh OPCC's to lobby for a fair share of the Police Apprenticeship Funding.
Developing a new Communications and Engagement Strategy		Strategy has now been translated and is published on our website.
Encourage age-appropriate, racially and culturally sensitive services		Equality Impact Assessments are undertaken on any new services implemented.
Work towards the National Equality Standard and sign the race equality pledge.		All commissioned services have been asked to complete annual equality assessments for their service delivery.